

## Development of Human Resource Management Activities in Vietnamese Private Companies

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**Abstract:** Human resource management is the coordination of activities to find, develop, maintain, manage and facilitate human resources to operate through the organization, in order to achieve the goals and direction of the organization. The important requirements of human resource management is to find the right people, in the right quantity and at the right time with conditions that satisfy both the business and the applicant. When choosing the right candidate for the right position, both individual and business benefit. Human resource management plays an essential role in the existence and development of enterprises. This is reflected in the factors that help a business operate well or not, succeed or fail, thanks to the people who are working at the enterprise with creativity, passion and love. Humans are invaluable assets for businesses, as technical machines and material possessions can be bought and copied, but people cannot.

**Keywords:** human resource management, human resource development, private companies, Vietnam.

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### 1. Introduction to research problem

Human resources include all human potentials in an organization, including staff members and leadership. All members of the enterprise are using their knowledge, abilities, ethical values to establish, successfully maintain and develop a business (Grzeszczyk & Tien, 2019). Management is increasingly complex along with the increasing development of social economy where each socio-economic form is associated with a certain mode of production. Business leaders often try to strike a balance between product quality and service, good marketing and sales methods to be taken care of. To achieve this balance, businesses must rely on their greatest asset, the human resources (Tien & Diem, 2020).

All businesses need talent to motivate and inspire sustainable development. A company or, in general, an organization, even with abundant financial resources and modern machinery and technology, will become meaningless if it does not know how to manage human resources. More specifically, it is necessary to manage the company's human resources well because they play a very important role in the organization's activities (Tien et al, 2020).

Companies that work based on dynamism, hard working and creativity of people often make a good use of human resources to accomplish their strategies and goals (Rewel et al, 2020). Recognizing the importance of human resource management in the company and to be able to do well at present and develop in the future, human resource management activities are indispensable, the authors have chosen to analyze the issues related to the development of

human resource management regarding Vietnamese companies and their specific business environment.

## 2. Literature review

In 2020, human resources in Vietnam will continuously grow. Among them is the shift from using a group of simple workers to a group of highly qualified workers. This is a positive and inevitable shift in the direction of economic development. Despite rapid development, the quality of human resources is still limited. As a sad fact, in many Vietnamese companies, positions that require high technology are often filled by foreign workers (Tien, 2019, 2019a, 2019b, 2019c). Not only that, the gap between vocational education and market demand is still very large. Thousands of students graduate every year. However, businesses are still quite often in a state of labor shortage for many job positions.

The human resources of an organization are formed on the basis of individuals with different roles and are linked together according to certain goals. Human resources are different from other resources of an enterprise because of their very nature (Dung, 2009). According to Dung (2009), human resources include all human potentials in a social organization or an enterprise (including members of the business leadership). All members of the enterprise use their knowledge, ability and ethical values to establish, maintain and develop a business. An enterprise has all the human factors but does not have the ability to lead, as well as the ability to run the current work and lack knowledge on human resource management or experience in human strategy will not be successful at all (Anh& Tien, 2018; Rewel, 2020a). Human resource management is a system of philosophies, policies and functional activities on attracting, training, developing and retaining people to achieve optimal business results for both the organization and its employees (Dung, 2009). In fact, human resource management is the overall coordination of activities of planning, recruiting, selecting, maintaining, developing, motivating and creating favorable conditions for human resources within the organization in order to achieve strategic goals, vision, orientation of the organization (Than, 2012). International human resource management is concerned with attracting, developing and maintaining a well performing team to achieve the goals and targets set out in the international production and business strategy (Tien, 2018).

In the United Nations report assessing the effects of globalization on human resources, human resources were defined as the skills, knowledge and actual capabilities along with existing competencies in terms of human potential. The concept of human resources in this approach is somewhat biased towards the quality of human resources. In this view, the highly appreciated point is to consider human potentials as the capacity and ability from which to have appropriate mechanisms in management and use. Such a concept of human resources has also shown us a part of the United Nations' approval of the new management method (Anh et al, 2021, 2021a).

The basic functions in human resource management include (Dana, 2020, 2020a; Dinh et al, 2020):

- Job analysis. Job analysis is the process of systematically gathering and evaluating important information relevant to a particular job in an organization in order to clarify the nature of each job. There are many methods for job analysis. The most common methods are questionnaires, observations, interviews, diaries, or a combination of methods. Job analysis is specified using job descriptions and job specifications. The use of job descriptions and job specifications has become necessary in all industrialized countries around the world, but job analysis has not been enough popularized in businesses in Vietnam.

- Human resource planning. According to Than (2012), human resource planning is a process of implementing plans and programs to ensure that businesses will have the right

number of people in the right place at the right time. Thus, human resource planning is the process of researching, determining human resource needs, making policies and implementing programs and activities related to human resources to ensure the organization always has enough human resources with the right qualities and skills to carry out the work with high productivity, quality and efficiency, achieving the common goals set out in strategic planning. Before planning human resources, managers must carefully study the strategic plans of the enterprise. Based on the strategic plan of the whole company, human resource managers will plan human resources for their department. The head of human resources will also plan the human resource strategy for the whole organization.

- Recruiting personnel. Human resource recruitment is the process of finding, attracting, selecting and evaluating candidates in many different aspects based on the requirements of the job, in order to find the right people to supplement the required workforce necessary to meet the labor requirements of the organization. The recruitment process is considered complete if including employee orientation, guiding new employees to integrate into the organization's work environment.

- Training and developing human resources. Human resource training is a process to help an individual perform their current functions, tasks and jobs more effectively. It includes activities that aim to enhance skills for current employment. Human resource development is a learning process to help laborers perform future jobs or develop their professional qualifications. It includes activities to prepare personnel to keep pace with the organization as it changes and develops.

- Evaluation of work performance. Performance appraisal is a formal system of reviewing and evaluating an individual's work performance periodically. The purpose of a performance appraisal is to determine the position currently available for the employee to perform that job. Performance appraisal is one of the central tasks that a good business manager needs to perform well. Any evaluation system aims to improve the performance of the business by ensuring that every individual in the business is trying to the best of his ability. Performance evaluation is the basis for rewarding, motivating or disciplining as well as helping managers pay fair wages. Evaluation helps to review the work done to identify shortcomings and weaknesses that need to be overcome, to identify the potential unused abilities of individuals, and to develop suitable training programs. It also helps identify the potential of each individual as a foundation for each of them to develop his or her future career.

- Salary and benefits. Salary is the employee's wage as agreed by both parties in the labor contract and is paid according to labor productivity, quality and work efficiency. While remuneration is the only reward that an individual receives according to the regulations and corporate policies.

### 3. Research methods

The main methods used in this article include observing the actual situation, combining the interviews and direct discussions with management personnel at selected Vietnamese companies, summarizing, analyzing and state the subjective opinions of the authors.

The article collects data and reports of human resources departments in selected Vietnamese companies. The qualitative approach makes it possible to highlight the important roles of human resource management, and answer the question why companies fail while others succeed in Vietnam. The document research method helps us to find out the basic contents of the theoretical basis, identify problems related to the research topic and problems to be solved. In the process of writing the article, the authors also refer to a number of

documents, articles from books or scientific research articles to obtain accurate strategies for personnel change and development for the companies to bring high productivity at work.

#### 4. Research results

A business that develops strongly, has a position in the market, it needs to have a strong staff. Enterprises need a human resource department to help manage not the capital, facilities, science and technology but human resources. In particular, it is necessary to exploit and take advantage of human resources in accordance with the business strategy of the enterprise. Employee morale and attitude are positively improved, if human resource management is effective (Anh & Tien, 2019, 2019a, 2019b). Highly skilled employees with professional qualifications will help businesses develop and make good use of human resources in the market. Human resource management needs to meet the requirements of enterprises in terms of recruitment, training and capacity assessment. The human resource management department needs to select the right employees for each position and each task. Then employees need to be trained and developed from the very beginning. The human resource management department will have to focus on fostering employee capacity. An effective human resource management department will avoid mistakes in recruiting, training and evaluating the enterprise's personnel. When screening and training the right qualified employees, businesses will avoid a lot of waste. Thus, the human resource management department needs to carefully arrange the tasks of: selection and recruitment, training, and optimal personnel mobilization (Nogalski & Tien, 2019; Thoi et al, 2019; Tien et al, 2020). With the economic crisis and high inflation in this current period, human resource management strategies in Vietnamese companies need to adapt to the new economic situation. Therefore, in addition to finding and developing quality human resources, human resource management must also use the budget effectively.

The workforce of Vietnamese companies in the study is mostly young and enthusiastic. Companies always have appropriate policies for each age group to attract workers. The age group from 18 to 30 is always very active and creative in work to assert themselves. Despite not having much experience, with the ability and creativity and ability to work under pressure, the human resources of the companies are mostly trainees and fresh graduates. The age group of 30 and older mainly holds important positions in the company because the management level requires professional qualifications, experience, skills, clear orientation about the goals that the company is pursuing (Long et al, 2019; Minh & Tien, 2019).

In general, the young staff has many advantages such as: dynamic, flexible, full of ideas, spends a lot of time on work, quickly adapts to the working environment. However, this is also a weakness for Vietnamese companies when there are too many young employees, because they do not have the experience to cope with new jobs and new opportunities. This is a big challenge for the human resources department to find ways to maintain and develop a strong human resources team for the company.

In the group of selected Vietnamese enterprises, the proportion of employees with university and post-university degree accounts for about 95%, intermediate and college degree account for about 5%. The percentage of employees' qualifications over the years has increased quite a lot, the number of employees in all departments has increased to meet the expansion needs for development. The number of employees with university and post-university degree increased relatively much, only the number of intermediate and college employees increased steadily. It can be seen that the recruitment policy of Vietnamese companies has focused on qualifications, and they are only recruiting employees from university for positions that require a degree. Employees with intermediate and college

degrees are recruited into departments such as customer care, jobs that require good communication, ability to withstand high pressure, but almost no degree required.

The advantage of Vietnamese companies is having a team of young and highlyqualified employees, which is a huge strength at the moment. This staff has the ability to quickly adapt to the continuous changes in technology, working methods, as well as the requirements and changes of customers, thereby coming up with new ideas and initiatives to help achieve high efficiency at work.

Because the selected Vietnamese companies have just been established not long ago and are still in the process of finding a foothold in the market, the demand for human resources is not really great, so companies have not yet established a department with tasks mainly to focus on promoting the capacity of available human resources. As consequence, they only add several employees a year, while the rest are mostly part-time workers. So, usually, the number of employees working in departments doesn't change much, that's why they do not really pay attention to determining annual staffing needs.

## 5. Research results discussion

A good human resource manager is someone who knows how to properly assess the working capacity of each employee, knows how to motivate, encourage, arouse potential, and help employees work enthusiastically. But every human being has its own advantages and disadvantages and can make mistakes in the process of working. No matter how dynamic, enthusiastic, and confident a business leader is, a manager or a leader still can't do anything without the wholehearted support of the staff members and everyone who has a business relationship with the company. Even if the company's products are of the best quality in the world, they cannot dominate the market without relying on skillful and enthusiastic sales staff. The most perfect machinery and equipment will only produce mediocre goods without skillful craftsmen. The success of an enterprise cannot be separated from the human factors. Therefore, human resource management has special roles, manifested as follows: human resource management contributes to promoting human working capacity at the most thorough and effective level; human resource management plays a decisive role in the success or failure of an enterprise. Today, in the knowledge based economy, when more than 80% of the product's value is due to human contribution, the human factor is increasingly being placed in an important position. Human resource department plays the role of optimizing the working efficiency of human resources, thereby helping to achieve the strategic goals of the company. The main task of the human resources team in the enterprise lies in coordinating human resources, ensuring consistency with internal policies and systems (Vinh& Tien, 2019; Tien, 2017, 2017a, 2018).

In order to use labor effectively, to be able to adapt to the continuous change of the business environment as well as grasp the development of science and technology, companies need to recruit qualified employees. The fulfilment of these needs is very difficult and expensive, so each of them must regularly take care of the training and development of its own personnel. Being aware of this problem, the selected Vietnamese companies have organized human resource training and development according to specific objectives and methods as follows:

- Enhance the awareness of staff training and development: Equip necessary skills, improve working capacity for employees; Training for managers, senior levels in the company
- Training forms and methods: The most common training methods are in the classroom: including lectures or presentations, exercises, tests, group discussions,

- situation analysis, seminar methods, role-playing, learning by solution problem solving, model behavioral training.
- Organize parallel or after-hours lessons: Department managers or experts will be the lecturers presenting specific content to be taught to a group of individuals or a class. This method of organizing sessions is used often in the company, because the lecturers can convey a large amount of information to many people in a short time. However, this method also has a passive side because the trainees will not be able to practice much, on the part of the company must prepare adequate facilities such as classrooms, projectors, computers, tools and equipment. practice for teaching and learning.
  - Organization of conferences and seminars: The company organizes seminars, under the direction of managers or professionals to discuss together the topics raised in the seminar. This method has the plus point that it can be held at the company or outside the company such as in a coffee shop, tea room, avoiding the feeling of tension and constriction like in lessons, thus attracting more employees. Members participate because the format resembles an intimate and entertaining discussion. But there is also a minus point that it will be difficult for everyone to arrange a reasonable time to participate fully
  - New employee training: In order for new employees to be familiar with their environment, principles, regulations and work, companies will often organize an introduction seminar. This is a mandatory training session for new employees joining the company because it can help employees understand more about the culture and environment in the company as well as know more about the work they will do. In addition, new employees will be directly guided by head of department to familiarize themselves with the work and rules of the department, to discuss more requirements of the job. When employees are familiar with and familiar with the job, the instructor will let the employee control and continue to promote, the instructor only monitors and encourages encouragement to confidently promote in the work.
  - Training to improve knowledge for former employees: Employees with excellent achievements will be nominated by the company to participate in short or long-term courses to improve management capacity, creating conditions to undertake complex jobs and higher positions.

Because the selected Vietnamese companies have not been established for a long time, there is still no department in charge of job analysis and the company has not attached importance to this. Job analysis is the basis for recruiting personnel but has not been really interested by these companies and has not been conducted scientifically. Most of the employees are in charge of other jobs that are not in their expertise, so the work efficiency is not high. Company leaders make the most of the old employees' labor to reduce the cost of recruiting and training new employees. If there is a job that requires high expertise and creativity, but no one inside the company is capable of undertaking it, the new leader will recruit from outside sources. The study of job analysis affects the assessment of the quality of job completion and it only stops at the subjective opinion of the analyst and the external objective recognition. It is difficult and most important to evaluate work performance because it is the basis for managers to pay salaries and reward, motivate or discipline employees fairly.

The companies in the sample are still small businesses, have not been in operation for a long time, but they do not forget to evaluate the work performance of their employees. Although the evaluation of performance still does not have many specific criteria, it can be seen that some of the following criteria are commonly applied: completing the work well, on

time as assigned, proposing solutions to reduce costs costs, increase productivity and comply with regulations. The head of the department will evaluate and comment on the personnel under the management.

Rewarding and rewarding employees will stimulate increased employee productivity, in addition, can help build and develop a loyal staff. Moreover, it also helps to have a clear, correct and effective human resource development strategy, to help improve the company's brand value and build a good relationship with the employees, with the government. and local organisations. Along with the above advantages, the article also discovered disadvantages such as: high salaries and benefits, which will make it difficult to raise capital to expand and develop business. If done incorrectly or choose the wrong reward object, it will create conflicts among employees in the company.

From the end of 2019 until now, the world has been affected by the Covid-19 epidemic. Due to the impact of the pandemic, the consumption habits of people around the world have changed, leading to businesses everywhere being affected in many ways, in which human resource management also faces many difficulties. Faced with the above difficult situation, companies in Vietnam have tried to keep their personnel stable by choosing the option of reducing employee shifts and allowing employees to work from home. The plan to work from home has both reduced the number of employees coming to the company and strictly complied with regulations on epidemic prevention. For those who have shifts at the company, their temperatures will be checked to ensure the safety of other people and create a comfortable atmosphere when working together.

## 6. Conclusion and recommendation

The goal of the selected companies in this study is to try to expand the size of the HR department by 2023 with the expectation that the number and quality of employees will increase, the requirement for the HR department in the future is to have a professional and effective employee management system.

The administrative - HR department will be separated into two independent operating divisions. At that time, the number of employees in the HR department will increase, the full number of employees will meet a number of other activities that have not been focused on such as: job analysis, personnel planning, training, recruitment. In addition, the HR department also needs to rebuild the employee information storage system to make it easier to manage and make policies more effective.

Human resource planning is the process of systematically reviewing human resources to ensure that a company's human resources will have the right number of people with the right skills in demand. Human resource planning of selected companies is carried out as follows:

- Check and review the entire company's personnel to ensure that they meet current and future development needs. Find the holes in the office management, then fix and adjust to fit the above needs
- Select and train those who do human resource planning seriously and choose the time and cycle to evaluate employee capacity objectively.
- Identify current human resources, classify and rearrange departments. If any department is not yet professional, lacks professional skills, it must be retrained and periodically inspected.

The recruitment of personnel of the companies is done quite well, but there are still no recruitment methods to attract skilled, professional and highly skilled candidates. In order to recruit better, these companies need to expand their recruitment sources such as:

- Posting and continuously updating recruitment announcements on newspapers with many readers, websites vieclam24h, careerlink, vietnamworks, etc.
- Contact companies specializing in providing and introducing professional personnel
- Participating in job fairs and career orientations to find employees and find out the current and future needs of employees.
- Use part-time workers and interns to take on and handle simple tasks.

Job analysis is the most basic job for managers to make job descriptions and job descriptions. As a result, managers will have a basis for human resource planning, recruitment, training and development, performance evaluation, salary and remuneration. Currently, companies have not really focused on job analysis. This work is relatively complicated and requires administrators with high professional and technical qualifications. Therefore, the board of directors and department heads will usually be in charge and in charge of this work. The job analysis is carried out as follows:

- Set standards for time and tasks to be completed
- Develop and provide accurate quality assessment standards for each individual, creating a fair competition among individuals in the company.
- Make a scoreboard to better evaluate the work efficiency in the company
- Create the necessary standards for the recruitment, training and development of personnel to achieve the highest results, to meet the needs of the job.

Training and development work must always diversify training forms, select training methods suitable for each object and training costs must be allocated reasonably, must always stick to the stated objectives. and must regularly conduct periodic training. Companies need to consider increasing their training budget. In addition to the method of self-training and guidance at the company, other methods should be applied such as:

- Organize periodic meetings to discuss the current problems the company is facing. Let's discuss and give ideas to solve the above problems
- Organize visits, learn experiences from units in the same industry about management methods, how to search and research projects, from which to draw and select advantages to apply to work.
- Develop employees in the direction of job diversification, forming multi-skilled staff groups to support other weak groups.
- Proactively train to raise the awareness of all employees about the environment, save energy, protect assets and avoid the risks of loss.
- Receive employees who have quit their jobs and arrange jobs according to their wishes

Performance appraisal is a tool used to periodically review and evaluate an individual's job completion. The implementation of good performance evaluation will help the company to have a basis for planning, recruiting, developing and rewarding. Management levels need to understand, grasp the job, and be careful in the assessment because if there is a deviation, it will lead to conflicts between employees.

- It is recommended to provide a specific scale for the evaluation, and at the same time clearly state how well the job is done, the effectiveness of that work, and assign more specific points.
- To improve the evaluation method according to work standards, it is advisable to compare and compare the completed work of each employee with the set standards.
- Discuss and debate the evaluation with employees

Salary and benefits are the key to unlocking a stimulating environment for people to work. Companies should ensure the best welfare policies, take care of their employees' health and life, and ensure they have a peace of mind at work.



- There should be an official notice on the salary increase review deadline and salary increase criteria for employees.
- Organize travel or vacation sessions for departments or an individual with excellent performance in each term.
- Encourage and reward employees with certificates of merit and medals who have new and creative ideas to help the company's development.
- Organize more outdoor picnics for employees. This will keep employees engaged and close to each other.
- Pay attention to each employee's individual and family situation, which will reduce the gap between management and employees. Give gifts on the occasion of holidays, Tet or when employees' families have good news.

Research shows that companies must constantly improve their hiring processes. The recruitment department should perform analysis and draw experience from each recruitment step after each recruitment. The recruitment department must identify the root causes and weaknesses so that it can be remedied and improved by the necessary steps, eliminating unnecessary steps in the recruitment process. If the recruitment process is properly improved, the quality of recruited employees will be improved.

Companies need to expand and diversify recruitment sources and channels. This will help attract many candidates and build a good image of the company to universities, colleges, etc. This is also a pretty effective way to market and through this form companies will have the opportunity to select students.

Strengthening training, supplementing staffs engaged in bidding and project management, financial management, sending staff to participate in supervision training courses, organizing foreign language classes out of hours. Attracting and encouraging talents with policies such as raising income, bonus shares, selling apartments on installment payment create many opportunities for young staff to advance.

The search, discovery, attraction and recruitment of candidates who have the ability to really work, be enthusiastic about the profession and stick with the unit is always a central task in the company's development strategy. Therefore, recruitment is closely linked with the use, training, retraining and development of human resources, employees are assigned jobs suitable to their expertise, work forte and personal circumstances to they have the ability to devote themselves to very important work. It is necessary to further develop the implementation of an open, transparent, consistent and fair human resource policy, timely reward individuals with achievements, and severely punish those who do not complete their tasks or work. pause to hold position. Staff rotation should be carried out on a regular basis in order to promptly detect qualified individuals for training, retraining and challenges, then reassignment to executive management positions in the enterprise. It is necessary to always aim to build a dynamic, friendly, democratic and fair working environment along with assigning specific tasks and promote individual responsibility.

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