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ベトナムの日系農企業における人的資源
管理の特徴—従業員満足度と離職率の視点
を通して—

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博 士 論 文

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June 2022

Abstract

These days, numerous Japanese investors looked to land in Vietnam as an alluring goal. The number of Japanese companies investing into Vietnam is increasing year by year. In accordance with statistics reports by the Foreign Investment Agency, in the first 4 months of 2017, the total registered foreign capital is 4.88 billion USD, in which capital from Japan is 1.85 billion USD, ranking second and making 17.54% of the total registered capital. In the current years, Japan is always one of the countries invest in Vietnam the most. In investment sectors Japanese pay much attention on manufacturing, construction, industrial zone, infrastructure, machines and automobile devices and green agriculture.

According to survey of Japan Finance Corporation (2013), 21.5% Japanese agricultural companies having interest in starting operations oversea. However, it is undeniable that the multiple challenges organizations experience while expanding internationally in pursuit of new markets. According to the Japan Finance Cooperation in 2012, it mentioned three issues in HRM of Japanese companies expanding in other countries as lack of local manager administrator, difficult to secure local labor force and cultivate foreign employee -manage labor. Additionally, the business environments (politics, economics, culture and nature) and organizations (managing local employees and mutual intelligibility) are in different background that makes up human resource management (HRM) is an important issue for these companies.

Therefore, this study is necessary to identify characteristics of HRM in Japanese agricultural companies in Vietnam, clarify the factors of HRM effecting to job satisfaction as well as the turnover rate of employee which directly effect on the working performance for the benefit of company in the long term. This study is expected to yield valuable insights into the role of HRM and its contribution to Japanese organizations in Vietnam. The data of this research were collected at three provinces in Vietnam as Moc Chau, Ha Noi and Lam Dong. All these agriculture companies belong to Japanese owner and have 100% Japan investment capital. This study focusses on small – medium size of companies. These companies located in places with suitable weather condition for agricultural development or high demand for agricultural products. The sample size of study was interviewed via a semi-structured questionnaire. Quantitative and qualitative analyses were used to analyze the data.

First of all, in the first study, Chapter 2, the aim to study the general issues/characteristics of Japanese agricultural companies in human resource management (HRM) that influence job satisfaction (JS) and working conditions of the employee in these organizations. The current situation and employee's job satisfaction of managers and employees in 4 companies are interviewed through semi-structured questionnaire to collect the data. The data is analyzed by quantitative, qualitative analysis and descriptive statistics.

We found that there are differences in employee's job satisfaction in these 4 businesses due to dissimilarities in how the farm are managed. Our comparison between companies with higher job satisfaction and lower demonstrates advantages in some aspects as (1) Salary and Allowance, (2) Management Method, (3) Recruitment method, (4) Training, (5) Working hours, (6) Human relation and (7) Working atmosphere.

The most advantages of Japanese agricultural companies in Vietnam are salary and allowance. Because these four companies willing to pay the high amount of money for salary compared to regional minimum monthly wage. Two companies with apart support of health, unemployment issuance get lower job satisfaction than two remains with fully allowance support. , Therefore, instead of high salaries, Japanese companies should take a consider about fully support health, unemployment insurance or even lunch meals. It will bring a more satisfied feeling for employees. Therefore, the achievement of harmony between salary and allowance is very advisable. Besides, as a further matter of these companies, language barrier and incompetent managers caused poor communication, which effects on work progress, faces challenges relating to sub-ordinaries and keeping them motivated.

The good relationship and comfortable working environment in workplace also play an important role in HRM which directly effect on employee's job satisfaction. It brings not only the potential to make employee's satisfaction with their working but also a kind of motivation to make them become the most productive employees in the company. In general, we can confidently conclude that the better companies treat employees, the higher employees' satisfaction the companies get.

Secondly, the objective of Chapter 3 is to explore the relationship between human resource management practices and job satisfaction in Japanese agri-businesses in Vietnam by using SPSS. It is to find out factors of HRM practices effecting on Job satisfaction of

employees in Japanese agricultural companies in Vietnam. In detail, it examines the relationship between human resource management practices including work itself, training and development, supervisor support, co-worker 'relation, salary, working environment and job satisfaction among employees in Japanese agri-businesses in Vietnam. The structured questionnaires were distributed to 200 employees to collect the primary data out of which 179 useable were returned to test the research hypotheses.

The regression analysis revealed that the work itself, training and development, co-workers' relation, salary and working environment have a positive effect on employees' job satisfaction. Therefore, the employees' job satisfaction will be increase if managers of Japanese agri-businesses in Vietnam pay attention on these factors and effective redesign work itself, training and development, coworker's relation, salary, working environment are practiced. There was no significant relationship between supervisor support and job satisfaction. It can be understood that it does not mean that more or less of supervisor support will create the increase or decrease of job satisfaction. In general, this study had delivered insights into the effect of human resource management practices and job satisfaction in Japanese agri-business in Vietnam. This study is with the expectation that the results can bring benefits to the managers in human resource management, especially in Japanese business in Vietnam.

Thirdly, one of the key factors contributing to agriculture's low labor productivity in Vietnam is significant employee turnover rate. Managing employee turnover rate might be critical to the success of this vital field, as well as the country's future economic prospects. As the result of that, the last aim of this research, in Chapter 4, is to determine factors of HRM effected on the employee turnover rate in Japanese agribusiness in Vietnam. Both managers and employee from Japanese agri-business in Vietnam were interviewed via a semi-structured questionnaire. Quantitative and qualitative analyses were used to analyze the data.

From this chapter, it can be concluded that there are some factors affecting on the turnover rate of these companies as salary payments, training and development and career opportunities. Higher salary paid contribute to lower employee turnover rates. Irregularities in salary payments or paying salary after due both affect workers' financial situations and consequently turnover decisions. Moreover, certain organizations forced workers to work overtime, also contributed to high labour turnover.

Organizations should consider paying their employees at least minimum salary rates, while higher salary rates are likely to further get higher employee' job satisfaction as well as improve an organization's employee turnover situation. And employee turnover rates might also be reduced if organizations pay monthly wages on time. Finally, organizations should implement standard work hours, which consist of eight-hour workdays.

From this study, it can clearly understand the general picture of HRM in Japanese agricultural organizations invested into Vietnam. Moreover, the positive correlation between human resource practices and employee job satisfaction, as shown in the correlation matrix, indicates that a special attention should be focused on co-worker relationships, work itself, training and development, working environment, and salary in order to improve job satisfaction of Japanese agribusiness employees in Vietnam. Furthermore, it was discovered that the recruitment and management methods have a significant impact on job satisfaction. Similarity, the qualitative analysis also showed the effects of HRM practices as salary, salary payment period, salary increase, working hours and overtime work as well as career development on employee turnover rate in Japanese agricultural organizations in Vietnam. The better HRM practices the company have, the lower employee turnover rate the company achieves and vice versa.

Employers should provide an extensive training and development programs in the workplace, implement a detailed human resource planning procedure, carefully materialize their recruitment and selection processes, use an appropriate job assessment framework, at the very least pay their employees a fair wage, establish healthy industrial relations with their personnel based on mutual trust between workers and employers, and provide good working environments. This workplace will allow employees to work more efficiently and will lead to increased productivity.

In other words, employees should not discriminate against women, minorities, or older workers; they should develop a work technique that includes topics like working hours, overtime payments, and hourly pay; and they should construct acceptable working surroundings. give proper possibilities for their employees to accomplish their jobs successfully, such as appropriate equipment, shift breaks, and division of labour, and appropriately establish complaint, disciplinary, and resignation processes. From a strategic standpoint, putting out effort to establish the direction of interaction between human resource

practices of organizations, employee job satisfaction, and employee turnover rate will be a significant strategic tool in terms of distinguishing out among competitors. Changes in human resource policies will enable businesses to improve job satisfaction and employee turnover rates, allowing them to take a step ahead in terms of organizational performance.

This study is conducted in Japanese agricultural companies in small sample size in Vietnam, therefore, the generalizability of the results of this analysis is simple and constrained. Further research should be conducted in other regions or other provinces for a comparative case study of HRM. It is expected that the variables of other types (e.g., local people behaviour and custom, educational level, position of employee, colleague relationship as well as manager relationship, barriers to fair compensation,) might effect on Job satisfaction as well as employee turnover rate. Therefore, it is necessary to conduct further research for clarifying the current HRM of Japanese agricultural companies in Vietnam that seems to be suitable in the future. It might also be necessary to conclude more detailed policy suggestions for HRM in these companies to improve the working effective of organization and labours.

要旨

近年、ベトナムへの日本企業の投資は企業数、金額ともに年々増加している。その中で海外進出する際の人的資源管理（以下 HRM）の難しさに関心が高まっている。そこで本研究ではベトナムにおける日系農企業の HRM について従業員満足度（JS とする）と離職率に着目し、HRM の役割とその組織への貢献の程度を明らかにすることを目的とする。

調査対象は、第 2 章ではモクチャウ州、ハノイ州、ラムドン州に位置する 4 つの日系農企業、3・4 章ではこれらに 2 つの日系農企業を加えた。これらはすべて日本企業の所有にあり、投資資本比 100%の中小企業である。調査は統計分析に耐えうるアンケート調査（179 サンプル）と質的分析としてのインタビュー調査によっておこなった。

調査結果にもとづく本論の第2章では企業の経営スタイルが違いから JS に差違が生じていた。JS の高低に明確な違いがみられたの項目は (1) 給与と手当、(2) 管理方法、(3) 採用方法、(4) 研修、(5) 労働時間、(6) 人間関係、(7) 労働環境であった。調査対象の4企業は当該地域の最低月給に比べて高額な給与を支払っている。このため、JS の高低は給与以外の側面において顕著となり、健康保険や失業保険を総合的にサポートしている2企業は、そのような仕組みを導入していない残る2企業よりも JS が高くなっている。また言語の壁に起因する上司とのコミュニケーション不足は仕事の進捗に影響を及ぼし、従業員のモチベーションを削ぐ結果となっていた。

つぎに第3章では、日系農企業の JS に影響を与える HRM 慣行の要因を統計分析によって導出した。調査の結果、業務内容、研修と能力開発、同僚の関係、給与、労働環境は正の影響を与えていた。ただし上司のサポートと JS の間には有意な関係性は確認できなかった。それはサポートがなければ不満を増長する因子であることを示唆すると理解された。

第4章では日系農企業8社における従業員の離職率に影響を与える HRM の要因を特定することを目指した。対象8社の離職率は最低値が5.6%、最高値は18%とその差違は12.4ポイントの開きがある。8社の HRM に関する項目を比較すると、給与の支払い時期、研修と能力開発、キャリアアップの機会が、対象企業の離職率に影響を与えていた。とくに給与支払いの不規則性は従業員の生活設計に影響を与えるため離職の決定に作用していた。また一部企業は残業を強制し、当該企業の離職率は他企業よりも高い結果であった。

以上からベトナム日系農企業における HRM への展望を述べれば、HRM と JS の間の正の相関をもたらした要因への配慮は HRM 戦略上、より重要な局面となる。企業の HRM 戦略が優れているほど、JS は高くなり、従業員の定着率も高まることとなる。雇用主は、職場で広範な研修と能力開発プログラムを提供し、詳細な HRM 計画を策定し、採用と選択のプロセスを慎重に具体化すること、適切な職務評価フレームワークを使用し、少なくとも従業員に公正な賃金を支払い、事業の進行を確立する必要がある。HRM は従業員と当該企業の組織の成長とを結ぶ業務である。企業の

「人的資源」のポテンシャルを最大限引き出し、労働生産性やモチベーションの向上、さらには組織戦略の実現に繋げることが重要である。

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List of Abbreviations

HRM	: Human Resource Management
HR	: Human Resource
JS	: Job satisfaction
GDP	: Gross Domestic Product
MAFF	: Ministry of Agriculture, Forestry and Fisheries
GSO	General statistical office

Chapter 1 General Introduction

1.1. Background of the Study

Japan has highest percentage of elderly citizens of any country in the world. Japan's population has recently been declining. It has extremely affected Japanese labour in perspective. Japan has the largest proportion of elderly people of any country on all over the world. Both rural and urban sections of this country are experiencing a "super-aging" civilization.

The figure bellowed (Figure 1.1) describes the Japan's population from 1920 to 2060 in three group being people aged from 0 to 14, from 15 to 64 and 65 and up. Figure 1.1 clearly showed the issue of aging population in Japan with the high percentage of people aged over 65. It was witnessed the sharp decrease of Japan's population from 2010. Moreover, in the future, it was predicted that people aged 65 and up account for a quarter of the population and are expected to account for a third by 2050.

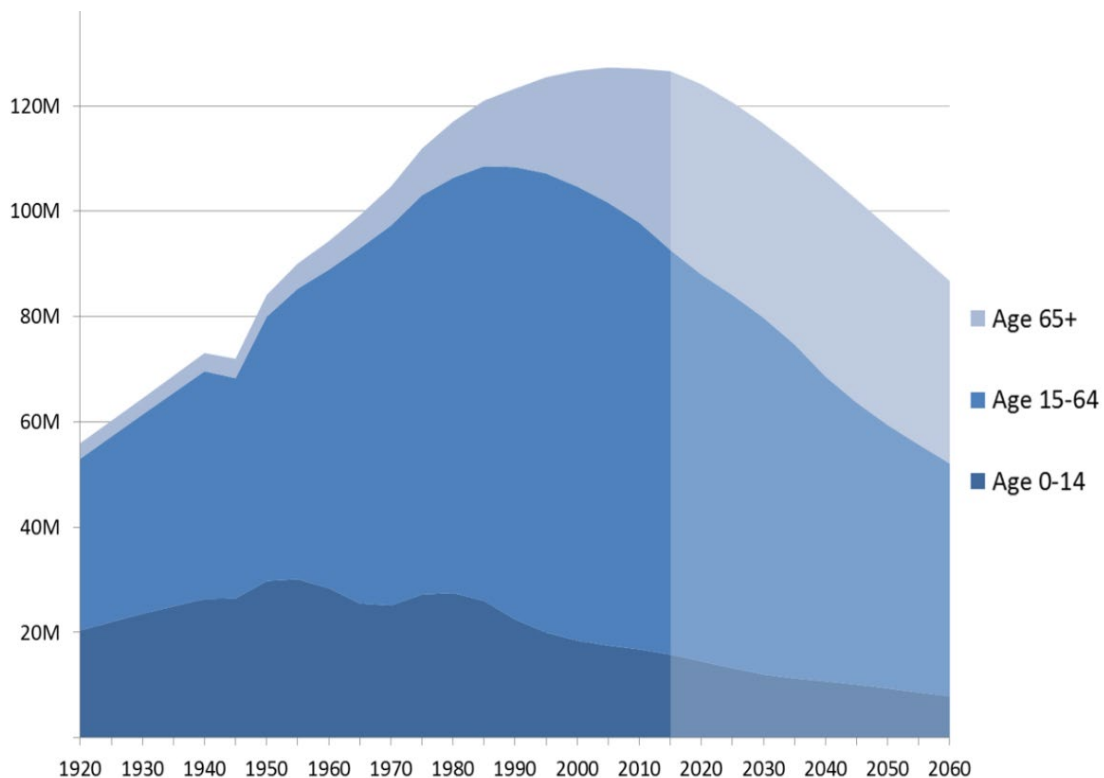


Figure 1.1. Japan's population in three demographic categories (from 1920 to 2010, with projections to 2060)

Source: Reprint from Japan Statistical Yearbook

As sequences, in general, the aging issue led to decline of the number of workers, especially in agriculture field.

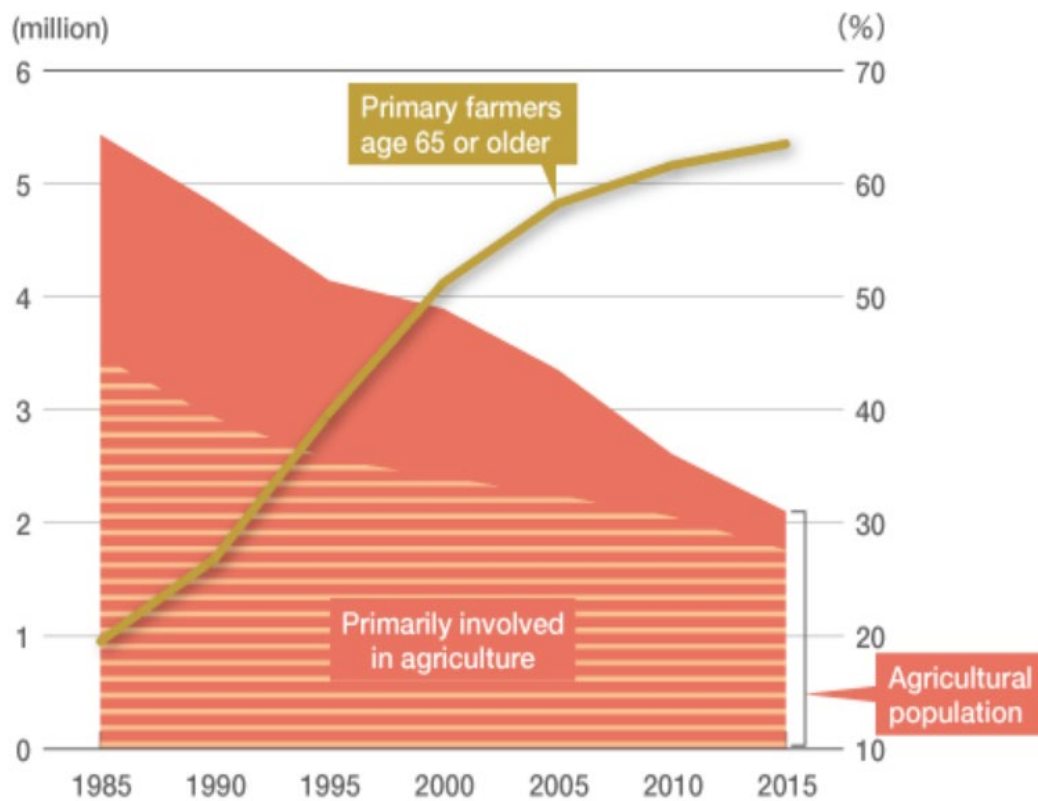


Figure 1.2. Agricultural Population and Ratio of Farmers 65 or older

Source: Ministry of Agriculture, Forestry and Fisheries data

It is clearly to see from Figure 1.2 that the farming population in Japan was 5.42 million in 1985, according to the census. The number has steadily decreased in subsequent censuses, which are held every five years, hence the statistics chart resembles a descending staircase. Despite the fact that the rate of decline among people primarily involved in agriculture has slowed, there is still a labor deficit, which has been slowly eroding the agricultural production.

As the result of this issues, foreign labour is increasing in agricultural aspect through a Technical Intern Training Program, with labour from China, Vietnam, Indonesia, Philippine and Cambodia which is increasing at a vast rate especially for Vietnamese labour.

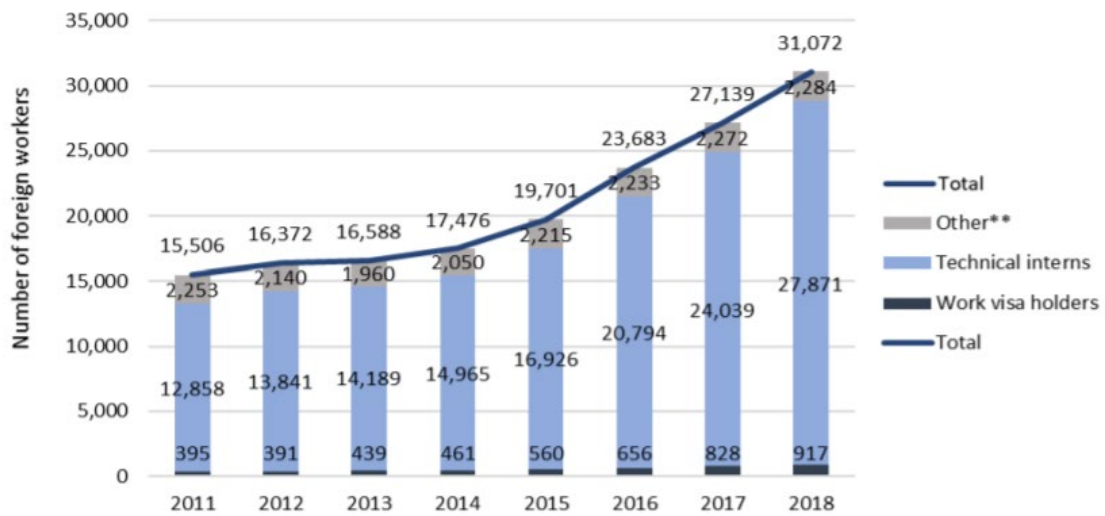


Figure 1.3. Number of Agricultural foreign workers by type of visa*

Note:

*Numbers exclude foreign workers working in forestry and fisheries.

**The other category includes permanent residents and their spouses, those on working holidays, etc.

Source: Ministry of Agriculture, Forestry and Fisheries data

Because of the labour shortage, Japan increase dependence on foreign labour. Figure 1.3 shows clearly that the total number of foreign workers (including all type of visa) working in agriculture increase rapidly from 2011 to 2018. For 7 years, the number of agricultural foreign labour in 2018 was higher 2 times than its in 2011.

Overseas growth, such as the export and manufacturing industries, have been increasing steadily since 2000. According to a study conducted by the Japan Finance Corporation (2015), as figure 1.4, the situation of overseas growth in agricultural products is as follows: "in the efforts of production" is 0,8%, "in plan for production" is 1,6%, and "having interest" is 21,5% in total 6269 Japanese enterprises. Therefore, there is potential for Japan's agriculture business to expand into other nations in the near future to take advantage of inexpensive labor resources.

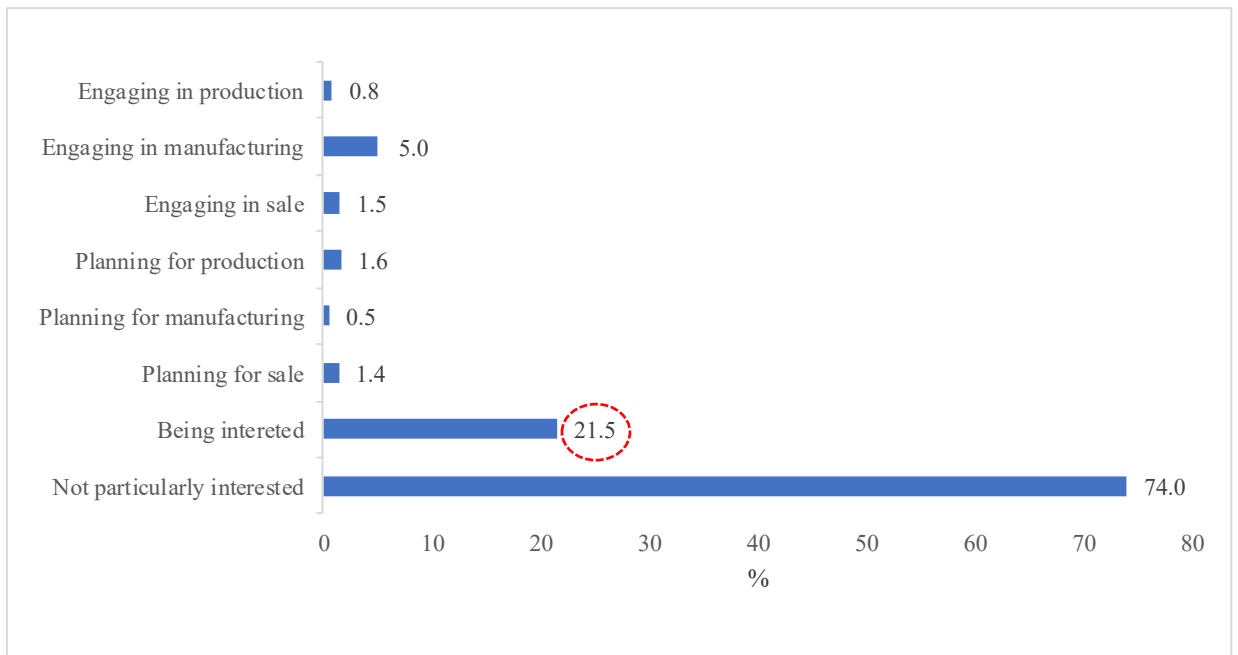


Figure 1.4. The situation about plan and engagement in expansion abroad of Japanese agribusiness

Source: Japan Finance Corporation, 2015

However, it is undeniable that investing in foreign country to take advantage of cheap labour resources will face many challenges.

HR are always regarded as an organization's most valuable asset and one of the most crucial factors of its longevity. In many firms today, traditional HRM appears to have been superseded by a strategic management strategy. HRM must be carried out in concert with corporate strategy, according to a vast number of studies (Lawler & Mohrman, 2003). As a result, HRM may be stated to play a critical part in development and should be promoted in each firm.

To attract talented staffs to work for their organization, many directors, managers execute strategies of HRM. However, not only the strategic planning of recruitment is always prioritized, but the strategies to stabilize key strategic human resources and encourage them to work for a long period of time with the organization also become essential in any organization.

HRM mentioned in organization as lifetime employment and seniority-based system are commonly known as the policies making staffs commit for a long time in an organization. Some issues as form of employment are carried out under various forms of contracts and

training to staffs paid attention in organization or not and how HRM practices applied in organization.

With limited research about HRM in Japanese agricultural companies in Vietnam and purpose to explore above issues, we conducted a survey to consider issues of HRM in agribusiness organizations at some Japanese agriculture companies in Vietnam. This survey is a brief description of interviews done with directors, managers, as well as employees of Vietnamese companies. Through this survey we can empirically clarify the situation and characteristics of HRM in Japanese agricultural companies in Vietnam and its impact on employee job satisfaction and turnover rate. As the result, we propose some recommendations concerning HRM of Japanese companies in Vietnam.

1.2. Literature Review

The contents of this section include a literature review, appropriate theoretical models that lead to a proposed conceptual framework, the formation of hypotheses, and study orientation. The literature review's goal is to find secondary data from journals and publications that are relevant to our research topic. Recent research will be studied in order to have a better understanding of how other authors in the same field evaluate factors such as employee job satisfaction and turnover rate. We will outline training and development, pay practice, working environment, recruitment and selection. In addition, based on the relevant theoretical framework, a recommended framework for this study has been created.

1.2.1. Human resource management practices

HRM has a wide range of meanings and connotations. HRM is concerned with all elements of employee and management in firms. Strategic HRM, human capital management, knowledge management, corporate social responsibility, organization development, resourcing (workforce planning, recruiting and selection, and talent management), learning and development, performance and reward management, employee relations, employee well-being, and employee service provision are all covered.

The first textbook is named *The Personnel Management Process*, which was authored by US Professor French (1978), who defined HRM (then known as Personnel Management) as the recruitment, selection, development, usage, and accommodation of HR by enterprises. According to him, an organization's human resources include all employees involved in organizational operations, regardless of their roles. Personnel Management, not HRM, was the

word used at the time of the definition. The concept encompasses three HRM tasks, namely recruiting, selection, and development, then employee's utilization and accommodation.

In the textbook titled *Foundations of Personnel*, Glueck (1979), a classic authority and a USA Professor in Personnel/HRM, defines personnel as the function of all enterprises that ensures the effective utilization of HR to achieve both the enterprise's objectives and the satisfaction, development of employees. HRM, according to the definition, occurs in all businesses and entails the efficient use of workers to meet the company's goals while also ensuring employee happiness and growth. HRM is so important for both the company and its employees.

Personnel Management, by Chruden and Sherman (1980), is a textbook that does not provide a specific definition of the term. The textbook's title, on the other hand, has a subtitle: The Utilization of Human Resources. HRM is defined as the use of human resources.

In their textbook *Personnel Management in Canada*, Stone and Meltz (1983) do not provide a specific definition of Personnel Management. They write, however, that the job of people management is to assist the organization in achieving its objectives by utilizing its human resources. As a result, HRM refers to the services or help provided to a firm in leveraging its people resources to achieve its objectives. In a unionized organization, they also refer to personnel management as labor or industrial relations. In the Canadian context, labor and industrial relations referred to the HRM of a unionized organization.

Armstrong and Taylor (2014) are British authors who wrote a very comprehensive textbook titled *Armstrong's Handbook of Human Resource Management*. According to its 13th edition, HRM is concerned with all aspects of how people are employed and managed in organizations, and it can be defined as a strategic, integrated, and coherent approach to the employment, development, and well-being of the people working in organizations. As a result, HRM encompasses all elements of hiring and managing people in firms.

Human Resource Management: Linking Strategy to Practice is a unique textbook written by Stewart and Brown (2014). The book's first edition was released in 2009. They provide a definition of HRM, which they define as the field of research and practice concerned with people in organizations.

A close analysis of the definitions listed above indicates that most of them are identical. Indeed, there are no significant discrepancies in the semantics of various writers'

definitions. HRM is defined as the use of certain activities or roles to manage personnel for a business to accomplish its objectives.

Researchers in previous studies on HRM practices focused on five to eight practices. With exception of past studies, this study will go into detail about the impact of HRM practices on job satisfaction, which will add to the existing knowledge. Recruitment and selection, training and development, salary, working environment ... will all be evaluated. Then, one by one, we'll go over the literature on each of these dimensions.

1.2.1.1. Training and development

In general, training refers to a planned attempt to assist employees in gaining job-related information, skills, and behavior (Noe et al., 2006). Training is a key determinant for productivity in HRM practice, with increased output seen in companies that report giving training (Tan and Batra, 1995). According to Schaffner (2001), there is a link between job training and production. However, job training loses value when individuals move jobs, therefore the organization or company has to pay more to maintain trained positions occupied. Many research, such as Batt (2002), have found that "high-involvement" techniques including autonomy, team cooperation, and training are beneficial.

Without a doubt, there is a link between job training and turnover. Many studies have found that "high-involvement" techniques including autonomy, team cooperation, and training are linked to lower employee turnover and greater productivity, according to Batt (2002). Lynch (1991) provides evidence that untrained people are more likely to change jobs. In a similar vein, Huselid et al (1995) discovered that enhancing high-performance work practices leads to lower turnover (Bradley et al, 2004). Hequent (1993) also clarifies the negative relationship between training and turnover in a lot of businesses.

1.2.1.2. Recruitment and selection

Recruitment and selection refer to the operations of an organization that impact the types or quantity of individuals that apply for a position (Ramki, 2015). In order to emphasize the importance of these activities, the author defines them as moves and exercises made by a corporation to identify and attract talents capable of assisting the organization in achieving its core objectives.

The process of organizational selection and recruitment is a significant part of a company's overall strategic resource. This procedure selects eligible personnel and secures

them in accordance with the organization's requirements. The effectiveness of this process is critical to the organization's short- and long-term success and survival. The primary goal of the recruitment process is to create a pool of qualified applicants who can contribute significantly to the organization's success (Ekwoaba et al, 2015).

According to Gopinath (2014), the recruitment and selection processes are critical human resource management practices that have a significant impact on organizational success. He claims that an organization's recruitment procedures determine the quality of new hires. Because it incorporates all organizational processes and choices, recruitment and selection is a significant HRM function. New obstacles for recruiting and selection have arisen as a result of recent technical advancements, globalization, societal trends, and organizational changes. Ray and Ray (2011), on the other hand, shows that recruiting and selection have a minor influence on work satisfaction.

1.2.1.3. Pay practice

Pay is a human resources management activity that often relates to pay, wage, salary, and benefits, among other things. In terms of implementation tactics, payment plays a significant influence. First, a high level of compensation and/or benefits in comparison to rivals might help a firm recruit and retain top talent, but this may have a negative impact on the company's total labor costs. Second, the corporation may stimulate certain activities and levels of performance from employees by connecting pay to performance (Noe et al., 2006). In general, pay practices are quite important for organizations and businesses that want to encourage people to apply for jobs as recruitment. Employees, on the other hand, must maintain a high level of performance in order to demonstrate their work quality, or they may lose their jobs.

Pay practices have also been linked to job satisfaction. According to Ting (1997), the importance of pay is a substantial determinant of job satisfaction. Furthermore, his research illustrates how two types of pay practices affect job satisfaction: contentment with pay itself and satisfaction with future financial prospects.

Some studies, such as Steijin (2002), evaluate the overall job satisfaction of Dutch public employees in terms of their pay. The findings demonstrate that the presence of HRM practices, such as pay practices, has a favorable impact on work satisfaction. Similarly,

Petrescu et al (2004) examine at how human resource management practices and pay inequalities affect employee satisfaction. Many HRM practices, including as work organization, recruiting, and pay practices, are used as independent variables in their study, with job satisfaction as the dependent variable. The findings demonstrate that pay practices are positively related to job satisfaction. Furthermore, satisfaction with pay is high if seniority and individual performance-related schemes are in place.

Katz (1987) study, regarding the efficiency wage theories, draws attention to the relationship between pay practice and turnover. His research shows that a higher pay decreases turnover and recruitment costs in businesses. In other words, pay is inversely related to turnover and recruitment costs. The businesses or organizations should have lower levels of voluntary turnover if the employees have a greater wage.

1.2.1.4. Working environment

Work and context are two main dimensions that make up the working environment. Work encompasses all aspects of a job, such as how it is carried out and completed, as well as the tasks that are involved, such as activities training, control over one's own job-related activities, a sense of accomplishment from work, variation in tasks, and intrinsic value for a task. The intrinsic part of job satisfaction was the subject of many study publications.

The findings revealed a positive relationship between work environment and job satisfaction. They also discussed the second factor of job satisfaction known as context, which includes both physical and social working circumstances (Sousa and Sousa, 2000; Gazioglu and Tanselb, 2006; Skalli et al, 2008).

According to Spector (1997), most firms neglect the working environment within their organization, which has a negative impact on employee performance. Employee safety, job security, good connections with coworkers, acknowledgment for good performance, encouragement for performing well, and involvement in the firm's decision-making process are comprised the working environment. If employees know how vital they are to the company, they would be more committed and feel a sense of ownership for their organization.

Wages, working hours, autonomy granted to employees, organizational structure, and communication between employees and management are all elements that might impact job satisfaction (Lane et al, 2010). According to Arnetz (1999), most employees in businesses

have issues with their supervisors who do not treat them with the respect they deserve. Employees are also uncomfortable sharing positive and creative ideas with their managers because of supervisors' behavior. Furthermore, he claims that top management restricts people to their jobs rather than instilling a feeling of responsibility in them by requiring them to work in teams in order to achieve high performance.

According to Petterson (1998), the relationship between individuals inside a company is critical to achieving organizational goals. He goes on to mention that information must be communicated appropriately and in a timely way in order for corporate operations to work effectively. It is difficult to meet the organization's goals if there is a conflict between coworkers.

1.2.2. International human resource management

According to Brewster et al (2005), a key challenge for organizations in the twenty-first century from both the public and private sectors is the requirement to function beyond national boundaries.

Dickman (2006) believes that the main contrast between national and global HR practice is the need to see the bigger picture. The difference is the increased complexity, as well as the requirement for sensitivity to various cultures and business contexts. He stated that understanding the local context is key and an international HR person needs to be asking questions such as: What is the business environment here? What is the role of the trade unions? What is the local labor law? Are these people different? Are their motivation patterns different?"

According to *Amstrong's Handbook of Human Resource Management* (Amstrong and Taylor, 2014) is defined: International human resource management is the method through which multinational corporations manage employees across international borders. It entails human resource management on a global scale, not simply for expatriates. International and multinational corporations are examples of companies that operate globally. International forms are those in which operations are carried out through overseas subsidiaries that rely on the parent company's business skills and production capacity; they can be highly centralized with tight controls. Multinational corporations are those in which multiple businesses in various countries are handled from a central location; the degree of autonomy they have varies.

There are several difficulties that are unique to international HRM. The effect of globalization, the influence of environmental and cultural variables, the extent to which HRM policy and practice should vary between nations (convergence or divergence), and the ways used to hire and manage expatriates are all among these concerns.

1.2.3. Employee satisfaction:

Many studies have been conducted to determine the impact of human resource management practices on job satisfaction. One of the most commonly discussed topics in the field of organizational behavior is job satisfaction (Yong, 2011).

Job satisfaction is defined by some researchers as employee behavior that is influenced by factors such as salary, working conditions, control, promotion, social network, talent, and other similar variables, characteristics, and group relationships outside of the workplace (Blum and Naylor, 1986). According to Edward and Scullion (1982), job satisfaction is employed as an overall predictor of working attitudes and emotion state in the workplace.

Morse (1953) presented that satisfaction refers to the level of fulfilment of one's needs, wants and desire. Satisfaction depends basically upon what an individual wants from the world, and that he gets. Also, employee satisfaction is also a metric for how satisfied employees are with their jobs and working environment.

Employees that are pleased are more loyal and productive (Hunter and Tietjen 1997, Porterfield 1999), and employee happiness affects customer satisfaction and organization productivity. There are several aspects that influence their happiness, including strong relationships with coworkers, a high pay, pleasant working conditions, training and education possibilities, professional advancement, and other advantages.

Following the author's explanation, we can deduce that job-related emotion is the primary factor influencing employee job satisfaction. In other words, employees believe that their job ideals are achieved when they are confronted with a pleasant personal attitude.

Intrinsic and extrinsic sources of satisfaction are key factors to consider. Intrinsic sources are based on a person's unique features, such as attitudes, behavior, and personality. Extrinsic sources, on the other hand, are situational and are dependent on the environment or

working conditions, such as company culture and practice. The majority of the authors discovered that economists use extrinsic sources, although with different terminology, whereas intrinsic sources are more typically linked with other social sciences (Luchak, 2003).

Organizational factors and personal variables are two main types of variables on which employee job satisfaction is based. Each variable shows in detail in this table:

Table 1.1. Type of organization and personal variables

Organization Variables	Organization development	Personal Variables	Personality
	Policies of compensation and benefit		
	Promotion and career development		Expectation
	Job satisfaction		
	Job security		Age
	Working environment		
	Relationship with supervisor		Education
	Work group		
	Leadership style		Gender
	Other factors		

Source: Alam Sageer, 2012

Furthermore, while examining the association between organizational commitment, job satisfaction, and productivity in a sample of 450 employees, the researchers discovered that job satisfaction is a positive predictor of job performance (Malik et al, 2010). This shown that the more satisfied employees are with their jobs, the more they will contribute to the effective and efficient achievement of organizational goals. A study looked at the relationship between organizational commitment and job satisfaction discovered that the two factors were highly correlated (Hussami, 2008). The feeling of belonging to an organization is known as organizational commitment. It occurs when a person willingly desires to work in a company.

1.2.4. Employee turnover rate

Employee turnover may be defined as a voluntary departure from an organization or profession. Voluntary turnover is a problem that affects both employees and organizations. Furthermore, research show that voluntary turnover is the result of an employee initiating the end of their employer-employee relationship (Lambert, 2001).

There are two sorts of turnover: voluntary turnover and involuntary turnover (Price, 1977).

Employee turnover is defined as the ratio of the number of employees a firm need replaces in a certain period to the total number of employees. Employee turnover is an expensive investment for most firms, especially in lower-paying employment categories, where the employee turnover rate is higher. Many variables influence an organization's employee turnover rate, and they might come from both the employer and the employees. Employee turnover is influenced by a variety of factors including wages, company perks, employee attendance, and work performance.

Operational interruption, demoralization, bad public relations, human expenses, strategic opportunity costs, and diminished social integration are all potential negative repercussions of employee turnover. (Colema,1987)

The wage scale is the most prevalent reason for such a high employee turnover rate since employees are often looking for well-paying employment. Employees are also more likely to leave a firm if their performance reviews are inadequate. Low compensation is a common cause of poor performance among employees (Rampur, 2009).

Job dissatisfaction is cited by Hom and Kinicki (2001) as a factor of turnover. When an employee is unsatisfied with his or her employment, one option to quitting is to avoid completing the tasks required for the position. Job satisfaction helps to reduce the chance of job avoidance.

In addition to job dissatisfaction, Sheehan (1995) identifies two other factors. People frequently leave their employment in search of a better opportunity or for reasons unrelated to the job. Employees may be seeking for a better opportunity rather than being dissatisfied with their current position (Noah & Yong-Pin, 2002). Other factors, such as health, family, and financial demands, play a role in the choice to leave a job. These factors are unconnected to the job in any way, yet they have an impact on the employee's decision-making process (Bowden, 1952).

1.3. Objectives of the Study

This study aims to explore the HRM current situation of Japanese agricultural companies in Vietnam. To do so, the overview general situation and issues in HRM of Japanese agricultural companies in Vietnam will be described in detail (Chapter 2). In addition, the factors of HRM practices on Job satisfaction of employees in Japanese agricultural companies

in Vietnam will be identified (Chapter 3). Employee turnover rate in Japanese agribusiness in Vietnam: An Organization-level perspective will be determined to give some recommendation for them. (Chapter 4).

To address these objectives, the study aims to answer the following research questions:

1. Research question 1 – How does the HRM of Japanese agricultural companies in Vietnam work and what are the advantages and disadvantages?
2. Research question 2 – What factors of HRM practices influence on Job satisfaction of employees in Japanese agricultural companies in Vietnam and how do they effect on Job satisfaction?
3. Research question 3 – What factors of HRM practices affecting employee turnover rate in Japanese agribusiness in Vietnam?

1.4. Study area

In this study, we focused on Japanese agricultural companies in Vietnam. Therefore, there are three location that the research was implement as Lam Dong, Ha Noi and Moc Chau in Vietnam.

Most Japanese agricultural companies invested in Lam Dong province. Lam Dong is a mountainous province located in south central highland region. The area of Lam Dong Province is 9764,8 km², occupying 2,9 % area of Vietnam. Beside of it, with the height from 800m-1500m brings to Lam Dong a unique ideal temperate climate that has favorable conditions for developments agricultural and attractive to tourism. Da Lat, Lam Dong, a region with temperate climate, is a paradise of temperate quality vegetable and fruits. The farmers and companies here produce agricultural products with the brand name is always attached the words “Dalat”.

The natural conditions bring an advantage for this province in agricultural. That makes agriculture contributed 51% GDP for Lam Dong, and the employing 60% of the total provincial population over 340,000 ha of cultivation area. The primary products include vegetables, flowers, coffee, tea and dairy products with significant production and marketing advantages compared with their competitor in both domestic and export market. “Dalat vegetables/flowers” are particularly competitive and reputable as the main supply for the vast consumer market of Ho Chi Minh and surrounding provinces.

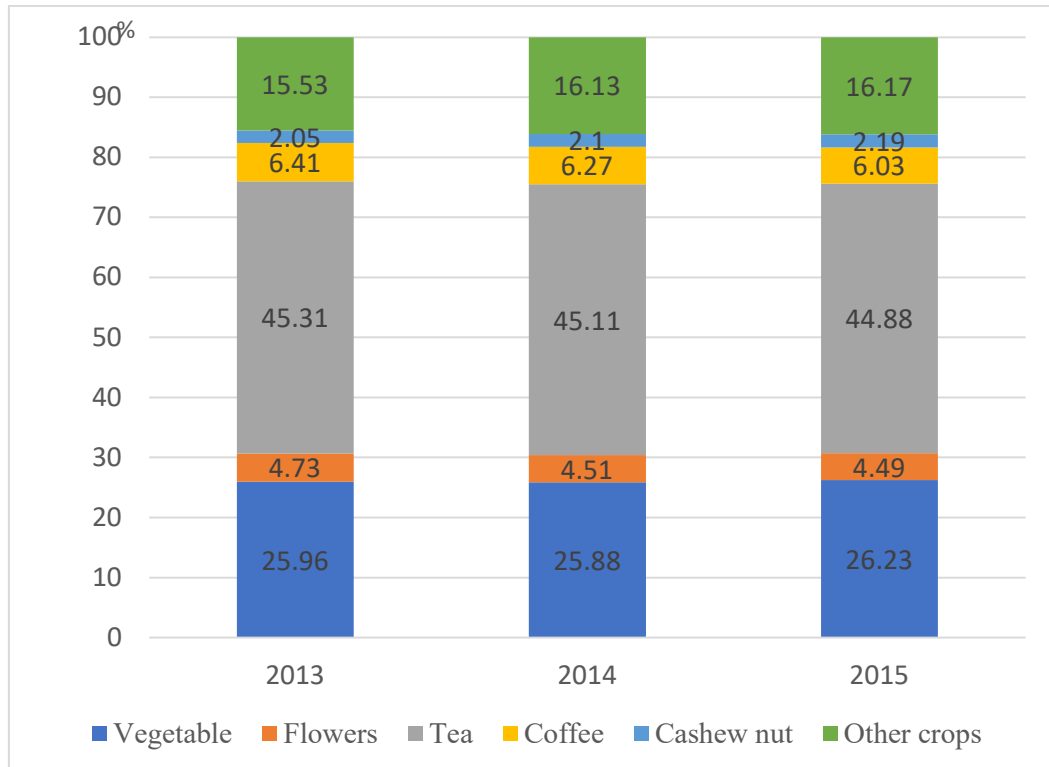


Figure 1.5. The area of agricultural land in Lam Dong province, 2015

Source Statistic of Lam Dong Province 2015

In general, the total agricultural land increasing over the year, figure show the changes in area by crops. The increasing of cashew nut and vegetable from 2013 to 2015.

In recently data of report by JICA shows the foreign investor in this province shows in figure 1.7, coffee, tea, vegetables, flowers are advantage products of this area. With favorable climate conditions, along with the plant to develop agricultural with high-tech for high value of agriculture products. Figure 1.7 also shows area of flowers and vegetables increasing over the year. That attracts many foreign organizations to invest in agriculture here.

Additionally, field survey in 2017, Japanese companies in Lam Dong are creating job for 400 labours/year. They also indicated the cooperation between Japan and Lam Dong will bring profit for both sides of countries. Moreover, the conveyance of Japanese high technologies for developing agricultural is increasing in this area.

According to the statistic in 2015, Lam Dong province has had 85 companies has invested to related to agriculture including 42 Taiwanese enterprises, 12 Japanese enterprises. They are two big investors here.

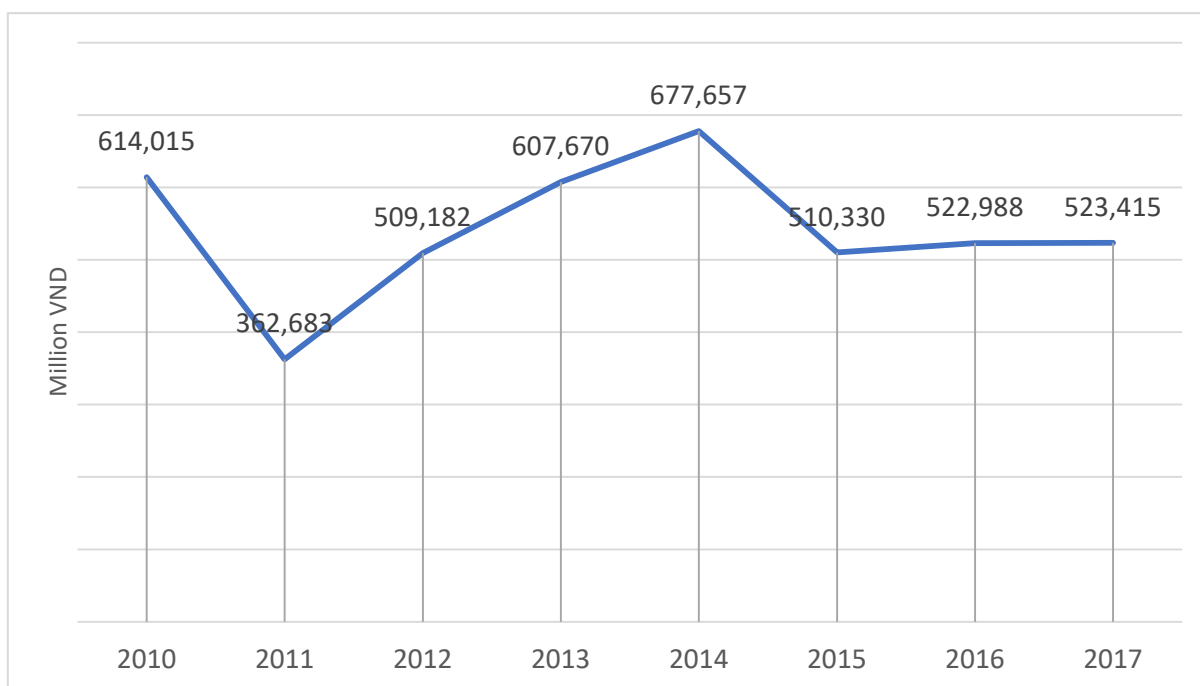


Figure 1.6. Foreign Direct Investment in Lam Dong Province

Source: Statistic of Lam Dong Province

According to a report of Lam Dong statistic data in 2017, in the last three years from 2015 to 2017 the FDI in Lam Dong province is increasing, in while the investment in agriculture occupies more than other ones. In 2017, the FDI is 523,415 million VND.

Lam Dong Province, the direct investment for agriculture is going on. 100% capital by foreign enterprises. The supply of products is both in Japan and Vietnamese market. However, the increasing number of Japanese enterprises are also getting with the problem in management of Vietnamese labour.

Table 1.2. Participating Japanese companies in Lam Dong Province

Name of company	Establishment	Investment relationship	Total capital (dollar)	Business contents	Market
LD	Oct 10, 1996	100%	2,300,000	Export of agricultural and fishery	Japan
DL	Jul 15, 1998	100%	3,500,000	Cold storage processing export of vegetable and fruit	Japan
A	Apr 12, 2005	100%	4,500,000	Procedure vegetable – processing – export	Japan
B	Mar 21, 2007	100%	200,000	Agricultural product processing – export	Japan
J	Sep 22, 2008	100%	6,000,000	Cutting flower – export	Japan
VK	Nov 24, 2009	Joint venture	1,250,000	Japanese beef - export	Japan, Vietnam
G	Jan 19, 2011	100%	300,000	Procedure vegetable – cutting flower, purchase, processing, export	Japan
JCBT	Oct 19, 2012	100%	1,500,000	Poultry	Japan, Vietnam
AP	Apr 7, 2014	Joint venture	4,800,000	Vegetable	Japan, Vietnam
AJ	Aug 14, 2014	100%	2,000,000	Agricultural procedure	Japan
KV	Jan 15, 2015	100%	330,000	Strawberry	Vietnam
Y	Nov 3, 2015	Joint venture	3,000,000	Mushroom	Vietnam

Source: Nguyen Thi My Hoa (2017), p43



Figure 1.7. Study area

If Da Lat (a land with a temperate climate, low temperature fluctuations) is a paradise of good quality temperate vegetables and tubers, most temperate and subtropical fruits are grown in Moc Chau. (where the climate is cool, divided into 4 distinct seasons and the temperature range of day - night fluctuates strongly) will achieve excellent quality.

Another advantage of Moc Chau compared to ecological areas is that there are very few insects and pests. This is a vital condition for the production of agricultural products.

Besides that, Hanoi possesses no idea condition to produce agricultural products compared with Da Lat, Moc Chau. However, it is a capital and crowded city, which leads to the high demand for qualified agricultural products. Therefore, the Japanese decided to invest in agriculture in the suburban area.

If properly invested, Moc Chau district (Son La) will become "Da Lat of the North in the near future". Not located in a prime location, but in recent years, Moc Chau has been particularly interested by Japanese investors. People from the "land of cherry blossoms" have taken full advantage of the unique advantages of this place to produce high-value agricultural products. The three natural factors that determine the success or failure of agricultural production are water, soil and climate. Humans can influence everything to achieve their goals, except the weather.



Figure 1.8. Organic farm at Moc Chau, Son La

Source: Field survey, 2019.

1.5. Research Framework

HRM strategies are pathways for improving employee abilities, and their return on investment rises as market value rises (Pettijohn et al., 2001). Human resource practices help organizations accomplish their objectives by influencing employee attitudes and behavior (Cummings and Worley, 2009). Organizational commitment can be gained, their behavior can be changed, and important personnel can be retained at a faster rate thanks to optimal HR practices. HRM practitioners must be able to understand employee requirements, connect those needs with corporate goals, and aim to take the best actions possible to ensure those needs are addressed ideally. Furthermore, the HRM function and its practitioners must be capable of creating a working environment that empowers and motivates people to give their all to the organization (Muhdi and Boutellier, 2011).

With creative HR methods, it is possible to keep a growing number of skilled people. Employees should be kept completely motivated and pleased, and the HR department should use suitable job satisfaction tactics to achieve this. Dieleman et al (2006) and Murat et al. (2014) found a high link between HRM practices, employee commitment, and overall work satisfaction in their study. They discovered that one of the HR strategies, incentives and perks, relates to employee work satisfaction. Other good activities, including as training and development, have a similar influence on employee commitment and satisfaction.

Based on previous research findings and a study of the elements influenced HRM practices, some variables that will be used to evaluate HRM practices in this study. HRM

practice focuses on the consistency of methods used across all practices. Companies must face a hefty cost in terms of losing valuable/highly motivated personnel if procedures are not consistent with one another. HR practices may motivate employees, and managers can benefit from them if they are implemented properly.

Figure 1.11 depicts the proposed research framework that is to be examined in this study. The framework contains three constructs, namely HRM practices, job satisfaction and employee turnover. This proposed framework will determine the relationship between HRM practices and job satisfaction, between HRM practices and employee turnover rate. The framework posits that (1) perceptions of organizational HRM practices are positively correlated to job satisfaction; (2) seeking the relationship between perceptions of organizational HRM practices and employee turnover rate.

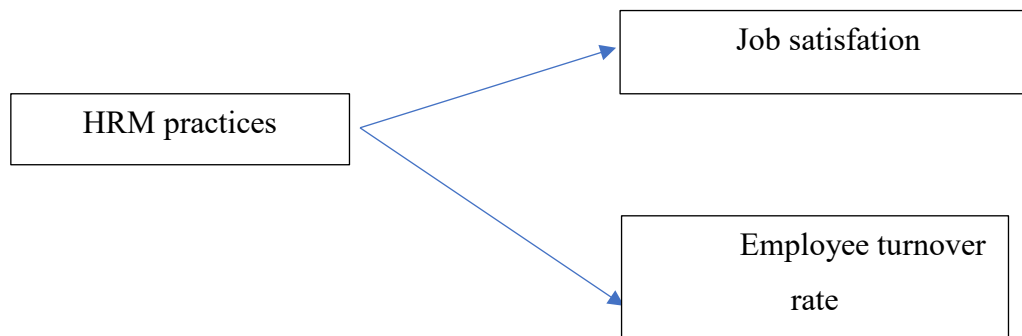


Figure 1.9. Research framework

1.6. Research Limitations

The scope of this study is limited in time and space. This research was conducted in the Japanese agricultural companies in Vietnam from 2019 to 2021. While it is limited in space because the survey is limited to some small and medium size agricultural companies in some location in Vietnam as Da Lat, Moc Chau and Ha Noi. Furthermore, the samples are companies only focus on cultivating agricultural products as fruits and vegetable. The study also had some limitations on the HRM in small – medium size companies compared to large size companies in which have more professional and complex organization in HRM. Some of the constraints that were met during the research study included a lack of funds and time as well as Covid 19 pandemic in all over the world, we cannot collect full-data and access for some information related to the study. In this aspect, the scope of the study had limitations to research findings and studies concerning HRM in Japanese agricultural companies in Vietnam.

Chapter 2 Overview the situation and issues in HRM of Japanese agricultural companies in Vietnam

2.1. Introduction

The pressure of regional integration and globalization in the world brings a huge of advantages and disadvantages in economics, political, social and technological arenas, which leads to the trend of oversea expansion investment (Hamdi, 2013). Japan is known as the country which has advantage technology in industry and agriculture as well (Hori et al, 2010). However, there are some clear difficulties in Japan such as a decline aging population and shortage of labour which result in greater demand for the foreign worker hired (Ganelli and Miake, 2015). Due to the increasing challenges, they are facing in Japan, small and medium enterprises are looking for business opportunities in foreign countries (Negishi, 2014). Especially, after the global financial crisis of 2008, the Japanese companies have increased investment abroad to survive (Schulz, 2009).

For Japanese corporations looking to develop their international operations, Vietnam has emerged as the new destination. According to a study of 676 mostly small and midsize Japanese overseas subsidiaries conducted by the government-owned Japan Finance Corp., Vietnam is favored by 18.6% of respondents for direct investment. Moreover, it can be seen from figure 2.1 that Thailand finished in second place with 12.2 percent, Indonesia in third place with 11.9 percent, and China followed behind in fourth place with 10.9 percent.

However, China and Thailand tied for first place last year, 2013.

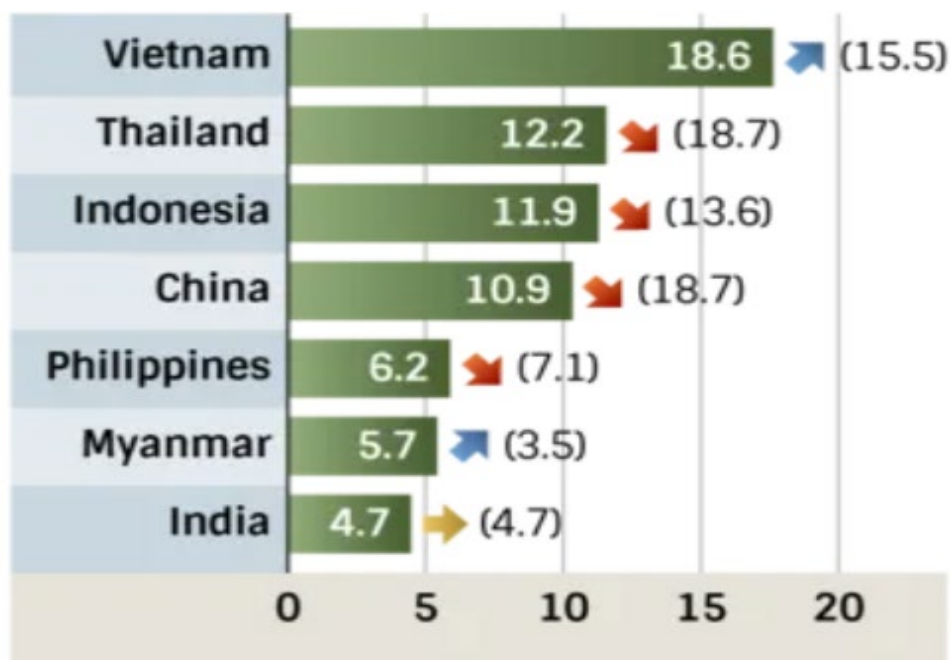


Figure 2.1. Most popular countries for Japanese investment; in percent; in 2014

Note: Figures in parentheses from 2013 survey

Source: Survey by Japan Finance Corp

It can be showed clearly in Table 2.1 that by the end of 2016, Japan is two out of four countries, which were the biggest foreign direct investors to Viet Nam. Japan kept the second position behind Korea and followed by Singapore.

In terms of register capital, the total accumulation capital of projects having effect as of 31st December, 2016 achieved 293700.4 million USD, accounting for 100% of register FDI to Viet Nam, in which, Japanese investors contributed about 42433 million USD possessing 14.45%, Singaporean investors followed behind with 38255 billion USD being 13.04%.

Table 2.1. Foreign direct investment (FDI) projects licensed by counterparts
(Accumulation of projects having effect as of 31/12/2016)

	Number of projects	Total registered capital (Mil. USD)	Structure of registered capital (%)
Total	22594	293700.4	100.00
Korea	5773	50553.5	17.21
Japan	3292	42433.9	14.45
Singapore	1796	38255.3	13.03
Taiwan	2516	31885.5	10.86

Source: Ministry of Planning and Investment, Vietnam

However, it is undeniable that there are many difficulties to invest into foreign countries with geographical location, people, policy and so on. Human factors are considered as a important one to contribute the success of organization.

In detail shown in figure 2.2, Japan Finance Corporation also carried out a survey of 310 agricultural companies in issues of expansion abroad. With Japanese agricultural companies, there are many difficulties faced with such as an organizational structure business manner, language, which are related to HRM. These problems answered by companies with company structure, transportation, looking for partner and gathering information being 58,4%, 56,8%, 56,6% and 55,8%, respectively.

Therefore, to increase the working efficiency of Japanese agricultural companies in Vietnam, it is so critical that HRM issue is needed to investigate for Japanese agricultural companies.

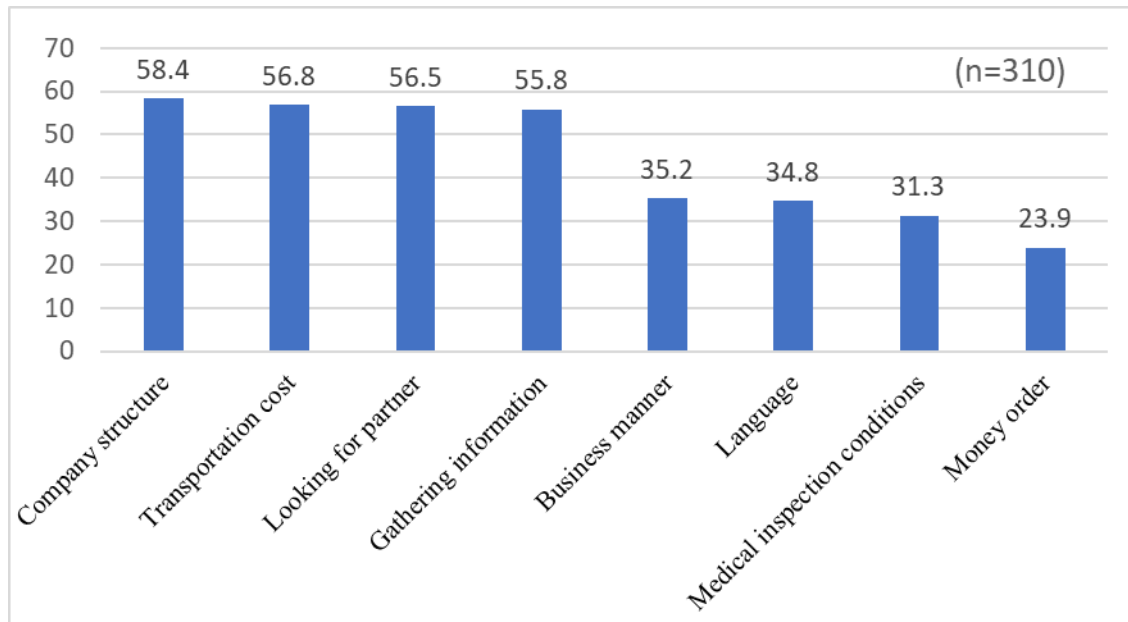


Figure 2.2. The issues when expansion abroad of Japanese agricultural companies

Source: Japan Finance Corporation, 2015

Pham (2010) conducted research between Japanese companies and Vietnamese companies (located in Hanoi) in HRM practices. The results showed awareness in promotion, welfares, and co-workers' relationships in Japanese companies which were higher than Vietnamese companies. This research also compared the different of white-collar and blue-collar in both of companies.

The reason for investment of Japanese companies into Vietnam is because of the cheap labour. Nguyen (2017) did the research about expanding of Japanese agricultural companies and changing of investment environment in Vietnam, case study of Lam Dong province. It indicates that the background agricultural investment of Japanese companies is enlarging as well as the agricultural investment environment is also increasing in Vietnam. That changing the investment environment to change for Japanese agricultural companies invest in Vietnam. However, there are a few issues; technology, local information, business manner and looking for local business partner.

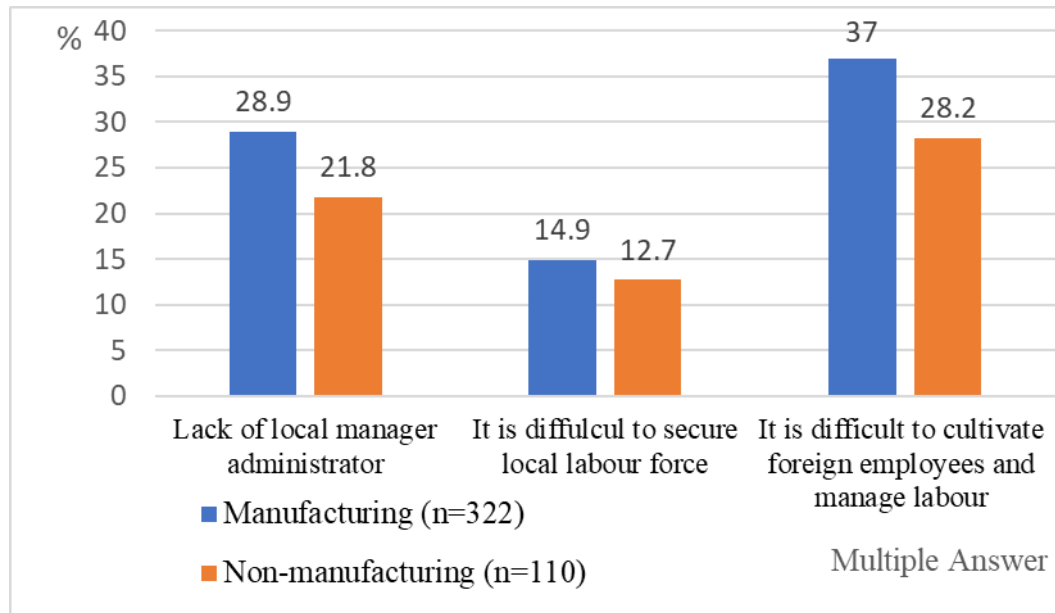


Figure 2.3. The issues of foreign direct investment related to human resource

Source: Japan Finance Corporation, 2012

Indeed, the expansion of any business always encounters difference in business environment (politic, economic, culture and nature condition); as well as organization in employee management and mutual intelligibility, it is so critical that human resource management (HRM) issue is needed to investigate for Japanese agricultural companies.

All over the world, there are many studies were conducted in HRM and JS. KOÇ et al. (2014), Petreuscu and Simmons. (2008) implemented studies about the important relationship between HRM and JS. However, these studies examined this relationship in developed countries as Turkish and British which are different from our research areas and methodology, as our deal with a qualitative method to analyze the relationship of JS and HRM in Vietnam. In addition, some researchers targeted ongoing this issue in developing countries such as Islam et al (2018), Khan, et al (2012) to survey in Bangladesh, Pakistan. They focused on manufacturing, services as the bank, hotel or education, which are not our concern.

Closely related to our study, HR in Japanese agricultural companies in Vietnam, Hasegawa (2018) revealed highly in legal of agricultural and human network in Vietnam and Nguyen (2017) investigated the expansion of Japanese agricultural business and changing of the investment environment in Vietnam.

Limited research has been grasped in medium – small sized organizations contrasted with enormous associations, concerning to agricultural HRM in developing countries. It is certain that small and medium sized organizations are critical supporters of monetary execution in

each country. Basically, with previous research, it is easier to find factors adding to the achievement of large sized organization in HRM and JS than of small – medium sized enterprises. Therefore, this study has been conducted to fill up this gap in this area to some extent. This study aims to describe advantages and disadvantages in human resource management and their concern to employee satisfaction of Japanese agricultural companies in Vietnam.

2.1.1. Sample size and data collection

Collecting data was conducted in 2019. In-depth interviews are used for employees and managers, conducted through questionnaires and standardization. The questionnaires consist of normal scale questions to get general information of respondents and 5-point Likert Scale questions (1-Strongly disagree, 2-Disagree, 3-Normal, 4-Agree, 5-Strongly agree). Samples were surveyed from 4 companies with sample size being 56 employees and managers.

Table 2.2. The background of Japanese agricultural companies

Company	Establishment Year	Industry type	Location	Firm size	Total No of Employees	No of Samples
A	2003	Cultivating and processing tea	Moc Chau	Medium	36	28
B	2015	Cultivating fruits	DaLat	Small	17	13
C	2017	Cultivating vegetable	HaNoi	Small	11	10
D	2015	Cultivating fruits	DaLat	Small	7	5

The firm size was classified by the total number of employees. Small sized firms had less than 20 employees.

2.1.2. Data analysis

The data was analyzed by qualitative and quantitative descriptive analysis. The analysis focused on making comparison JS and HRM of Japanese agricultural companies to find out the advantages and disadvantages of management methods and the relationship between HRM and JS.

There are numerous studies in HRM and JS in different parts of the world and it is supposed that HRM has a tight relationship with JS (Ting, 1997). HRM is the way how to manage people in an organization. It was determined there are six dimensions affecting JS which are payment, the work itself, promotions, supervision, workgroup, working conditions (Luthan, 1985). Besides, other factors affecting JS were mentioned as reward systems, health

and work safety, work environment, job security, management and policy, human relation, communication (Lane, 2010). Because of almost the small size of Japanese agricultural companies in Vietnam with the few numbers of employees, not all factors mentioned above are applied in HRM. According to our survey, the basic factors are implemented in all small – medium sized companies including payment (salary and allowance), management method, recruitment method, training, working hours, working environment (human relation and working atmosphere) to study their impacts on JS.

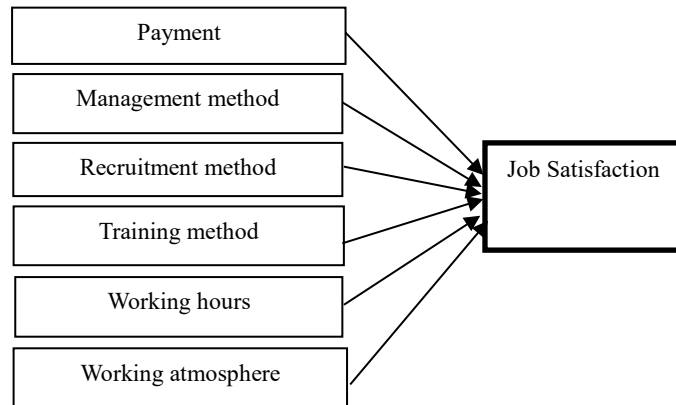


Figure 2.4. Concept framework for Chapter 2

2.2. Results and Discussion

2.2.1. Differences in JS of four companies:

Job satisfaction can be defined as the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction. (Armstrong and Taylor, 2014)

Table 2.3. The mean satisfaction of each factor at four companies

Company	A	B	C	D
Salary and allowance	4.1	3.75	3.35	3.3
Management method	4.3	4	3.4	3.6
Recruitment method	3.7	3.9	3.3	3.4
Training	3.3	3.8	3.4	3.4
Working hours	4.3	4.1	3.5	3.4
Human relation	4.3	4.4	3.5	3.8
Working Atmosphere	4.2	4.4	3.6	3.8

Source: own table

Table 2.3 indicates the average point of respondents to 7 factors of companies that explored their satisfaction level relating to HRM with 5 levels of Likert scales. There are differences in satisfaction assessment of respondents among 4 companies. However, overall, the A and B companies' respondents reported higher satisfaction than the C and D companies. It is noted that the respondents of C and D companies displayed 'neutral' at their satisfaction level in all issues given. On the other hand, the A and B companies' respondents produced a level higher than their counterparts did. By dint of that, hypothetically, the A and B companies are expected to possess overpowering characteristics in management.

2.2.2. Description and comparison H

RM practices of companies:

There are 6 characteristics to deeply analyze in HRM practices and determine the effect of these 6 characteristics on JS.

① Salary and allowance (Payment)

Table 2.4: Salary and allowance of companies

Company		A	B	C	D
Salary (Million VND)	Engineering	10-12	6-10	8-10	7-8
	Worker	4.5 – 5	3-5	6 – 6.5	4.8 – 5.8
Regional min wage (Million VND)		2.92	2.76	4.18	2.76
Welfare	Social insurance	✓	✓	✓	✓
	Health insurance	✓	✓	✓	※
	Unemployment insurance	✓	✓	✓	※
	Thirteenth salary	✓	✓	✓	✓
	Holiday/ traveling	✓	×	×	×
Allowance	Housing support	✓	✓	✓	✓
	Transport cost	✓	✓	×	✓
	Meal/day (VND)	25,000	40,000	×	20,000

Source: own table

Note: ✓ - application, × - no application

※ - 80% for this insurance deduced in salary.

As usual, employers pay wages directly by cash or indirectly through a bank account. In general, it is sure that the salary of engineers is 1.5 to 2 times higher than of workers. The salary will be decided by many factors like the year of working experiences, language ability, education level... Employers will take consideration once per year about raising the wage. It can be seen from table 2.4, comparing to a regional minimum wage of each company in the year surveyed, the highest salary for workers belongs to company D, which followed behind by companies A, C, and B, respectively. However, with the issuance issue, company D supported only 100% for social insurance and 20% for other insurance while remain companies paid a totally of three kinds of insurance.

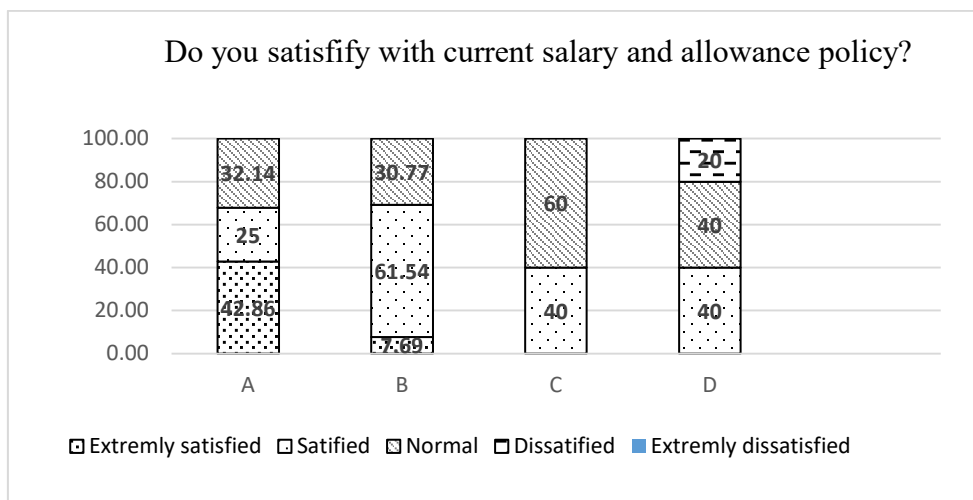


Figure 2.5. Do you satisfy with current salary and allowance policy?

In specific, regarding to the question “Do you satisfy with current salary and allowance policy?”, 42.86% and 7.89% people in companies A and B, respectively, are extremely satisfied while the dissatisfied employees with salary and allowance policy in company D possess 20%.

In company B, there are more engineers than other businesses. Only by owning 7 engineers and 5 manual workers, this is a unique company possessed a higher number of engineers than manual workers. It is a reason to explain that with the amount of salary being relatively low for the worker, compared to other firms, company B still was ranked at the second position of salary and allowance satisfaction (Table 2.3). Workers at company B described this situation as followed:

‘If we criticize that the salary is low and design it, we will be disadvantaged. Because of the high number of unemployed, it is easier for an employer to find new manual workers while hardly can we get a job with a stable salary as here.’ (Interviewed on March 2018)

All companies support to pay for renting housing for their managers and engineers, even they built a dormitory for employees living away from company. The transport cost for business trips and lunch meals are paid by companies, except company C. The manager of company C responded that it is unnecessary to offer separately transport costs as well as lunch. Because these costs been included totally in salary.

②Management method:

All businesses require having their organizational structure, which can bring growth and profit for the organization. On the other hand, not only does this structure ensure enough number of human resources with the required skill standards to attain the company's targets but it also guarantees that the responsibilities of each employee, each department are described clearly.

The Vietnamese manager in company A shared:

'Reporting relationships are necessary for smooth operation. For me as a manager, I understand my responsibilities and know to whom I must accountable, my position in the company. For employees, they know whom they can report, direction or support.'
(Interviewed in June 2019)

In the production department of A company, there are 21 employees that were divided into 4 groups and each group has a leader. The great point in HRM of company A is that the job description and its position was outlined detail and specific. In order to implement the works in the next week conveniently, they organize meetings one time per week with team leaders and heads of departments.

Company B also did the same. However, instead of having weekly meetings, daily meetings were handled by the farm manager of company B to convey the works for the next day to employees, which was expected to avoid misunderstanding at work. In company B, management by an object was approached to encourage and improve employees' performance which brings much profit for the company.

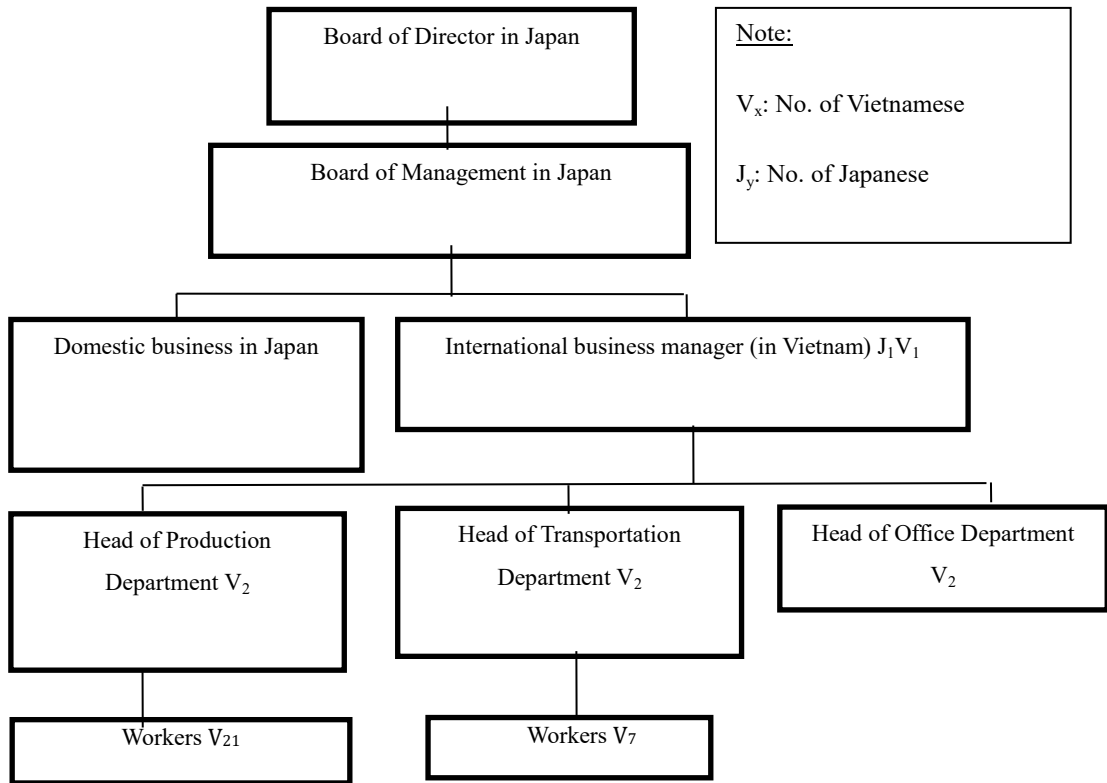


Figure 2.6. Organizational structure of A company

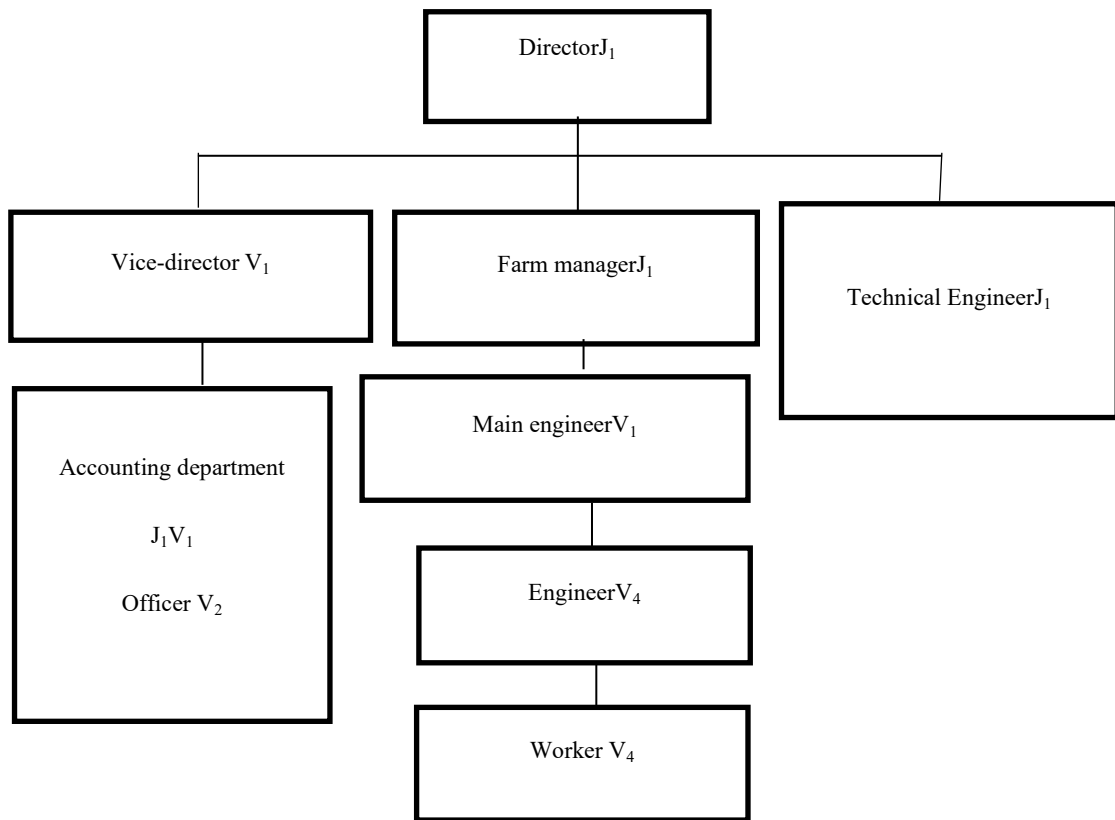


Figure 2.7. Organizational structure of B company

In company B, they recruited Japanese farm managers taking duty in management with a good understanding of management skills of Vietnamese labor. He can give a decision or become a consultancy for the director how to manage appropriately for the company and employees. Also, in order to discuss with workers or resolve their issues, it seems to be much easier because the Japanese farm manager speaks Vietnamese fluently. Explicitly, there is no barrier language in the case of a foreign company, company B in specific. Similarity, in company A, Vietnamese managers with a high-level of Japanese ability removed the language fence.

The managers of companies A and B accumulated considerable experience in Vietnam and Japan working environment (Table 4,5) that can nurture their current job better than others without experience, even these companies including ethnic minorities.

Table 2.5. Characteristics of company A's manager

Position	Nationality	Working experience and training
Manager (Male)	Japanese	Work at the head office in Japan in management duty
Manager (Male)	Vietnamese	Trainee at head office in Japan for 3 years Good at Japanese ability Currently, taking duty in general management

Table 2.6. Characteristics of company B's manager

Position	Nationality	Working experience and training
Director (Male)	Japanese	Worked at head office in Japan in management duty
Vice director (Female)	Vietnamese	Studied master and PhD in Japan Worked at head office in Japan Good at Japanese ability Currently, taking duty in the sale and general management
Farm manager (Male)	Japanese	Worked at Japanese companies in Vietnam Be Recruited in Vietnam Currently, manage on farm. Good at Vietnamese ability

Therefore, almost employees of company A and B satisfied in the management method. It can be seen from Figure 8, there are 53.57% and 23.08% workers expressing their extremely satisfy with management methods of A and B companies and it witnessed a higher level of satisfaction on the management method of company A.

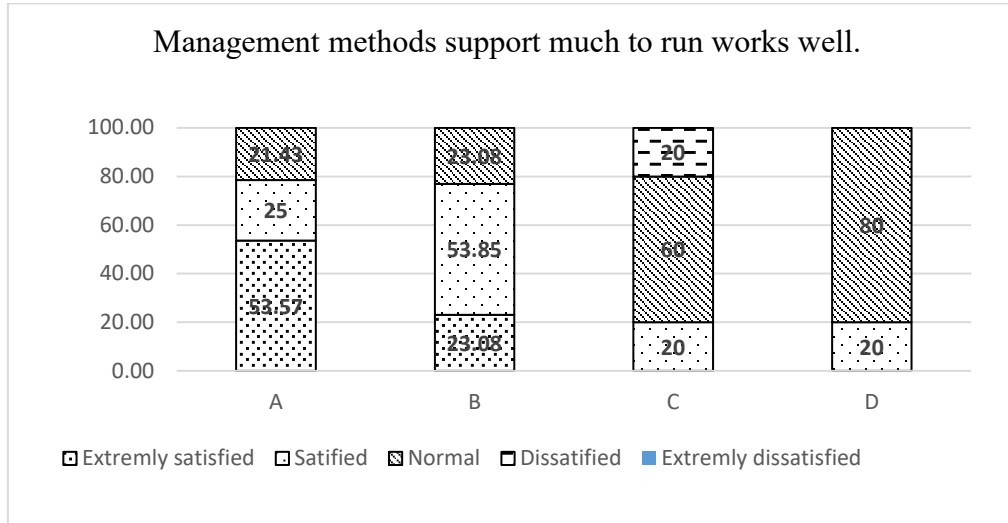


Figure 2.8. Management methods support much to run works well.

In company C, the farm manager only has a meeting with the engineer to discuss the situation on the farm one or two times per month. In addition, farm manager of company C also have responsibilities with other fields of cooperation as sale manager of functional food shop...

In fact, the engineer burdened all works on farm. Although the engineer was a trainee in Israel for one year with experience in agriculture, he has no experience in HRM. (Table 2.7)

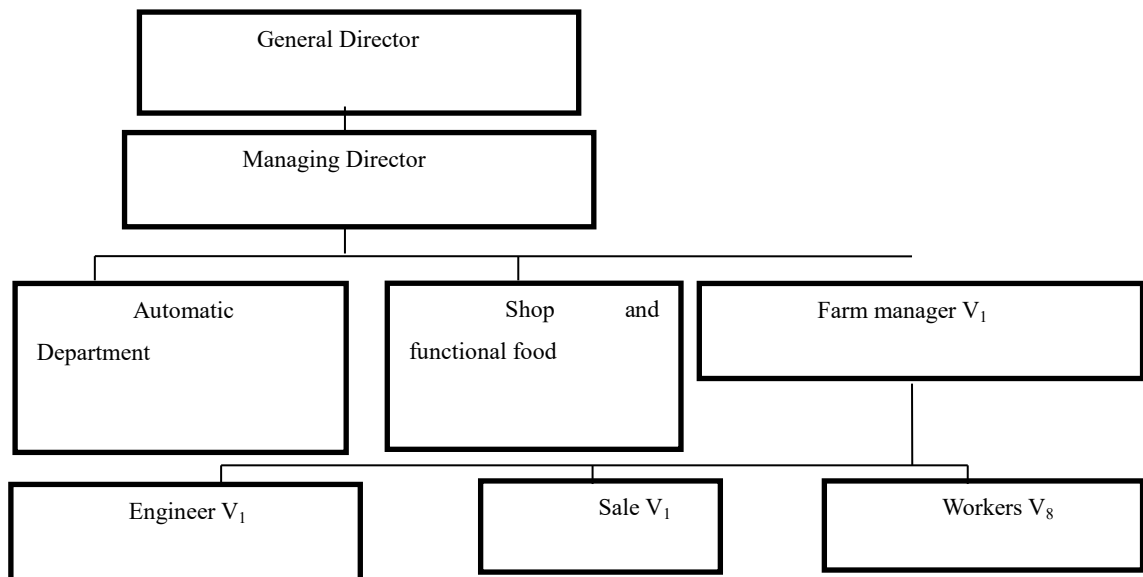


Figure 2.9. Organizational structure of company C

A mountain of works, even farm management made him overloaded. Employees of company C said:

‘...Because of the pressure of working, sometimes, he becomes difficult and irritable with us...’ (Interviewed in June 2019)

Table 2.7. Characteristics of company C’s manager

Position	Nationality	Working experience and training
Manager (male)	Vietnamese	Japanese level: simple communication
Engineer (male)	Vietnamese	No Japanese Graduated from Vietnam University in agriculture Trainee in Israel for 1 year

Therefore, it can be seen from Table 2 that the respondents of company C marked their satisfaction at the lowest level comparing to other businesses. Figure 8 showed that 20% people are dissatisfied with the management method in this company.

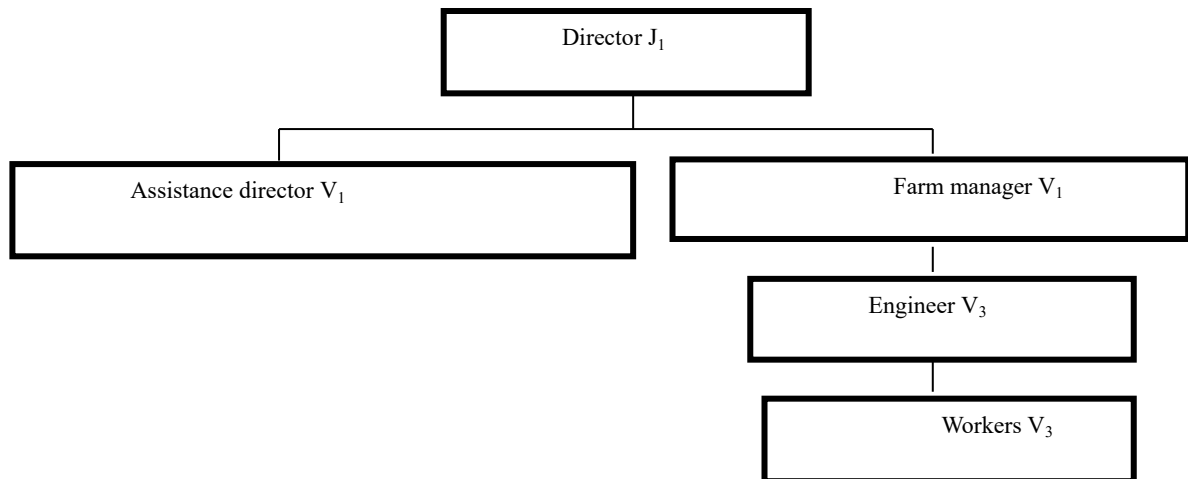


Figure 2.10. Organizational structure of company D

Table 2.8. Characteristics of company D’s manager

Position	Nationality	Working experience and training
Director (male)	Japanese	Manager dairy farm in Japan
Assistant director (female)	Vietnamese	Speak Japanese well Mainly on sale and accounting
Farm manager (male)	Vietnamese	Japanese level: communication Graduated from university in Vietnam Works as trainee in Japan for 3 years Take duty in managing

Comparing with company A and B, higher satisfaction companies, the assistant director of company D who can speak Japanese well only focus on sale and marketing products and restrict to communicate with workers while the farm manager is limited in Japanese language. To operate business nationally or internationally, good communication is considered a key to success. Because of the language barrier, it leads to difficulties in management. With the Japanese director, he expected to follow the strict management as his farm in Japan. However, there are difficulties to implement it in Vietnam. The farm manager tried to explain to the director and find a suitable way to make a pleasure of the director as well as workers. Sometimes, he is impotent because of his Japanese ability.

Finally, it is undeniable that the organizational structure and the ability of managers play as key factors effecting JS.

③Recruitment method:

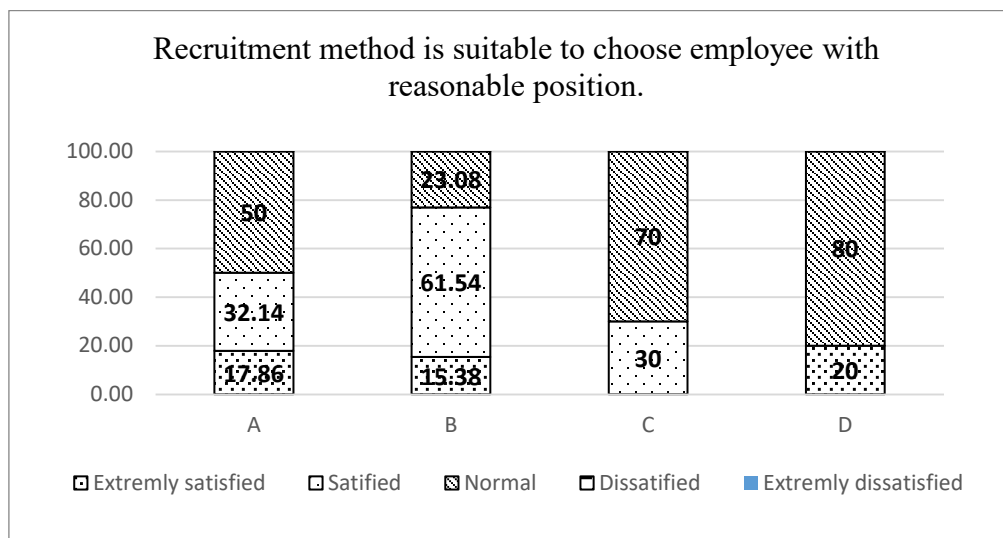


Figure 2.11. Recruitment method is suitable to choose employee with reasonable position.

The figure 2.11 describes the survey results from employees of 4 companies with the opinion “Recruitment method is suitable to choose employee with reasonable position”. The percentage of employees satisfied with this opinion of A and B companies are higher than C and D with A company being 32.14% and B being 61.54%. The recruitment method applied by all companies is through acquaintances ordinarily to enlist manual workers. Besides, employers drew engineers who required higher skills and educational levels by recruitment website and agency. In company B, they focused on hiring trainees who worked in Japan for three years in the agricultural field as engineers. In Figure 2.11, 17.86% and 15.38% people

choosing extremely satisfied mostly are engineers in A and B companies. They gave engineers a chance to visit the company for a whole day as an observer that engineers can get basically the information related to the company and their job. After that, they will let time take consideration before signing the contract. For manual workers' recruitment and selection, in company A and B, the managers and candidates meet and discuss each other. The instruction and explicit explanation are necessary to avoid misunderstanding on both sides. The managers themselves in company A and B have never viewed the manual labor recruitment matter lightly, which differ from C and D companies. It results to the high percentage of "normal" answer which can be seen in C and D companies with 70% and 80%, respectively. The questionnaires or even some simple questions are given to job seekers by an engineer or team leader in company C and D. It causes the feeling of manual workers about an unimportance role of their working. It can explain the order of satisfaction in this category of 4 companies.

□ Training method:

Training plays a vital role in improved organizations' performance as well as increasing employee's job motivation, satisfaction, and commitment. (Zahra et al, 2014). By dint of understanding the important role of training, on-job training method was registered for both engineers and workers in 4 companies. It spends one to three months for the training course. All courses are mainly trained carefully by Japanese and Vietnamese managers or experts.

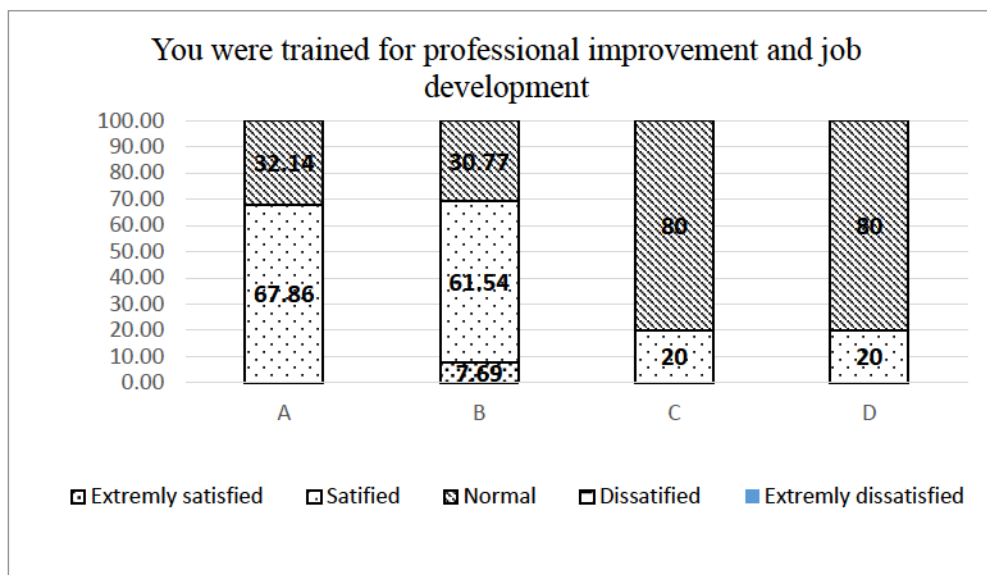


Figure 2.12. You were trained for professional improvement and job development.

With the benefits of training method opinion given, it can be seen from Figure 12 that the percentage of employees satisfied somewhat in C and D companies being 80% is higher 4

times than others satisfied being 20%. On the contrast, in A and B companies, the number of people satisfied with the contribution of training in their job are higher 2 times than the number of people expressed “normal” answer. In addition, B company witnessed there are several people strongly appreciated with the training method in this company. It can be explained that the most impressive in the training course of company B is that one main engineer was chosen and trained in Japan for 2 months about technical cultivation. The farm manager of company B expected to continue sending other engineers to Japan for training courses. Due to their vision in the training of human resources, the employees of company B reported the highest satisfaction in 4 companies surveyed. It is clear to understand that table 2 demonstrated a significant difference in satisfaction for the training issues between company B and the remain counterparts. It is proved the positive impact of the quality of training courses on employee satisfaction.

⑤ Working hours:

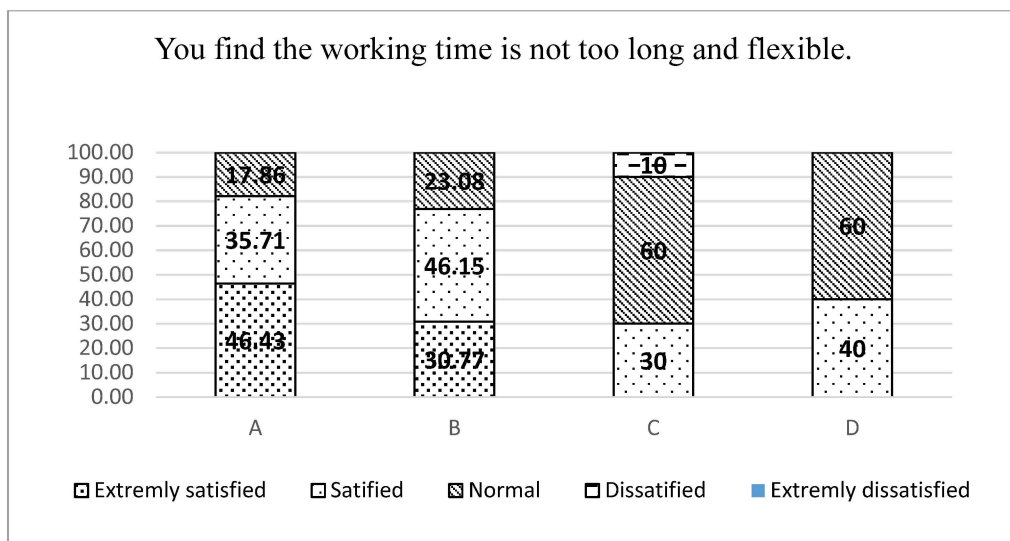


Figure 2.13. You find the working time is not too long and suitable.

Following figure 2.13, it is expected that the length of working time in A and B companies is more flexible than C and D which effect on the employee’s satisfaction. In total, more than 70% employees of A and B companies feel comfortable with working time while this number in C and D companies is lower than 50%. The fact is that the time to start, lunchtime and end working daily depend on each company to ensure 8 working hours per day and 6 working days per week. Each company applied different ways to manage employees’ working time. In more detail, company A used the magnetic card for labors while the finger reader was chosen by company C, and both B and D companies applied the traditional method

– worksheet. No matter what employer uses to manage working time, it seems to be not affected job satisfaction. Another point to note is that workers in company B are granted 15 minutes taking a break every morning and afternoon, which is appreciated by manual labors as precious time to rest as well as get back the energy to continue working. On the other hand, companies A and B were trouble in setting up the day off being Sunday because of most the workers being ethnic minorities. They spend much time to take duty in their family and religion. Flexible working schedule is considered as a good method to manage the ethnic minority. Not only did companies A and B change the day off based on their priority but the company also can guarantee activities on the farm. It was found that the employees of company A and B seem to value this category with meaningful content more than their counterparts.

⑥ Human relation and Working atmosphere

There is a tight relationship between human relations and the working atmosphere. Only by having a good relationship between managers and employees or among colleagues, employees can feel comfortable in the working environment, which leads to the efficiency of employee’s performance. Hence, there are similarities of the satisfaction level of human relation and working atmosphere (Table 2.3).

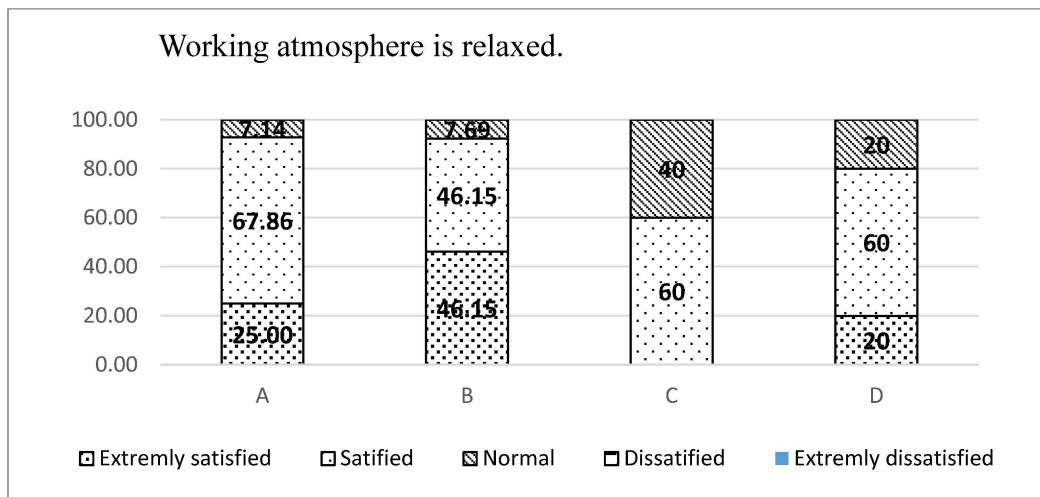


Figure 2.14. Working atmosphere is relaxed.

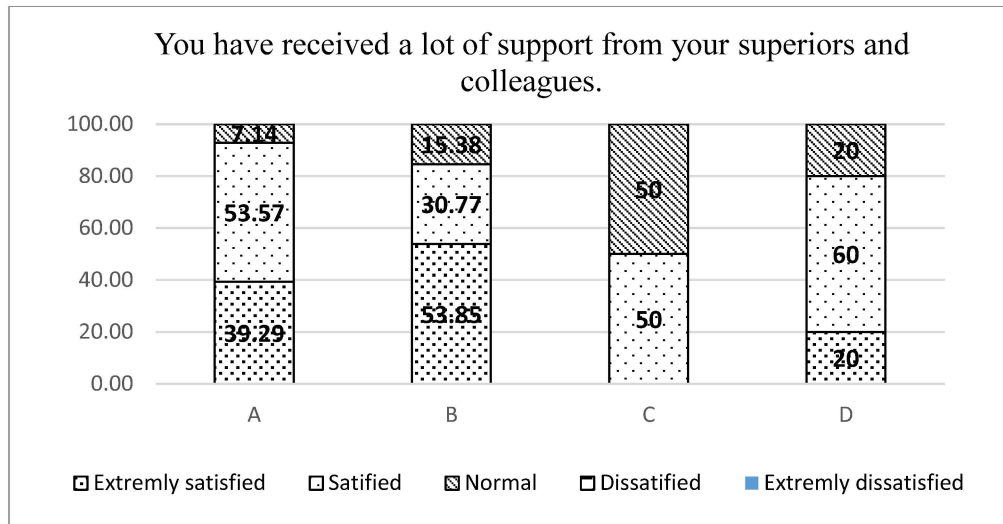


Figure 2.15. You have received a lot of support from your superiors and colleagues.

Figure 2.14 and 2.15 described that in A, B and D companies, 80% employees agreed with good working atmosphere and human relation opinion given. Generally, a health and safety working condition was built by 4 Japanese agricultural companies.

In company B, they hire a woman as a permanent worker to prepare lunch for all employees. Due to having lunchtime, parties together, employees can easily communicate among managers, engineers. It creates a friendly working atmosphere and a close human relationship. In another way, extracurricular activities as a football or volleyball team, including managers' participation or traveling that company A granted their employees result in solidarity expression and deeply understand each other. On contract, in D companies, workers stated that they always feel having an invisible distance between managers and workers. However, with colleagues, there is strong conjunction in positive communication. The results showed that participants of D company expressed a lower level of employee satisfaction in these matters. The explanation shows that human relation and working atmosphere affect to employee's satisfaction.

2.2.3. Advantages and disadvantages in HRM of 4 Japanese agricultural companies:

In order to reduce management problems in companies A and B, firstly, all key members were selected carefully by employers. As an advantage, with the well – organization and skilled managers, it helps a manager to communicate with colleagues and know how to deal well with inferiorities, which promote for the simple progress of activities in the organization. Moreover, flexible management was given in many cases without rigid or framework management. On the contrast, the poorly organizational structure and incapable

managers in companies C and D impact not only employees but also company operations in overall. More precisely, because of insufficient staff in company C, the engineer suffers overlapping duties. As a further matter, language barrier and incompetent farm managers in company D caused poor communication, which effects on work progress, faces challenges relating to sub-ordinaries and keeping them motivated.

Secondly, it is understood basically that the people who are get along well with their managers and co-workers, usually commit to work such a long time in the organization. The good relationship and comfortable working environment in workplace bring not only the potential to make employees happy with their working but also a kind of motivation to make them become the most productive employees in the company. Only by understanding the importance of it, managers in A and B companies did well to create a friendly and healthy working environment. Otherwise, the manager - employee relationship cannot be pulled closer, which is caused by the strict management of the Japanese director and a language barrier in company D and the seldom meeting and appearance of manager in company C.

Last but not least, the disadvantage of 4 companies is the low educational level of workers, which generates other problems followed by. Although at the beginning, businesses keep costs minimum, they hire low educated employees at a lower salary. However, the problems given by low-educated employees also will affect the organization's management in the long term such as the increasing number of turnover employees, the waste time, and the cost of retraining new employees. It is clear that the well-educated workers are more active and better performance in working than low-educated employees and promote the leadership of the company. Therefore, to achieve more effectively in HRM, Japanese companies should enhance a higher educated workforce.

2.3. Conclusion

HRM and JS play an important role in Japanese agricultural companies. This paper evaluates the differences of JS in HRM issues of 4 Japanese agricultural companies. Making a comparison between companies having higher JS and lower ones expresses the advantages and disadvantages in HRM issues of those companies. Moreover, all HRM characteristics that we analyzed as salary, allowance, management method, recruitment method, training, working hours, human relation and working atmosphere have a positive impact on the JS of employees. We can confidently conclude that the better companies treat employees, the higher employees' JS companies get. It is sure that the better HRM leads to the high level of JS

which makes the employees more committed and higher working performance for the company's benefit in the long term.

In order to achieve a good HRM practice and high level of JS in Japanese agricultural companies, some suggestions were given. We recommend that Japanese companies, and even Vietnamese local government, should foster higher education levels for workers as well as the managerial capacity for managers. Besides that, more studies on HRM practices in Japanese agricultural companies should be implemented.

Chapter 3 The effect of HRM practices on employee's job satisfaction in Japanese agri-business in Vietnam

3.1. Introduction

It is undeniable that Vietnam is a developing country with a rapid economy growth after the comprehensive reform program named “Doi moi” in 1986. This program prompted economic reforms to transition Vietnam from a command economy to a market-oriented economy. This policy promoted the engagement and study from countries’ economic models. Through this economy liberalization and WTO admission, some noticeable advantages in Vietnam were recognized as economy stability growth, expanding international trade, poverty alleviation, and abundant and qualified human resources. (Hoi, 2020). As a result, Vietnam has become an attractive destination for foreign investors (Vietnampartners 2010) with Japan as one of the top three investors in Vietnam (JETRO 2010). Japanese enterprises have contributed to Vietnamese economy and Vietnamese society by creating more jobs, narrowing the development gap among regions of Vietnam and keeping up high mobility of the labor market. (Hoi,2020).

With the wave of international economic integration, human resource management improved over the stages of “Doi moi” period and has played a more important role in human resource development in Vietnam. No asset is more essential to the prosperity of an organization than its human resources (DeNisi and Griffin,2008) , and individuals are the main vital pillar of an organization that cannot be replicated by the competition (Decenzo and Robbins, 2010). The more productive organizations generally are the result of competent, motivated, and satisfied employees. (Caligiuri et al, 2010). Companies must ensure high worker satisfaction, which is a precondition for increasing productivity, responsiveness and quality and customer service. (Sageer et al,2012). However, investing foreign markets is challenging, especially in term of human resource management. Japanese businesses in Vietnam are more concerned with human resources since they must compete with domestic firms. Because the local labor is not familiar with foreign organizations, they appear to be in disadvantage compared to local competitors.

For years, the impact of human resource management practices on organizational performance and employee attitudes has been a top research area in the developed world.

(Delaney and Huselid, 1996, Petrescu and Simmons, 2008). However, in developing countries, there has been a paucity of studies conducted on human resource practices. (Sing, 2004, Yeganeh and Su, 2008). Regardless of many years of considerable research on employee satisfaction in different fields, there has been a scarcity of exploration on agricultural employees. (Hobbs et al, 2020). Furthermore, in general, studies dealing with employee satisfaction were implemented in across various occupations in a single association or over numerous associations in a single nation. The scientists highlighted the requirement for future studies need to investigate job satisfaction across different cultural backgrounds. (Tessema et al, 2013).

In order to fill the existing research gaps, the main goal of this study is to explore the relationship between human resource management practices and job satisfaction in Japanese agri-businesses in Vietnam. This study will be helpful for developed countries if they find Vietnam as an attractive destination to invest in the future, especially in the field of agriculture.

3.2. Material and Methods

3.2.1. Sample size and data collection

Collecting data was conducted in 2019. In-depth interviews were used for employees and managers, conducted through questionnaires and standardization. The questionnaires consist of normal scale questions to get general information of respondents and 5-point Likert Scale questions. Simple random sampling method was used for the selection of employees. 200 questionnaires were distributed to employees at 03 companies in Son La province, Ha noi and Lam Dong province for getting data. However, there were 179 respondents provided useable information which yielding a response rate of about 89.5%. Therefore, samples were surveyed from these companies with sample size being 179 employees.

3.2.2. Data analysis

The data was analyzed by qualitative and quantitative descriptive analysis. After collecting the data, SPSS was used to determine the factors affecting on job satisfaction. The analysis finds out the relationship between human resource management practices and job satisfaction. In particularly, Cronbach Alpha revealed the reliability of variables and Explore factor analysis (EFA) was used to analyze the relationship of factors given with job satisfaction.

Hypotheses building and research model:

H1: There is a significance relationship between work itself and employee's job satisfaction.

H2: Training and development has positive effect on job satisfaction.

H3: Supervisor has impacts on job satisfaction.

H4: Co-worker relation has significant impact on job satisfaction.

H5: Salary has positive and significant impact upon job satisfaction of the employees.

H6: There is a significant relationship between working environment and job satisfaction.

For analyzing the impact of Human Resource Management on Job satisfaction, the model was expressed by:

$$JS = F (W, TD, SS, C, S, WE)$$

$$JS = \alpha + \beta_1 W + \beta_2 TD + \beta_3 SS + \beta_4 C + \beta_5 S + \beta_6 WE + e$$

Job satisfaction (JS): dependent variable]

Work itself (W): independent variable

Training and Development (TD): independent variable

Supervisor support (SS): independent variable

Co-workers' relation (C): independent variable

Salary (S): independent variable

Working environment (WE): independent variable

3.3. Results and Discussion

3.3.1. Demographic analysis

Table 3.1 expressed the demographic analysis of gender, marital status, age, tenure, income per month, and education level. Out of the 179 responses, 46.9% of respondents were male while the female occupied 51.3%. The majority of the employees were married (n=111, 62%) as compared to single employees (n=68, 38%). There were 43 (24%) respondent aged from 18 to 25 years, about 49 (27.4%) employees aged from 26 to 35 years, 55 (30.7%) employees aged from 36 to 45 years and the rest 32% employees who were aged above 46. Majority of the employees have been with the company from 1 to 3 years (n=63, 35.2%), followed by 38% employees who got experience from 4 to 7 years and the remain 26.8% employees keep working for more than 7 years.

In term of education level, more than half of employees (52%) had high school degrees, followed by bachelor degree and higher degree with 29%, and the rest had college degrees. For the agricultural companies, employees mainly do manual works, therefore in the

recruitment process, the degree requirement is not high. However, a qualification was required for managerial positions or higher.

Most employees (36.9%) had a monthly income between 5 million to 7 million VND, and 29.1% were getting 8 million to 10 million VND. There were followed by employees who are getting less than 5 million VND and the rest exceeded 10 million VND.

Table 3.1. Demographic analysis

Characteristics	Frequency	Percentage	Cumulative percent
<i>Gender</i>			
Male	84	46.9	46.9
Female	95	51.3	100
<i>Marial status</i>			
Single	68	38	38
Married	111	62	100
<i>Age</i>			
18-25	43	24	24
26-35	49	27.4	51.4
36-45	55	30.7	82.1
More than 46	32	17.9	100
<i>Experience (years)</i>			
1-3	63	35.2	35.2
4-7	68	38	73.2
Above 7	48	26.8	100
<i>Salary</i>			
Less than 5 million VND	38	21.2	21.2
5 million VND – 7 million VND	66	36.9	58.1
7 million VND – 10 million VND	52	29.1	87.2
More than 10 million VND	23	12.8	100
<i>Education</i>			
Bachelor degree and higher degree	52	29.1	29.1
College	34	19.0	48
High school	93	52.0	100

Source: my own data

3.3.2. Reliability Analysis:

It is very important to test the reliability of the scales before running the regular statistical. To test the reliability, Cronbach's alpha technique is common used and this acceptable value was required to be more than 0.6 to 0.95. The table 2 illustrates the reliability analysis of human resource management practices as work itself, training and development, supervisor support, co-workers relation, salary, working environment and job satisfaction. After deducting 2 items (one item of supervisor support variable and one item of salary variable), all dependent and independent variables were considered reliable with the Cronbach's alpha being from 0.841 to 0.894.

Table 3.2. Reliability analysis

Variables	Number of items			Cronbach's Alpha
	Original	Deducted	Used	
Work itself	4	0	4	0.881
Training and Development	4	0	4	0.871
Supervisor support	6	1	5	0.894
Co workers relation	4	0	4	0.893
Salary	6	1	5	0.880
Working condition	5	0	5	0.841
Job satisfaction	5	0	5	0.882

Source: my own data

The mean scores for salary were highest (3.6782) than the rest six variables which indicates the satisfaction of respondents with this issue. It was followed by work itself (3.6089). Besides, the four variables, namely training and development, co-workers' relation, working environment and job satisfaction were closer to 3 indicating the neutral satisfaction of employees with these variables. Unfortunately, the lowest mean (2.5754) belongs to the working environment.

The standard deviations for all variables show that the data were reasonably homogenous which ranged from 0.70779 to 1.05529.

Table 3.3. Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work itself	179	1.50	5.00	3.6089	0.99260
Training and Development	179	1.00	5.00	3.4888	1.05529
Supervisor support	179	1.00	5.00	3.0246	0.70779
Co workers relation	179	2.00	5.00	3.3464	0.71412
Salary	179	1.60	5.00	3.6782	0.71022
Working environment	179	1.20	4.60	2.5754	0.75689
Job satisfaction	179	2.00	5.00	3.2670	0.74228
Valid N (listwise)	179				

Source: my own data

Exploratory Factor Analysis (EFA):

The result of the EFA helps to determine the factor structure of each variables. It can be seen from the table 3.4, KMO is 0.814 greater than 0.5 and lower than 1, which shows that all factors analysis of this research is appropriate. A low significance for Sphericity test reveals that the variables are related to each other.

Table 3.4. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.814
Bartlett's Test of Sphericity	Approx. Chi-Square	2887.346
	Df	351
	Sig.	.000

Source: my own data

3.3.3. Analysis the factors affecting the job satisfaction of employees in Japanes Agri-business in Vietnam:

Before analyze the multiple regression, checking correlation coefficient is necessary to identify the linear relationship between the independent and dependent variables.

According to the table 3.5, the results of correlation coefficient shows that all variables associated positively with job satisfaction, except supervisor support. Two variables as co

workers's relation and work itself are found to be strongly and positively correlated with job satisfaction with the Pearson correlation being 0.569 and 0.555 ($P < 0.01$), respectively.

Moreover, the correlation coefficient of training and development, working condition, and salary are lower compared with two above variables. Specifically, the value $r=0.486$, $r=0.465$ and $r=0.445$ express that training and development, working condition and salary correlated positively with independent variable job satisfaction. The last one variable supervisor support has no association with job satisfaction. ($r=0.188$, $P > 0.01$)

Table 3.5. Correlations

		W	TD	SS	C	S	WE	JS
W	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	179						
TD	Pearson Correlation	.254**	1					
	Sig. (2-tailed)	.001						
	N	179	179					
SS	Pearson Correlation	.087	.225**	1				
	Sig. (2-tailed)	.245	.003					
	N	179	179	179				
C	Pearson Correlation	.392**	.317**	.155*	1			
	Sig. (2-tailed)	.000	.000	.038				
	N	179	179	179	179			
S	Pearson Correlation	.289**	.087	.029	.305**	1		
	Sig. (2-tailed)	.000	.245	.702	.000			
	N	179	179	179	179	179		
WE	Pearson Correlation	.300**	.117	.132	.179*	.215**	1	
	Sig. (2-tailed)	.000	.118	.079	.016	.004		
	N	179	179	179	179	179	179	
JS	Pearson Correlation	.555**	.486**	.188*	.569**	.445**	.465**	1
	Sig. (2-tailed)	.000	.000	.012	.000	.000	.000	
	N	179	179	179	179	179	179	179

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Source: my own data

The model summary table explains the strength of the interrelationship between the dependent variables (work itself, training and development, supervisor support, co-worker's relation, salary, working condition) and independent variable job satisfaction. The multiple correlation coefficient ($R=0.803$) indicates the relationship between independent variables and Job satisfaction was highly correlated. The R square value shows that 64.4% of job

satisfaction was predicted by variable given. It means that the rest 36.5% of job satisfaction will be explained by the other unknown variables. It evident that in order to strengthen employee job satisfaction, human resource management practices should be considered as a key managerial tool.

Table 3.6. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 ^a	.644	.632	.45041

Predictors: (Constant), WE, TD, S, SS, W, C

Source: my own data

The table 3.6 depicts F= 51.907 and P<0.05 which is statistically significant, and this result suggests a linear relationship between the variables. We are confident that the correct variables were used for this study. It also shows that the combination of the variables given significantly predicts the dependent variables.

Table 3.7. ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	63.182	6	10.530	51.907	.000 ^a
	Residual	34.894	172	.203		
	Total	98.076	178			
a. Predictors: (Constant), WE, TD, S, SS, W, C						

b. Dependent Variable: JS

It is clear from the table 3.7 that HRM practices has a significant impact at $\alpha \leq 0.05$ on the job satisfaction of employee, except supervisor support. The training and development variable belongs to the first position of these factors which followed by co-workers 'relation, working condition, work itself and salary, respectively. As the highlight in table 3.8, the hypothesis H1, H2, H4, H5, H6 are accepted. However, the hypothesis H3 with supervisor support was rejected and there are no effects between supervisor support and job satisfaction because of the significant level being $0.669 > 0.05$.

The regression equation is presented as below:

$$JB = W (0.233) + (0.287) TD + (0.020) SS + (0.272) C + (0.212) S + (0.264) WE$$

The table 8 shows that W ($\beta=0.233$, $t=4.452$, $P<0.001$), TD ($\beta=0.287$, $t=5.810$, $P<0.001$), C ($\beta=0.272$, $t=5.180$, $P<0.001$), S ($\beta=0.212$, $t=4.321$, $P<0.001$), WE ($\beta=0.264$, $t=5.447$, $P<0.001$) are positively related with the job satisfaction and having significant value

less than 0.001 and SS ($\beta=0.264$, $t=5.447$, $P>0.01$) found insignificant relationship with job satisfaction of the employees.

Table 3.8. Multiple regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Hypothesis
	B	Std. Error	Beta			
(Constant)	-.558	.253		-2.206	.029	
W	.174	.039	.233	4.451	.000	Accepted
TD	.202	.035	.287	5.810	.000	Accepted
SS	.021	.049	.020	.429	.669	Rejected
C	.283	.055	.272	5.180	.000	Accepted
S	.222	.051	.212	4.321	.000	Accepted
WE	.259	.048	.264	5.447	.000	Accepted

a. Dependent Variable: JS

3.4. Conclusion

The human resource management practices and job satisfaction assume as significant function in Japanese agri-organizations in Vietnam. All components investigated as work itself, training and development, coworker's relation, salary, working environment positively affect the job satisfaction of employees. Therefore, the employees 'job satisfaction will be increase if effective redesign work itself, training and development, coworker's relation, salary, working environment are practiced. Although there was no significant relationship between supervisor support and job satisfaction, it is considered as a variable in preventing job dissatisfaction. In general, this study had delivered insights into the effect of human resource management practices and job satisfaction in Japanese agri-business in Vietnam. This study is with the expectation that the results can bring benefits to the managers in human resource management, especially in Japanese business in Vietnam. We can unhesitatingly reason that the better organizations treat workers, the higher employees' job satisfaction organizations get. It is certain that the better human resource management prompts the significant level of occupation fulfillment which makes the representatives more dedicated and higher working execution for the organization's advantage in the long haul.

This study had disclosed the useful insight for future strategic human resource management practices by the factors directly impacted job satisfaction and factors prevent

dissatisfaction. To accomplish a decent human resource management practice and significant level of job satisfaction in Japanese agri-organizations, some recommendation were given: (i) Extensive training and development programs should be offered for the employees by organization and employees should be trained to tough the new technology and develop their career, (ii) Organization should create proper working environment which can provide enough facilities employees to their works as work breaks, work sharing and proper equipment, (iii) Develop the good relation among coworkers and create a comfortable working condition for employees, (iv) A reasonable payment should be offer to the employees. During researching process, some disadvantages were recognized in Japanese organizations, and even Vietnamese local government, so they should encourage advanced education levels for laborers as well as the managerial capacity for managers. Other than that, more investigations on human resource management research in multinational enterprises ought to be implemented.

Chapter 4 The HRM practices effects on Employee Turnover rate

4.1. Introduction

Vietnam is presently one of East Asia's most active growing economies. It is witnessed that the transition of rural labor in Vietnam is presently undergoing a dramatic change: the number of agricultural laborers has declined drastically, while the number of employees in the industrial and service sectors has increased. It can be seen from figure 4.1 the data about the laborer percentage working in agricultural field in Vietnam from 1991 through 2019. The share of engaged workers in the agriculture, forestry, and fisheries sectors has steadily decreased over time, falling from 53.9 percent in 2009 to 46.3 percent in 2014 and 35.3 percent in 2019. (GSO, 2019). During this period, the average number was 55.38 percent, with a low of 37.22 percent in 2019 and a high of 70.88 percent in 1991.

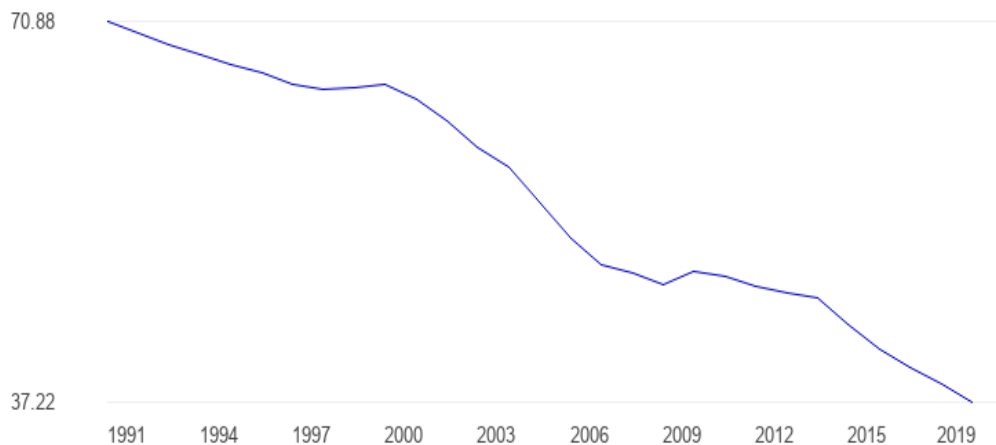


Figure 4.1. The percentage of labor force in Vietnam agriculture

Source: Vietnam's General statistical office, 2019

The agriculture in Vietnam suffers from inefficiencies and low labour productivity as compared to its competitors in other countries. Labor mobility between sectors and economic areas in Vietnam is also experiencing certain challenges and changes as a result of rural workers' low skill levels, which makes labor transition harder (Mantsios, 2010). Employees spend more time training people to satisfy job requirements. Vocational training in agriculture and rural regions is still scarce and ineffective, resulting in a labor-restructuring pace that is not quite equal to the rate of economic restructuring. Inefficient economic restructuring results from this.

According to the GSO, there were still 21.6 million workers in agriculture, forestry, and fishery in Vietnam in 2019, with a labor productivity of only 35.5 million VND/labor/year, accounting for 38.1 percent of the economy's overall labor productivity, and only 21.5 percent of trained workers have degrees and certificates, with rural areas accounting for only about 13 percent.

Labor productivity in the rural and agricultural industries is still significantly lower than in other sectors, and as a result, labor income is lower. Annual labor income was estimated at 92.1 million VND (US\$4,100/labor/year) at current rates, a rise of 3.45 percent per year on average from 2006 to 2010. Productivity growth is slower than average GDP growth of 6.21 percent over the same period, and slower than average real pay increase of 12.59 percent each year. It grew more expensive in Vietnam, which had a direct impact on the economy's competitiveness. By buying power parity, Vietnam's labor productivity was \$10,232, equating to only 7.2 percent of Singapore, 18.4 percent of Malaysia, 36.2 percent of Thailand, 43 percent of Indonesia, and 55 percent of the Philippines. In terms of agriculture, worker productivity is only slightly greater than Cambodia's and far lower than that of other Asian nations. According to the Asian Development Outlook, 2017, Vietnam's average agricultural production per labourer is two-thirds that of Indonesia and less than half that of Thailand and the Philippines.

High employee turnover was considered as one of the key causes leading to agriculture's low labor productivity in Vietnam, among many factors. Managing employee turnover might be critical to the success of this vital industry, as well as the country's future economic prospects.

4.2. Material and Methods

4.2.1. Sample size and data collection

Six agricultural companies in three areas located Da Lat, Moc Chau, and Ha Noi in Vietnam were chosen to study. In-depth interviews were implemented for managers and employees in 6 companies (A, B, C, D are same companies in Chapter 1). The structure of questionnaire included normal scale questions (general information) and semi-structured interviews. Qualitative as well as quantitative analysis were used for this study. The data was collected from April to May 2021.

Six Japanese agricultural firms in Vietnam of various sizes (i.e., large and small in terms of employee numbers) and ownership (i.e., Japanese-owned factories) were chosen for

this study from various geographical regions in Vietnam. The final six firms chosen for this case study were chosen to represent a combination of the two main criteria (size and ownership) in each of the three regions.

Because the study's major goal is to find the causes of employee turnover from an organizational standpoint, a combination of in-depth interviews and documented data are used to gain a holistic understanding of this study. Data was also gathered from yearly reports, meeting minutes.

Individuals having knowledge or experience of labor turnover concerns, as well as understanding of the roles they played in the companies, were invited to participate as interviews. The managing director, general manager, and worker representative were the important personnel questioned throughout the study. These individuals were asked to offer information on a variety of topics, including workforce challenges, labor turnover, HRM policies and procedures, and the work environment. All of the interviews were promptly mailed and transcribed. The responders were then presented the interview transcripts to authenticate and verify the information included in each transcript. The researcher collected quick notes based on personal observations of key aspects of each organization's physical and social settings.

4.2.2. Data analysis

Multiple approaches and information sources are regarded complimentary and valuable in qualitative investigations in order to gain a deeper understanding of social phenomena (Miles and Huberman, 1994; Patton, 1990; Yin, 2011). The power of qualitative approaches, according to Hall and Rist (1999), is in the simultaneous use of different methodologies since this allows for methodological triangulation. This methodological triangulation improved the study's analysis and conclusions' reliability and validity (Creswell, 2007; Platt, 1981).

According to the interviews and document-based data, concerns relating to two key areas of focus are driving significant employee turnover in the agriculture sector in Vietnam. Salary payment concerns and challenges linked to employee training and career development were highlighted as the two key topics. The collected data were displayed in several tables to exhibit the differences and connections among diverse facts acquired from six Japanese agricultural enterprises in our case studies, in order to better understand and depict the cause-effect linkages involved in employee turnover. For qualitative exploratory investigations,

presenting research findings in such tabular representations is highly acknowledged and accepted (Yin, 2011). Interview data was also used to back up the findings and give empirical evidence that aids in understanding the fundamental causes of the issues investigated. Explanatory factors are compared throughout the six companies expressed by table. Moreover, to sum up the effect of HRM on employee turnover rate, we used a table numbered between “1” and “6” to rank the given factor for the relevant organization.

- ❖ Rank of “1” indicates comparatively better HR practices.
- ❖ Rank of “6” indicates a lack of practices or very poor practices.

“Total points” & “Average points” for each case organization are calculated.

Many companies utilize the technique advocated by the Society for Human Resource Management (SHRM; 2005, 2017) and adopted by the Bureau of Labor Statistics (2018) to quantify employee turnover:

$$\text{Turnover rate(\%)} = \frac{\text{No of employees leaving}}{\text{Average (No of employees at beginning and No of Employees at end)}} \times 100$$

4.3. Results and Discussion

4.3.1. Characteristics of companies in the study area

The fundamental information about these case study companies is shown in table. 4.1. To collect information and data from the case study organizations, the study employed semi-structured interviews, document reviews, and observation approaches.

Table 4.1: Basic information of the case study companies

Name	No. of Employees	Core of business	Location	Ownership	Age of the Organization
A	36	Tea	Moc Chau	Japanese	>5 years
B	17	Vegetable	Da Lat	Japanese	>5 years
C	11	Vegetable	Ha Noi	Japanese	>5 years
D	7	Vegetable	Da Lat	Japanese	>5 years
E	18	Vegetable	Da Lat	Japanese	<5 years
F	50	Vegetable	Da Lat	Japanese	<5 years

We did this research on 6 companies in three locations in Vietnam as Moc Chau, Da Lat and Ha Noi with the various size of the companies. Total 6 companies were owned by Japanese, in while there are 4 companies having the age of the organization more than 5 years and the remain two companies is still young with the age less than 5 years.

4.3.2. Relationship of turnover rates with some factors of HRM

4.3.2.1. Relationship of turnover rates with salary

Salary payment concerns proved to be one of the primary reasons influencing employee turnover rates in Vietnamese agricultural organizations. Organizations were questioned about the salary they paid and the salary payment intervals they employed during the interviews. Organizations were specifically questioned about their salary rates for employees and the dates on which employees received monthly salary payments. The rank of each firm based on salary rates is shown in Table 4.2. All organizations that pay higher salary have lower labor turnover rates. Despite paying equal to the government's minimum salary, F business had a greater employee turnover rate than the other firms analyzed. As a result, the pattern reveals that higher pay keep talented and experienced workers and lower turnover rates. In addition to salary rates, timely salary payment is a key factor in determining employee turnover rates.

Employees are dissatisfied by late or missed salary payments, which leads to a higher percentage of employee turnover. Workers at all six businesses investigated assessed that comparably good pay rates play a big role in their decision to stay with a company.

One employee from D company said:

Salary rates are important to me. To me, it is the most vital component. I compared the current salary rates paid by this business to those paid by other companies. In comparison to other companies in Dalat, I've discovered that my current salary is greater. As a result, I am satisfied and will continue to work for this organization. My coworkers are similarly pleased with the normal compensation rates. (Interviewed on June 2019)

Salary rates had a considerable impact on employee turnover rates, according to managers from all six organizations. Lower salary rates, in comparison to the government minimum salary, are also cited by these managers as a contributing factor in higher turnover rates.

The salary rates and wage payment intervals for the six firms in the research are shown in Table 4.2. In terms of payment conditions, both the A and B corporations are first. This table also demonstrates that A businesses who pay their employees on the 5th of each month have reduced turnover rates. Table 4.2 also reveals that businesses in the D, E, and F categories that take longer to pay compensation have greater turnover rates. The study's findings show that timely salary payment aids an organization's ability to retain competent and experienced staff. The managers from the case study organizations recognized the influence of the payment term on employee turnover rates.

In C company, every employee receives a reasonable and fair salary payment policy. By providing basic salaries, we do not deprive our employees. Typically, they pay salary based on the employee's position. Salary within the same group of workers, on the other hand, may differ owing to differences in their individual skills, experience, and performance. In every case, their wage rates are higher than the Vietnamese government's claimed minimum salary rates. Managers of C company are well aware that the most appealing aspect in retaining qualified people is payments. Furthermore, standard salary rates have had a significant role in reducing labor turnover in this business.

It is critical for workers to get their salaries on time, as they are sometimes the only source of income for their families. Managers of C company are aware of this and provide timely salary payments. Paying employees on time not only makes them pleased, but it also keeps them with company for a long time.

Regular and on-time salary payments not only make workers happy, but they also help to reduce turnover rates.

Paying salary on schedule is for two reasons: to develop trust in the organization and to keep employees. If the company can meet employee's logical requirements, they will have no reason to quit. Employees who are more skilled and perform better compare company's compensation rates, monthly wage payment period, and other financial incentives to those offered by competing organizations. Only a few companies provide better financial benefit. Common procedure is to pay monthly salary on the fifth day of each month. On-time salary payment approach has made a significant contribution to lowering attrition rates.

Interviewees from the study's organizations were asked if they increased all workers' pay on a yearly basis, as well as the proportion of any incremental rises offered. The government-determined regional minimum wage is not the same for businesses in Dalat as it is for businesses in other places (Moc Chau and Ha Noi). Table 4.2 further demonstrates that A, B, and C enterprises with low labor turnover rates increase pay 5% for B, C companies and 10% for A companies each year. As a result, providing annual salary increases to all employees' aids in the retention of competent and experienced staff. Employee turnover rates are affected by failure to progressively boost salary, according to managers from the six case study organizations. These executives also cautioned about the negative effects of offering salary raises in irregular increments on employee turnover.

Salary increase is a particularly salient component in making people happy. Because of the high rate of inflation in Vietnam, annual salary increase is a sensible practice. Workers can adjust to rising housing rents and other household expenditures thanks to the gradual salary increases. Only a few firms give gradual compensation raises, so this practice makes employees happy and keeps them.

Table 4.2. Relationship of Turnover Rates with Salary

Rank	Companies	Salary Paid (million VND)		Regional min salary (million VND)	Ratio		Payment period	Salary increase		Turnover Rates
		Engineer	Worker		Engineer	Worker		% of salarys	Period	
1	A	10	4.5	2.92	3.4	1.5	5 th Day	10	Every year	5.6
2	B	6	3	2.76	2.2	1.1	7 th Day	5	Every year	5.9
3	C	8	6	4.18	1.9	1.4	10 th Day	5	Every year	9.1
4	D	7	4.8	2.76	2.5	1.7	10 th – 15 th Day	Varies	Every year	14.2
5	E	6	4	2.76	2.2	1.4	10 th – 15 th Day	Varies	Irregular	16.7
6	F	6	4	2.76	2.2	1.4	10 th – 15 th Day	Varies	Irregular	18

Workers in the organizations analyzed said that receiving slightly greater earnings each year was a big factor in their choice to leave.

While the government did not mandate to increase all workers' salaries each year, at E company, some workers' pay increase each year; the remainder workers' salary remain unchanged in the second year, and in some cases, the third year. Manager of E company assured that salary will be increased every year based on performance. Therefore, salary may rise at various rates for different workers, since some are better performers than others. However, only certain employees' salary increases each year; the wages of the remaining workers do not increase at all, or only at a lesser rate.

4.3.2.2. Relationship of turnover rates with work hours and training methods

Interviewees from the organizations under investigation were asked about their working hours, including what their regular working hours were. Managers from the study organizations were questioned about employee's working overtime policies, including whether they enabled employees to opt to work overtime and how much overtime employees were paid. Higher overtime payments help to retain competent and experienced personnel.

Workers in all six of the businesses surveyed said that failing to adopt regular work hours (i.e., eight-hour days) had a negative impact on their turnover decisions.

According to a representative of these workers from organization A, while many other firms need employees to work 9–10 hours or even longer, our organization's entire workday is only 8 hours, which is very significant to me. In particular, it makes them happy at work and encourages them to continue with this company.

The implementation of an eight-hour standard workday has a significant influence on turnover rates, according to managers of six companies participated in this study. Extending typical work hours, according to these executives, is a key factor leading to rising employee turnover rates. Our work hours begin at 8:00 a.m. and end at 5:00 p.m., according to the management of C business. Lunch is served from 12 p.m. to 1 p.m. No employee is allowed to work more than 60 hours a week, including overtime.

Table 4.3. Turnover rates and work hours and organizational training practices

Rank	Companies	Work hours	Overtime work		Training periods	Trainees	Turnover rates
1	A	8	Sometimes	Vonluntary	On the job training	New and existing employee	5.6
2	B	8	1.5 times	Vonluntary	On the job training	New and existing employee	5.9
3	C	8	Double	Vonluntary	On the job training	New and existing employee	9.1
4	D	8	Double	Vonluntary	On the job training	New and existing employee	14.2
5	E	8	1.5 times	Vonluntary	On the job training	New employee	16.7
6	F	8	Sometimes	Forced	On the job training	New employee	18

Interviewees were questioned about the training and professional development opportunities that exist in their companies. The findings indicated that training opportunities initiated by the organization for current and newly hired employees aid in employee retention. Table 4.3 illustrates that organizations that provide training to both newly hired and current

employees have reduced employee turnover rates. Organizations with inadequate on-the-job training options, on the other hand, have greater turnover rates.

Organization-provided training, according to managers from six organizations, is a keyway of employee retention. These executives also stated that training improves workers' abilities and productivity, as well as their capacity to adapt to new production or operational practices, which are frequently introduced when new items or machines are launched. As all manager, they place a high value on training. Employees get experience growing crops, operating new machines, and harvesting... through training. Employees will learn other important skills as part of the training program.

4.3.2.3. Relationship of turnover rates with career opportunities

Employee turnover rates are lower in businesses with significant career development possibilities, as seen in Table 4.4. Giving opportunity for employees to further their careers helps businesses succeed. This study showed that providing career development opportunities for its workers helps organizations to minimize employee turnover rates.

Managers from the six companies emphasized the relevance of career development options in reducing employee turnover. In A company, they provide unique and fair chances for workers to enhance their careers and attain higher level jobs. When recruiting from inside, they take into account a few key aspects, including the number of years of experience, recent performance reviews, and educational credentials. When it comes to supervisor and assistant manager roles, educational skills are very significant. To fill every position, they first look for competent personnel with the necessary abilities, experience, and educational credentials from inside company. The turnover rate in A & B organization is extremely low as a result of this internal recruitment approach.

Table 4.4. Turnover Rates and career opportunities

Rank	Companies	Career opportunities	Considering factors		Turnover Rates
1	A	Various opportunity	Performance	Strong	5.6
2	B	Various opportunity	Skill, performance	Strong	5.9
3	C	Various opportunity	Performance	Strong	9.1
4	D	Less	Skill, performance	Strong	14.2
5	E	Less	Skill, performance	Good	16.7
6	F	Less	Skill, performance	Good	18

The A organization offers plenty of opportunities for employees to further their careers. It is not difficult to advance to the position of supervisor or even manager. Manager from A company can identify a few supervisors or group leaders who started their careers as workers in this company. When both internal and external applicants have similar abilities and experience, they usually priority choose internal candidates. They are able to keep their trained and experienced employees and maybe reduce employee turnover rates as a result of such preferences and the better career development options provided.

4.3.2.4. Summary of the Variables Contributing to Turnover Rates:

Table 4.5. The factors of HRM practices effecting on employee turnover rate

Companies	Wage Rates /Wage Ratio		Payment period	Wage increase %	Wage period	Working hour and overtime work	Training period	Career development	Total point	Turnover Rate (%)
	Engineer	Worker								
A	1	5	1	1	1	1	1	1	12	5.6
B	3	6	1	3	1	2	1	1	18	5.9
C	4	6	1	3	1	3	1	1	20	9.1
D	2	5	3	6	1	3	1	4	25	14.2
E	3	6	3	6	6	1	6	4	35	16.7
F	3	6	3	6	6	6	6	4	40	18

The results of this research reveal that the many factors that influence employee turnover are intertwined. Those with lower labor turnover rates tended to have "better" HRM practices, whereas those with higher employee turnover rates tended to have "poorer" HRM practices. This discovery concerning the inter-relatedness of these explanatory elements should come as no surprise, given that previous research reveals that bundles of HRM practices have an impact on organizational performance all over the world.

Table 4.5 compares eight explanatory factors among the six agri-businesses evaluated using indices. In other words, each cell carries a number between "1" and "6" that is used to rate the relevant organization's component. A score of "1" implies considerably superior HR procedures, whereas a score of "6" indicates no or very bad HR practices. Each case organization's total points are derived by summing all of the points for the HRM practices listed.

The direct association between HR procedures and employee turnover rates is seen in Table 4.5. In addition, organizations with fewer average points have lower employee turnover rates and vice versa, according to this table. For example, A business's average points are lower than those of other companies, indicating that A company has comparably better HR procedures than the other organizations in the research, which also corresponds to A company's relatively lower employee turnover rates. The study's focus does not include establishing the relative impact of various HRM approaches in effecting employee turnover rates. In order to solve the employee turnover problem, the current study underlines the need of engaging in various HRM activities rather than a single HRM activity.

4.4. Conclusion

Some of the study's key empirical findings are worth summarizing.

First, the study found that employee turnover rates differed widely amongst the six organizations analyzed, with the lowest rate of 5.6 percent and the highest rate of 18 percent.

Second, all firms surveyed considered high employee turnover to be a serious concern since it had several negative repercussions. High turnover rates have a number of negative consequences, including production delays, higher production costs, output loss, increased recruiting and training costs, and harm to an organization's brand.

Third, to decreased employee turnover rates in Vietnam's agribusiness, managers should focus on many variables such as salary levels and salary systems, work hours, leave, training and career development.

This study showed the interconnectedness between various HRM practices and employee turnover. In detail, not only one or few HRM activities linked to turnover rate. It is impossible to isolate the impacts of each individual HRM practices on employee turnover rate. And individual HRM practices may have a negative impact on employee turnover. Therefore, they tended to embrace better HRM practices.

CHAPTER 5. General Discussions and Conclusion

This study on human resource management practices expands the viewpoint of existing literature and provides a valuable insight into the topic in Japanese agricultural companies in Vietnam. By including data from a agri-business survey and in-depth interviews with laborers, managers, directors, a comprehensive assessment of the current situation of HRM practices in Japanese agricultural companies in Vietnam achieved. In general, the resulting data set was used to not only describe the HRM practices and analyze its advantages and disadvantages of HRM practices in agricultural companies in Vietnam but also to identify factors of HRM practices influencing job satisfaction and employee turnover rate in the study area.

5.1. The effects of HRM practices on Job satisfaction

This study is aimed to investigate the impact factors of human resource management practice on the job satisfaction of employees. There are a variety elements of human resource management practices such as recruitment and selection, training and development, performance appraisal, compensation etc. However, only picking up some key human resource management practices were implemented in small – medium Japanese agri-enterprises in Vietnam to study deeply. The results showed that there are five variables impact on the job satisfaction of employees, namely work itself, training and development, coworker's relation, salary and working condition. There was good relationship between employee's satisfaction and human resource management practices.

The study revealed that work itself has positively related to job satisfaction of employees. As can be seen from table 1, more than 50% employees achieved high school level in education background. Hence, work itself in this study belongs to agricultural field, it will be easier and suitable with this workforce. This kind of manual labor do not require high skills and professional knowledge in the current agricultural situation in Vietnam, therefore, employees quite satisfy with the current job. As Smerek and Peterson, 2007 recommended that in order to increase job satisfaction, with the limited resources, administrators should focus on the improvement of work itself. It is known that hardly can we change work itself, however job redesign can provide a viable framework for this effort. (Hackman et al, 1975; Hackman and Oldham, 1980).

The result supports the hypothesis of training and development positively related to job satisfaction. The training and development practices provided affect their job satisfaction. Some previous study also supported that training and development has the positive effect on employees' satisfaction (Chaudhary and Bhaskar, 2016). The descriptive statistics have shown that a average mean score value at 3.48 for training and development and it means that workers satisfy with the current training and development program given. This situation indicated that employees feel they improved their skills through the series of a training program supplied. This study result is consistent with the studies shown above.

However, this study concluded that supervisor support has no relation to job satisfaction which is not compatible with previous research published by Huseman et al. (1980). Researchers in some previous studies were conducted that supervisor role play important role and has positively impact on job satisfaction. (Griffin et al., 2001, Sharma and Jyoti, 2006) This study showed a contradictory finding with these previous studies. This finding revealed that there is no relationship between supervisor support and job satisfaction. It can be understood that it does not mean that more or less of supervisor support will create the increase or decrease of job satisfaction. Based on the Motivation – Hygiene Theory, supervisory is categorized in Hygiene variables of job dissatisfaction. (Herzberg et al., 1959). The supervisory support is an element which can be implemented to prevent job dissatisfaction. Particularly, in some certain professions, the supervisor support is not welcomed and thus may achieve affecting individual's own one-of-a-kind limits. (Beerhr et al., 2010). Recently, few studies against the positive connection between supervisor support and job satisfaction by the conclusion of none or reverse relationship. (Shah et al., 2018, Brohi et al., 2018). Moreover, this study adds one more support for this mean, especially in Japanese agri-business in Vietnam.

The result showed that co-worker's relation, salary and working environment have respectively positive effect of job satisfaction which is consistent with the previous research conducted by Madlock and Booth, 2012, Gu and Siu, 2009, Raziq and Maulabakhsh (2015), respectively. This study found that the good coworker's relation, the reasonable salary, and comfortable and proper working environment will bring the better feeling to the employees on their job. The mean score of co-worker's relation and salary factors being 3.34 and 3.67 respectively expressed that the majority of employees are satisfied with these factors. However, 2.57 is the average score of working environment factor that shows the employees

have not achieved the satisfaction level in this matter. Therefore, managers should pay attention on working environment to rise the job satisfaction of employees.

5.2. The effects of HRM practices on Employee's turnover rate

Interest within the employees' turnover problem grew after the publication of the primary complete empirical study and assessment of the prices of worker turnover in 1913. (Bruce, 2005). The movement of workers round the marketplace, between businesses, jobs, and occupations, and between stages of employment and unemployment, is understood as turnover (Abassi and Hollman, 2000). Turnover occurs when employees leave a corporation and must get replaced (Bruce, 2005). While some turnover is unavoidable, an excessive amount of may destroy a business. Some employees will always quit the workforce, retire, move away, return to universities and colleges, or leave the state.

The two different types of turnover are voluntary and involuntary. When an employee decides to leave for whatever reason, this is known as voluntary turnover. Layoffs and other methods in which a company chooses to let an employee go are referred to as involuntary turnover. Voluntary turnover is the statistic used to argue and compare companies in normal because it is the most immediately effected kind by front-line managers. And with Japanese agribusinesses case study, every occurrence of turnover is voluntary. It frequently results in former employees joining competitors, making the problem even more critical because this information may now be used against the firm.

Employees change employment every six years on average, according to recent data. Voluntary turnover has grown over the previous decade.

This situation prompts senior management to consider the ramifications of voluntary resignation and to create immediate contingency plans. While functional turnover (bad performers go, exceptional performers stay) might help to reduce sub-optimal organizational performance, excessive turnover can undermine the firm's productivity, jeopardizing long-term goals and objectives. Effective HRM practices such as education and training, a performance appraisal system, communication, permission, and power, according to Chang and Chang (2008), were able to lower employees' intents to leave the firm. Pay practices, training concerns, career opportunities, and working hours were chosen for this study to analyze their effects on employee turnover rates. Training and development, as well as payments demonstrated good associations with the desire to stay in the organization, according to Chew and Chan (2008). Moreover, Govaerts et al. (2011) stated that bright

people are eager to stay with the company provided management creates a positive learning and working environment.

From the result of this study, all aspects related to salary as the salary level, the salary payment period effects on the turnover rate in these companies. The high salary ration compared with other companies and the on-time payment is a necessary condition to keep employees. According to Huselid (1995) extensive research analysis, perceptions of HR procedures as compensation levels are major indicators of employee turnover.

Besides, training, career opportunities as well as working hours variables also have reverse relationship with turnover rate of employees in these Japanese agri-companies in Vietnam. These observations resemble the relationship described as training and development and payments demonstrated good associations with the desire to stay in the organization by Chew and Chan (2008). As a result of these findings, it's only logical to assume that organizations that provide extensive training will have lower rates of voluntary turnover. As a result, training play a key role in enhancing employee capacity, motivation, and job stress, hence increasing the possibility of employees sticking with the organization for a longer period of time. In addition, according to Govaerts et al. (2011), intelligent individuals are motivated to stay with a firm if management promotes a favorable learning and working environment.

Similarly, various studies (Gupta and Jenkins, 1991) have focused on the negative relationship between working conditions and voluntary turnover, revealing that when working conditions are poor, people are more inclined to quit. Employee retention is influenced by a variety of factors such as pay, bonuses, and training (Madrian, 1994; Graber and Madrian, 1994).

5.3. General discussion and conclusion

As we have seen, Japanese companies need to increase the investment into abroad to address the talent shortage and to sustain competitive advantage in the global market. However, there are many challenges in internationalizing HRM.

It is undeniable that HRM practices are critical in all firms, especially in Japanese agricultural businesses in Vietnam. The disparities of JS in HRM issues of four Japanese agricultural enterprises are examined in this research. Comparing organizations with greater JS to those with lower JS reveals the advantages and drawbacks of each company's HRM challenges. With the group of companies getting higher job satisfaction, these companies willing to pay higher salary and allowance compared to the regional minimum monthly wage.

Therefore, most of employees satisfied somewhat of salary and allowance issues in these Japanese agri-businesses in Vietnam. Besides, with the group of companies getting lower job satisfaction, fully allowance supporting for employee as health care, unemployment insurance or even lunch meals were recommended. It will bring a more satisfied feeling for employees. Therefore, the achievement of harmony between salary and allowance is very advisable.

Salary and allowance can provide energy for workers to do job better. It has advantages comparing to the local companies. However, in general, the issue in language barrier and strict management in Japanese companies in Vietnam are still existing and until now, some companies have not found out the suitable way to improve these problems. So, weaknesses should be considered and changed in the future by the leaders of these companies. Because HRM in Japanese agri-business plays a significant role and the factors of HRM have positive effect on the employee's job satisfaction and turnover rate.

In detail, all of the HRM practices we looked at, such as pay, allowance, management style, recruiting method, training, working hours, human relations, and working environment, had a positive effect on employee JS. Furthermore, this study also determined the negative effect of salary, training, career opportunities and working hours of HRM on employee turnover rate.

In Japanese agri-organizations in Vietnam, human resource management practices, job satisfaction as well as turnover rate play an important role. Workplace factors such as work itself, training and development, colleague relationships, remuneration, and working environment all have a beneficial impact on employee job satisfaction. As a result, successful redesign work, training and development, colleague relationships, remuneration, and working environment will boost employee job satisfaction. Besides, the turnover rate of employees also was examined and effected by HRM practices in some characteristics as salary, training, career opportunity and working hours as well. Despite the lack of a strong link between supervisor support and job satisfaction, it is considered a factor in avoiding job dissatisfaction. In overall, this research revealed information on the impact of human resource management practices on job satisfaction and turnover rate in Japanese agribusiness in Vietnam.

The purpose of this study is to see if the findings may help managers in human resource management, particularly in Japanese businesses in Vietnam. We may confidently conclude that the better firms treat employees, the higher employee job satisfaction and the lower employee turnover rate firms get. Hence, improved human resource management leads to a high level of job satisfaction and low level of turnover rate of employees, which motivates employees to work harder and more efficiently and accompany with firm for the long-term benefit.

The factors that directly influenced work satisfaction and characteristics that prevent discontent revealed important information for future strategic human resource management techniques in this study. Some recommendations were made in order to achieve a good human resource management practice and a high degree of work satisfaction in Japanese agribusinesses:

(i) Organizations should provide extensive training and development programs for employees, and employees should be trained to tough new technology and develop their careers; Some proposals were made in order to attain strong HRM practices and a high level of JS in Japanese agricultural firms. We urge that Japanese businesses, as well as the Vietnamese government, encourage employees to pursue higher education and managers to develop management skills. Aside from that, additional research into HRM methods in Japanese agricultural firms is needed.

(ii) Organizations should create a proper working environment, which can provide enough facilities for employees to their works, such as work breaks, work sharing, and proper equipment and arrange suitable working hours for employees.

(iii) Organizations should develop good relationships among coworkers and create a comfortable working environment for employees.

(iv) A reasonable compensation package should be provided fully and on time to employees.

(v) All organizations should erase the language barriers to invest into Vietnam and adjust the management method to suit with Vietnamese employees.

(vi) Organizations should attend to the way to select the employees as well as keep them with organization by creating various career development opportunities.

In summary, employees should not discriminate against women, minorities, or older workers; they should develop a work technique that includes topics like working hours, overtime payments, and hourly pay; and they should construct acceptable working surroundings. Give proper possibilities for their employees to accomplish their jobs successfully, such as appropriate equipment, shift breaks, and division of labour, and appropriately establish complaint, disciplinary, and resignation processes. From a strategic standpoint, putting out effort to establish the direction of interaction between human resource practices of organizations, employee job satisfaction, and employee turnover rate will be a significant strategic tool in terms of distinguishing out among competitors. Changes in human resource policies will enable businesses to improve job satisfaction and employee turnover rates, allowing them to take a step ahead in terms of organizational performance.

The generalizability of the current research' conclusions is restricted due to the small sample size and the limited HRM practices we studied. A comparative case study will require more investigation in different regions and organizations. It might also be necessary to conclude more detailed policy suggestions for Japanese agri-businesses in Vietnam.

ACKNOWLEDGEMENTS

First and foremost, praise and gratitude to the Universe for showering blessings on me during my study effort, allowing me to successfully complete the research.

Finishing this paper and studying here at Yamagata University seemed to take both a lengthy and short time. I am grateful for the chance to be here for the learning and connection with Professor RIE WATANABE, my supervisor. Thanks to her valuable time, experience, continuous support, her patient, motivation, enthusiasm, and immense knowledge, i shared with her my arguments and joys, bitter and sweet, in order to learn how to better, to comprehend trust, knowledge, and communication in academic as well as private issues. It is a treasure for me, not just in terms of academic, but also in terms of my lengthy life path. I couldn't have finished my studies without her counsel, assistance, and support. I could not have imaged having a better advisor and mentor for my PhD study.

My sincere acknowledgement also for Prof. Tsuyoshi Sumita (Tohoku University), gave this big opportunity for me to study my PhD course in Japan and his best knowledge and insight during the discussion of my study.

Besides, I would like to express my deep and sincere gratitude to my co-supervisor, Prof. Wataru Ozawa (Yamagata University) providing his encouragement, insightful comments, invaluable guidance throughout my study. Thanks to your family and your friendship with Mrs.Kodama, it helps me a lot during the studying time in Japan.

I would also like to thank my co-supervisor Prof. Satoshi Yoshinaka (Hirosaki University) for his advice, discussion, encouragement, revisions, and ideas throughout this research.

I am also deeply thankful to my co-workers and the students from Vietnam National University of Agriculture, who helped me during my field survey. I want to acknowledge and appreciate their participation and kindness during my research. Their valuable information helped me complete this dissertation.

My study in this beautiful and enchanting country, Japan, would not have been possible without the financial support for my first-year student by the Japan Student Services Organization. Also, for all staff of The United Graduate School of Agricultural Sciences, Iwate University and Faculty of Agriculture, Yamagata University for all their help, cooperation, and kindness.

I would like to say special thanks to Ms. Nanako and Mrs. Kodama's family always beside and willing to support me and my family to overcome many difficulties during my studying time in Japan. Many thanks to Kodama-san's family for their valuable enthusiasm and become my host family from the beginning of the life of my family in Tsuruoka, Japan.

My dear friends during my study in Yamagata University, Tung, Luc, Ha Trang, and all my international friends, thank you very much. For Vietnamese students, we are not only friends, but we are a big family, thank you for the fun and the love. For all my laboratory members, particularly, Rosa, who have made my study become a memorable and enjoyable journey, I am truly grateful.

I am extremely grateful to my mother Ly Huong and my father Tran Thanh for their love, prayers, caring, and sacrifices for educating and preparing me for my future. Also, I express my thanks to my husband Cao Cuong, my daughter Susu, my son Haru for their support and always beside by me all time together overcome countless difficulties and challenges.

Last but not the least, I would like to thank all people who extended their help during the research work. Thank you so much for your valuable support.

1st June, 2022

TRAN THI HOAI THU

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APPENDIXES

Questionnaire for workers

This questionnaire's content is confidential and serves the purpose of collecting data for the final thesis. The researcher guarantees not to disclose the respondents' identities in the work.

I. Employee Data

1. Information of employee

Name			
Address			Tel
Gender	Male		Female
Age			
Married Status	Married		Single

If the employee is farmer, please answer the table below about your family

Name	Relationship	Age	Number of days engaged in agriculture*	Engaged in other industries		Note
				Industry of working-Address	Form of employment**	

*Number of days engaged in agriculture: 1~30days, 2~30-60days, 3~60-150days, 4~more than 150days, 4~part-time job

**Employment of form: 1~permanent employee, 2~working with contract, 3~temporary employee

Your crops,

Crop-Brand	Scale-area	Selling	Note

2. Your education?

High school intermediate Vocational collage University Master's degree Others

3.What is your major?

4.After graduated from the school what did you do?

5.What kind of job you did?

6.How long did you work in there? (years months)

7. Please answer the table below:

STT	Content	Before Elementary	Elementary school	Junior High school	High school	University	Working period
1	Relationship about agriculture						
2	Family with agricultural job						
3	Study location						
4	Your concern about agriculture						
5	What did you learn?						

**Employment of form: 1~permanent employee, 2~working with contract, 3~temporary employee

8.The experience you had before get this job

Period	Industry-address	Employment of form	The reason for getting and leaving employment

**Employment of form: 1~permanent employee, 2~working with contract, 3~temporary employee

9.Where is your hometown?

10.Is your hometown being city, rural?

City Rural

11.Do your hometown has many farms?

Yes No

II.Your Job in Japanese agricultural company

1. What is your major task?

2.How long have you working in here?..... years months

3.The reason why does you chose working here? (multiple answer→○, the most important→◎)

4. I am interested in agriculture

5. I have responsibility to agriculture

6. My major is agriculture

7. I can work on my advantage

8. The treatment is good here

9. The atmosphere and human relationship is good here

10. The work is stable here

11. For finding job

12. The work is easy here

13. I grew up here and relatives here

14. Others ()

15.How did you get this job?

No.	Channel	X
1	On the-spot recruitment	
2	Recruitment companies	
3	Village-based recruitment	
4	Job Fairs organized by the local Employment Service Center	
5	Internet Job site	
6	Mass media	
7	Job Fairs	
8	Recruitment agencies	
9	Training institutions	
10	By acquaintance	
11	Other	

16.What is your time working?

Every day from..... to.....

In harvest season/ busy season: from..... to

17.When did you start to work here?

.....

18.Are you trained in this company?

Yes

No

What kind of training did you get?

19.How long for training.....month

20.What additional training is given to you?

.....

21.What additional training would you be interested in?

.....

22.Is there anything that could help you do the better job?

Yes

No

What is that?

Training

Supervisor

Feedback

Co-worker

Other

III. Satisfaction about your company

1. Your satisfaction about your current job?

Vere satisfied Satisfied Neutral Dissatisfied Very dissatisfied

2. How does the wage system work?

Pay salary by time

Coefficient-based wage

Job requirement

Other (.....)

3. If the quantity and quality of your work above average, will you earn more?

4. Do you think everybody is treated fair or equally?

Yes

No

5. Please answer ○ where is suitable for your situation (table below)

No.		Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
1	Management in the company	5	4	3	2	1
2	Recruitment method in company	5	4	3	2	1
3	Opportunity of promotion in farm	5	4	3	2	1
4	The salary in farm	5	4	3	2	1
5	The bonus and subsidy in company	5	4	3	2	1
6	The length of working time in company	5	4	3	2	1
7	Human relationship in company	5	4	3	2	1
8	The atmosphere of culture in company	5	4	3	2	1

6.What other perks and benefit do you receive?

STT		Very Important	Important	Neutral	Not too much	Not Important
1	Free drinks	5	4	3	2	1
2	Free products	5	4	3	2	1
3	Use of tools	5	4	3	2	1
4	Use of facilities	5	4	3	2	1
5	Salary-bonus-salary increase regulation	5	4	3	2	1
6	Day off (.....)	5	4	3	2	1
7	Workers' compensation subscription	5	4	3	2	1
8	Health insurance subscription	5	4	3	2	1
9	Welfare pension subscription	5	4	3	2	1
10	Payment of support allowance	5	4	3	2	1
11	Payment of housing allowance	5	4	3	2	1
13	Holiday/paid vacation	5	4	3	2	1
15	Other	5	4	3	2	1

7.Describe about your relationship with your manager

Very good

Good Not good

8.Can you estimate about company you are working?

No.		Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Ability communicate with manager easily	5	4	3	2	1
2	Ability communicate with other employees easily	5	4	3	2	1
3	Ability communicate with people of area easily	5	4	3	2	1
4	You can approach knowledge and technology in this company	5	4	3	2	1
5	You want to service for this area	5	4	3	2	1
6	You want to service for this company	5	4	3	2	1
7	Do you feel you have responsibility with your job?	5	4	3	2	1
8	Do you think you do necessary for this company?	5	4	3	2	1
9	Do you feel that your achievement on the job is highly evaluated by the company	5	4	3	2	1

9.If you would not know about the task, what would you do?

- Ask co-worker Ask supervisor Other

10.Is any conflict situation at your workplace?

- Yes No

11.If you say “Yes” above question, how was that investigated or handled?

.....

12.In general, what are typical source conflict?

.....

13.Do you feel everybody are working for a common goal?

Yes No

14.Can you tell me about product goal, quality goal?

.....

15.How do you know these goals?

Training course Supervisor Other

16. Please answer according to your level of agreement with the statements below by circling the corresponding levels (the higher level of agreement, the higher the score you give).

1. Strongly disagree; 2. Disagree; 3. Normal; 4. Agree; 5. Completely agree

Code	Contents	Level				
Work itself						
W1	The job is suitable to your competence and expertise	1	2	3	4	5
W2	You find your work very interesting	1	2	3	4	5
W3	Your work has many challenges	1	2	3	4	5
W4	You find the division of work reasonable.	1	2	3	4	5
Training and Development						
TD1	You see many promotion opportunities at work.	1	2	3	4	5
TD2	You see the promotion policy clearly.	1	2	3	4	5
TD3	You are trained for professional improvement and job development.	1	2	3	4	5
TD4	Company creates many opportunities for you to develop personally.	1	2	3	4	5
Supervisor role						
SR1	Leaders care about subordinates.	1	2	3	4	5
SR2	You have received a lot of support from your superiors.	1	2	3	4	5
SR3	Leaders listen to the views and thoughts of workers.					

SR4	Leaders value the contribution of employees.	1	2	3	4	5
SR5	Leaders treat all employees fairly.					
SR6	Leadership is able to run a job well.	1	2	3	4	5
Colleagues						
C1	Colleagues are often willing to help each other.	1	2	3	4	5
C2	Colleagues work well together.	1	2	3	4	5
C3	Your colleagues are very friendly.	1	2	3	4	5
C4	Your colleagues are reliable at work.	1	2	3	4	5
Salary						
S1	Salary commensurate with the results of work	1	2	3	4	5
S2	You can live entirely on the income from the company	1	2	3	4	5
S3	Wages are paid equally among employees	1	2	3	4	5
S4	Wages are equal to working elsewhere.	1	2	3	4	5
S5	Wages are paid in full and on time.	1	2	3	4	5
S6	Fair salary / bonus policy.	1	2	3	4	5
Working conditions						
WC1	You find the working time is not too long.	1	2	3	4	5
WC2	You do not often have to work overtime.	1	2	3	4	5
WC3	Means, machines, equipment are adequate for the job.	1	2	3	4	5
WC4	Safe workplace.	1	2	3	4	5
WC5	Time travelling from home to office is appropriate.	1	2	3	4	5
Job satisfaction						
JS1	You are satisfied with your relationship with your supervisor.	1	2	3	4	5
JS2	You are satisfied with your income.	1	2	3	4	5
JS3	You are satisfied with the working conditions at company.	1	2	3	4	5
JS4	You consider company like your second home.	1	2	3	4	5
JS5	In general, you are satisfied with your current job.	1	2	3	4	5

VI. Career future

1. What is your plan for the next three years?

- | | |
|---|---|
| <input type="checkbox"/> Hope to work at the same position | <input type="checkbox"/> Want to contact land for farming |
| <input type="checkbox"/> Want to become a Professional technician | <input type="checkbox"/> Want to set up an agricultural corporation |
| <input type="checkbox"/> Want to become a manager | <input type="checkbox"/> Have not thought it |
| <input type="checkbox"/> Want to go to school | <input type="checkbox"/> Others |

2. Do you want to leave company within three year?

- Yes No

If you choose yes, what is reason for leaving (multiple answer)

- I lost interesting with agriculture
- I am not suitable with the content of work
- The treatment is not good
- The working hours are long, and the intensity is big
- There is no competition, and I cannot use my advantage
- The working equipment is not good
- Human relationship on company is not good
- Self reason (body and mind)
- Family or friends' reason
- Other

3.What do you think about kind of work you want to do?

No,		Very necessary	Necessary	Average	Not really necessary	No necessary
1	Want to work with responsibility	5	4	3	2	1
2	Want to do a job that contributes to community and social welfare	5	4	3	2	1
3	Want to continue enhancing the expertise of advanced liberal and technology.	5	4	3	2	1
4	Aim for a position of success	5	4	3	2	1
5	Want to earn a higher income than people	5	4	3	2	1
6	If that job is not suitable for you, you do not want to do it	5	4	3	2	1
7	In the future, you want to do agricultural business	5	4	3	2	1
8	The way to work is free and without bounding/regulation	5	4	3	2	1
9	Want to focus on a job that suits me better than my career	5	4	3	2	1
10	If you can work in that company, you want continue for long time there	5	4	3	2	1
11	Stable income	5	4	3	2	1
12	I want to be my hobby and my life is more important than work	5	4	3	2	1
13	Want to work related to your major	5	4	3	2	1
14	Want to work to be able to demonstrate my expertise	5	4	3	2	1

12.

13. What is point you care about when considering employment for a company?

No.		Very important	Important	Average	Not really important	No Important
1	High salary and bonus					
2	Overtime working is short					
3	Many holiday					
4	Insurance and other allowances					
5	Motivation work					
6	Related your major					
7	Other					

Thank you for your help!

QUESTIONNAIRE FOR INTERVIEW THE MANAGERS

Date:

Interviewer:

This questionnaire's content is confidential and serves the purpose of collecting data for the final thesis. The researcher guarantees not to disclose the respondents' identities in the work.

I.Data Information

Name:

Gender: Female/Male Age:

Email:

Tel:

Position:

Division:

Number year of working:

a/ Information of the company

	Head office in Japan	Subsidiary in Vietnam
Name of company		
Location		
Main activity		
Number of employees		
Sale amount/year		
Establish year		

Area of company in Vietnam:

Crop/ha:

Crop	Area (ha)	Sale/kg

Revenue/year:

Structure organization of HRM and other division

	Gender	Birthplace	Number years of working	Position	Division
1	Male/Female				
2	Male/Female				
3	Male/Female				
4	Male/Female				
5	Male/Female				
6	Male/Female				
7	Male/Female				
8	Male/Female				
9	Male/Female				
10	Male/Female				

The reason why your company want to expand in Vietnam?

b/ Experience on HRM

1.What is your learning experience?

2.What is your work experience?

3.What is your experience in agriculture?

What is ownership at your company?

Private Limited Company (ltd)

Public limited company

Sole Proprietorship

Cooperative business

Unlimited liability

Limited liability

Partnership

2. How does your enterprise recruit through? (X)

No	Recruitment	Unskilled labour	Skilled Labour
1	On the-spot recruitment		
2	Recruitment companies		
3	Village-based recruitment		
4	Job Fairs organized by the local Employment Service Canters		
5	Internet Job site		
6	Mass media		
7	Job Fairs		
8	Recruitment agencies		
9	Training institutions		
10	Other		

3.Type of labour contract and purpose for hiring

- Indefinite-term labour contract Seasonal labour contract (3-12 months)
 Short-term labour contract (12-36 months) Temporary labour contract (up to 3 months)

If you think the labour recruitment is difficult (or very difficult), please answer the question below

4.The reason why your recruitment is difficult

- In the local area labours are few to compare with requirement of enterprise
 Quality of labours do not response requirement of recruiters
 The training of school does not response of enterprise
 Other

5.What kinds of labour source does your enterprise lack of?

No.	Content	Selection
1	non-training labour	
2	having technical diploma	
3	technical degree or vocational degree	
4	High education (collage, graduated)	

IV. Quality of worker in agriculture

1. To appreciate quality of your labours who are working at your enterprise through quality target below

No.	Target	Poor	Not good	Neutral	Good	Very good
1	Manual labour	1	2	3	4	5
2	Qualification of labours to response requirement of job	1	2	3	4	5
3	Customs of working	1	2	3	4	5

2. What are the special of agriculture human resources?

3. How many are quantity of agricultural human resources?

4. How about the quality of agricultural human resources?

Poor Not good Neutral Good Very good

V. Training and development

1. What kinds of training do you have?

Training abroad for key employees

Language

Training technical and knowledge by the former and employee who were trained abroad

Training by experts

2. How do you establish or enhance knowledge, and skills for employment?

Individual interview: counselling

Study tour

Implementation

Examination

Meeting

Improvement workplace

Workshops

Other

3. Who is object?

Key employees

New employees All employees

4. What are the training contents?

5. How about effect and performance?

Poor

Neutral

Good

Very good

6. In order to maintain/expand the current management scale, please answer your acquisition and situation of human resources

Suitable

Shortage

(please answer next question)

7. What kind of skills, know-how, knowledges' human recourse lack of at your company?

Agricultural production

Services (customers services)

Product

Business-sale

Information communication IT

development

Business- accounting

Food hygiene

Other

Production process

Maintenance of machinery and facility

Non-in particular

8. Salary and welfare

1. How to decide salary?

Coefficient-based Wage

Per hour

Job requirement

2.What kind of offer do you have? (Multi choice)

No.	Content	Indefinite-term labour contract	Short-term labour contract (12-36 months)	Seasonal labour contract (3-12 months)	Temporary labour contract (up to 3 months)
1	Employment rules (time working (harvest season...).....)				
2	Salary – Bonus- salary increase regulation				
3	Day off – six days workweek system				
4	Workers’ compensation subscription				
5	Health insurance subscription				
6	Social insurance				
7	Welfare pension subscription				
8	Payment of support allowance				
9	Payment of housing allowance				
10	Retirement Money system				
11	Implementation of study tour or holiday				
12	Other				

3.Do you have material subsidy or bonus for festival (Tet holiday, women’s day, labours’ day, national day)?

Yes

No

4.What is the condition for housing (what are the dimensions and facilities?)

5.What are the awards and punishment?

6. Do you have the system for pay raise?

Yes

No

7. Do you have the system for promotion?

Yes

No

If you say yes can you tell about the promotion?

8. How about the fairness?

Very fair

Fair

Neutral Not fair

9. Do you have special treatment for agricultural human resources?

Yes

No

If you say yes can you tell me about that?

9. Relationship and working

About management of labour relationship focus on retention of human resources as well as atmosphere

1. How can you understand the dissatisfaction and explain of employees?

Survey

Mail box

Get employee's opinion directly

Meeting (Every month/quarter/year)

Individual interview

Other

2. How to can resolve problem?

3. The quality of job-leaving people, what are the reason and trend for leaving?

can you share and experience, when an employee was not performing like everybody else? What happened? How was the problem resolves?

.....

When would this be acceptable?

4. What about the atmosphere of working?

Poor Not good Neutral Good Very good

5. At what level are firing and hiring decisions handled?

6. When did you last have to fire one of your employees? What happened?

7. What are grounds for firing someone?

8. How would you describe your relation with your employees?

Very good Good Neutral Not good Bad

9. How do you let them know that they are doing a good job or where they need improve?

10. Can you tell me about the situation when you felt that you are too close to your employees, that you should have a more business-like relationship?

How about the opposite situation?

11. How do you get your employees' opinion about workplace decisions, e.g., how the work is done?

Can you tell me about a situation when one of your employees suggested a change or an improvement?

What happened, how was it used (deal with if not used)? What did the employee get out of it?

12. Can you tell me about the last time that you changed some of the work procedures?

How were your employees prepared for these changes?

13. When an employee made a serious mistake. Did the employee report to his/her supervisor (to you)? How did the supervisor (you) react?

14. Can you tell me about a situation when you did admit to making a mistake in front of your employees?

How did you deal with this?

How did you ensure that employees know your policy with respect to discipline, violence or harassment?

15. How do you think about secure human resource in the future? (multiple choice)

- | | |
|---|--|
| <input type="checkbox"/> Improve current employment environment | <input type="checkbox"/> Recruitment new graduates from local high school |
| <input type="checkbox"/> Utilize farmers' siblings | <input type="checkbox"/> Flexible ties with neighbouring |
| <input type="checkbox"/> Utilize women and elderly people | <input type="checkbox"/> agricultural corporations and village farmers |
| <input type="checkbox"/> Utilize personnel who retired from company | <input type="checkbox"/> Merge with nearby agricultural corporations with village farmer |
| <input type="checkbox"/> Recruitment new college graduates | <input type="checkbox"/> Other |

16. Do you think you need a strategy to figure out the case workers want to retire soon?

Yes

No

If choose yes, do have idea for it?

10. Satisfaction with the job

Please answer according to your level of agreement with the statements below by circling the corresponding levels (the higher level of agreement, the higher the score you give).

2. *Strongly disagree*; 2. *Disagree*; 3. *Normal*; 4. *Agree*; 5. *Completely agree*

Code	Contents	Level				
		1	2	3	4	5
Work itself						
W1	The job is suitable to your competence and expertise	1	2	3	4	5
W2	You find your work very interesting	1	2	3	4	5
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SR1	Leaders care about subordinates.	1	2	3	4	5
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SR3	Leaders listen to the views and thoughts of workers.					
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S4	Wages are equal to working elsewhere.	1	2	3	4	5
S5	Wages are paid in full and on time.	1	2	3	4	5
S6	Fair salary / bonus policy.	1	2	3	4	5
Working conditions						
WC1	You find the working time is not too long.	1	2	3	4	5
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JS1	You are satisfied with your relationship with your supervisor.	1	2	3	4	5
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JS3	You are satisfied with the working conditions at company.	1	2	3	4	5
JS4	You consider company like your second home.	1	2	3	4	5
JS5	In general, you are satisfied with your current job.	1	2	3	4	5

Thank you so much for your help!