



# Improving the quality of Human resources at VNPT Hanoi

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**Abstract:** VNPT Hanoi is a pioneer in providing services related to Telecommunications and Information Technology activities. The company has constantly explored and participated in the development of new types of services, whenever the market demands for technical services of the company. VNPT Hanoi always tries its best, mobilizing all resources to provide services to meet the strict requirements of telecommunications and information technology contractors, thereby continuing to inherit, build and develop. evolved into a separate service sector. VNPT Hanoi has always been a pioneer in the application of science and technology in the fields of telecommunications and information technology, continuously renovating the organization, applying advanced, flexible and non-stop management forms improve the quality of services, production and business in order to best meet the needs of customers in the capital in particular and the whole country in general. Therefore, the article analyzes the current situation and proposes solutions to improve the quality of human resources at VNPT Hanoi in the coming time.

**Keywords:** Quality of human resources; Human Resources; VNPT Hanoi.

## I. INTRODUCTION

On 6<sup>th</sup>, December 2007, the Board of Directors of Vietnam Posts and Telecommunications Group issued Decision No. 625/QĐ-TCCB/HĐQT on the official establishment of Hanoi Telecommunications. Accordingly, Hanoi Telecommunications is an enterprise separated from Hanoi Post Office. After more than half a century of establishment and development, since 1<sup>st</sup> January, 2008, Hanoi Post Office has officially been divided into 2 new legal entities, namely Hanoi Post Office and Hanoi Telecommunications. This is the result of the organizational renewal process at the Vietnam Posts and Telecommunications Group in accordance with the State's policy on organizing the group model and separating post and telecommunications,

in order to create favorable conditions for postal business telecommunications, develop together, promptly adapt to the competitive and integrated environment.

In the current period, when Vietnam is increasingly asserting its position in the world, when the linkages and exchanges between Vietnam and other countries in the world are increasingly tightened, Hanoi Telecommunications becoming an important link between Vietnam and international friends. Moreover, capital telecommunications is also an indispensable emotional bridge between the people of Hanoi and people from all over the country. Today, Hanoi Telecommunications is more and more aware of its important tasks in business and service. Looking back at the growth of telecommunications subscribers on the Hanoi Telecommunications network over the past 5 years, it can be seen that the efforts of all Hanoi telecommunications staff and employees.

Today, Hanoi telecommunications is gradually growing and developing sustainably. The achievements in the first years of official establishment have proved to Hanoi Telecom's staff that they have really inherited and promoted the great achievements of the Capital Post Office. In the coming time, with that good tradition, with that solid potential, with the strength of creativity and solidarity, Hanoi telecommunications staff is determined to build Hanoi telecommunications network modern and sustainable development. Stemming from that fact, the author has chosen the topic of the article: "Improving the quality of human resources at VNPT Hanoi".

## II. THEORETICAL BASIS

### *Human resources*

According to the ILO, human resources are the source of labor power for social production and human resources for socio-economic development. Thus, the labor force is the total number of people of working age who are engaged in labor or actively



looking for work. Labor resources are also understood in terms of quantity and quality (ILO, 2003).

The authors Tran Xuan Cau and Mai Quoc Chanh said that human resources are human resources capable of creating material and social wealth, which is expressed as a certain quantity of quality at a time, certain point (Cau, 2008). The strength and ability of human resources is shown through the quantity, quality and structure of the organization's human resources.

With the approach of human resources as a source of labor for society, according to author Nguyen Tiep: Human resources include the entire population with working capacity and are social resources. In the economy, human resources include the population of working age and ability to work (Tiep, 2008). With this concept, the author emphasizes the factor in the working age and working capacity of human resources, because this is the source of labor power for the whole society.

Although there are many different interpretations of human resources, the authors still mention two constitutive elements of human resources: (i) The population is of working age and has working capacity; (ii) Contributing efforts according to their capacity to achieve the goals of the organization and society.

#### ***Quality of personnel:***

The quality of human resources includes the moral, physical, ability and aesthetic qualities of people, which have a decisive influence on the achievement of the current and future goals of each organization.

From an economic perspective, this process is described as the efficient investment of that capital in the development of the economy and the accumulation of human capital.

From a socio-political perspective, the quality of human resources is the process of building a loyal workforce that strictly abides by the policies and guidelines of the Party and State, ensuring the quality of human resources, and the number of these forces at the same time is used effectively to meet the needs of socio-economic development of the country and territory in each period.

From an individual perspective, the quality of human resources is about improving health, knowledge and working skills to promote labor productivity, leading to increased income and improved quality of life of the society.

According to the author Vu Thi Mai, the quality of human resources in an enterprise is

understood as the degree of responsiveness of employees' working ability to the organization's job requirements and ensuring the organization's successful implementation of its goals, target and satisfy the needs of employees (Mai, 2011).

According to the authors Tran Xuan Cau and Mai Quoc Chanh, the quality of human resources is considered on the following aspects: professional qualifications, cultural qualifications, health levels and qualifications of employees. Thus, the assessment of the quality of human resources is emphasized by the author as the necessary criteria. If one element is missing among the factors, it is impossible to create work efficiency (Cau, 2008).

From the concepts of human resource quality mentioned above, we see that there is no consensus on the view of human resource quality. The criteria used as a measure in each concept are quite abstract and difficult to evaluate, can only be quantified mainly through education level, professional knowledge, cultural level, and skill level, work capacity, capacity, quality.

Through studying the views of previous scientists, some general statements about the quality of human resources are as follows:

Human resource quality is a term used to refer to a certain state of human resources in an organization. The quality of human resources shows the relationship between the factors constituting the internal nature of human resources. Thus, based on different perspectives, the quality of human resources can be understood as follows: The quality of human resources is the total physical, mental and spiritual capacity of each person, it affects the decision-making process, determine the current and future goals of each organization.

### **III. RESEARCH METHODS**

Information and secondary data are collected from annual reports of Human Resources Department - VNPT Hanoi.

Collecting and processing primary data from direct surveys and interviews with all 150 employees of VNPT Hanoi through an online survey designed by the author using the method of sociological survey, from May to July 2022, the location is at VNPT's Head Office in Hanoi. Because VNPT Hanoi's employees are mainly in the age group from 21 to 50 years old, mainly male and have primary education or higher. Therefore, in order to serve the most accurate and effective survey and assessment, and based on those data, to propose measures to improve the quality of human resources at VNPT Hanoi, the author sent questionnaires to employees with the following criteria: Gender;



Age; Position; Qualification; Specialized training; English level; Information Technology.

Interviews were conducted to get different perspectives on human resources to find out the limitations in improving the quality of human resources VNPT Hanoi. The interview results are also used to design the survey questionnaire.

#### IV. RESEARCH RESULTS

##### Sample Descriptive Statistics

##### Number of employees of VNPT Hanoi

In terms of quantity, the human resources of VNPT Hanoi before restructuring its production and business organization model are as follows: in 2019 the total number of employees is over 4,000;

in 2020 the total number of employees named in the salary book is 4,114 people; By the end of 2021, when the business block has not been separated from VNPT Hanoi, the total number of employees will be 3,950 people (the number of employees decreased because VNPT Hanoi has a mechanism to resolve regimes and policies for employees to terminate their contracts. labor contract before the retirement age In the first 6 months of 2021, VNPT Hanoi's human resources decreased to 2,680 people, divided into 2 blocks: The labor division manages 268 people, accounting for 10% of the total employees direct labor of 2,412 people (VNPT in 2020, 2021, 2022).

##### Structure of VNPT Hanoi

Labor structure by age:

**Table 1.** Human resource structure by age of VNPT Hanoi as of 30<sup>th</sup> June, 2022

No	Targets	Unit	Age			
			<30	30-39	40-50	Above50
1	Numberquantity	Person	614	1,327	651	88
2	Billionimportant	%	23	50	24	3

(Source: Human Resources Department, VNPT Hanoi, 2022)

The age group under 30 years old accounts for only 23% and from 30-39 years old accounts for 50%. This is the workforce that gives businesses great vitality, new enthusiasm, dynamic working atmosphere, professional and youthful style and accounts for a total of 73%. This is one of the advantages of the company. VNPT Hanoi in the present and in the following years. While 40 years old and older accounted for 44.5% (with 25.5%

from 40-50 years old, 19% over 50 years old). This force has quite good experience through operation and working at the Enterprise for a long time and is mainly a manager, playing a key role in all activities of VNPT Hanoi . It can be said that the current labor structure of VNPT Hanoi is relatively but not really uniform. In the long run, this workforce needs to be promoted and supplemented.

##### Labor structure by gender

**Table 2.** Labor structure by gender of VNPT Hanoi

Followgendercount	Numberquantity (People)	Ratio (%)
Male	2,185	81.53
Female	495	18.47
Total	2,680	100

(Source: Human Resources Department, VNPT Hanoi, 2022)

The proportion of male employees (81.53%) in the total number of employees of VNPT Hanoi accounts for a high proportion compared to the proportion of female employees (18.47%). The reason is because the job characteristics of the

telecommunications and information technology industries are often very hard, need good health to endure and work for a long time, with high work pressure. Team leader, team leader, mechanic, cable worker... Therefore, these jobs are only suitable for



men. In addition, technical workers and engineers with higher qualifications such as network operating engineers, information technology engineers, etc. These are considered difficult professions, often trained in universities. with a higher percentage of men attending, women are often very few because they often study light economic and art majors. Therefore, the number of women in VNPT Hanoi mainly does light office work such as: Finance and Accounting Department, General Administration Department, receptionist, and service staff.

### **Activities to improve the quality of human resources at VNPT Hanoi**

#### *Health certificate required when hiring:*

According to survey results at VNPT Hanoi, out of 150 respondents, 97.3% of respondents completely agree with VNPT Hanoi's request for a health certificate when recruit. Only 0.7% disagreed and 2% answered neutral, no opinion. Thus, the input on human physical strength is almost unanimously agreed by VNPT Hanoi and the workers.

#### *Current health suitable for work:*

VNPT Hanoi needs a workforce with good health to match the characteristics and nature of the job. However, according to the survey results at VNPT Hanoi, out of 150 people asked about the compatibility between work and health, only 8.7% answered completely agree, 30% answered. is in agreement, with 28.6% neutral opinion and 32.7% disagree; There is no such thing as a complete objection.

Thus, there are still quite a number of workers whose health is not suitable for the work they undertake. The reason for this mismatch is because: VNPT Hanoi's resources are quite old, so when arranging job positions, it is often preferred to arrange experienced people, so they often work continuously. Due to subjective opinions of employees.

#### *Periodic health check and medical examination in accordance with the requirements of the job:*

According to the survey results at VNPT Hanoi, out of 150 respondents, 8.7% strongly agree and 55.3% agree. Meanwhile, up to 20% of the respondents said they disagreed and 16.7% answered in doubt.

Although in recent years VNPT Hanoi has paid more attention to health care issues for employees such as periodic health checkups, drug distribution, etc. However, this work needs to be done. VNPT Hanoi is more concerned because the results achieved are still not high. The low results may be due to the following reasons: VNPT Hanoi has only stopped at periodic health checks, has not carried out regularly and fully, has not paid much attention to medical activities. . Periodic health check-up time is usually fixed, but at

that time, there are still a number of employees who are on business trips or working outside the network, so they do not receive this medical examination and treatment service, invisible. content, they lose their rights.

#### *Ethical qualities of human resources:*

The work of criticism and self-criticism, dare to do dare to endure is a job that is always highly appreciated by our Party and State. Through this work, it will show the qualities and ethics of employees, will show honesty, frankness, dare to acknowledge and criticize, not cover up the bad and bad things of employees. others and of oneself in order to achieve self-improvement. If doing this job well, VNPT Hanoi will have a team of really quality human resources.

#### *The survey results on the ethical quality of human resources in VNPT Hanoi show the following data:*

*Criticism and self-criticism:* According to the survey results at VNPT Hanoi, out of 150 people asked about criticism and self-criticism, 4.7% completely agreed, 23, 3% answered yes. However, there are still some major shortcomings, employees are still not aware or they do not dare to express their opinions for fear of affecting their rights and positions, specifically 49.3% of employees respondents were neutral, 20% disagreed and 2.7% strongly disagreed.

#### *Enthusiasm and dare to take responsibility:*

According to the survey results, surveying 150 people at VNPT Hanoi about their enthusiasm and daring to take responsibility for their actions, the results show that 8.7% completely agree and 28% agree that they are enthusiastic and dare to take responsibility for their actions. 56% give neutral opinion. This affirms that they are people who do not have a sense of responsibility, or that they do not care about their work, which will be the basis for VNPT Hanoi to review the quality of workers and take remedial measures. 7.3% objected, which shows that the workers in VNPT Hanoi do not have the right awareness of this issue or they are irresponsible with their work and the vast majority are employees in high positions. low, with few benefits. This is the force that VNPT Hanoi needs to take measures to change and correct in a timely manner.

### **Human resource capacity at VNPT Hanoi:**

Conducted a survey of 150 employees of VNPT Hanoi, the results were as follows:

#### *Job placement in accordance with expertise:*

According to the results of a survey and survey of 150 people at VNPT Hanoi, 8.7% answered that their training expertise is not suitable for the task they are undertaking, 56% of the respondents answered the answer is suitable and 23.3% answer is completely





suitable, the rest 12% answer is neutral, temporarily suitable. Thus, the number of employees who are assigned suitable and completely suitable jobs with their expertise is quite high (accounting for 79.3%). It proves that the majority of employees are working in accordance with their abilities, the work they are doing is attractive and many of them can complete the assigned work well. However, there are still people majoring in social, technical, ... who take up jobs in positions of expertise in economics, etc. Specifically, 8.7% of respondents disagree.

*Improve professional qualifications to meet the job:*

According to the survey results at VNPT Hanoi, out of 150 respondents, a total of 92.7% of respondents completely agree and agree that it is necessary to improve their professional qualifications to be able to meet the requirements. job requirements in the new conditions, this is a fairly high rate, only 7.3% answered neutrally, did not have an accurate assessment of the need to improve professional qualifications or not, and there was no professional staff. Any set of employees who oppose the training to improve their professional qualifications to be able to meet the job requirements in the new conditions. Thus, although the human resources of the enterprise are qualified, they still want to improve and further improve their professional capacity, skills and expertise.

*Attend training courses on modern management knowledge in the market economy:*

The survey results at VNPT Hanoi show that the requirements for improving the knowledge and qualifications of officials and employees only stop at their expertise, but have not gone as far as in management knowledge, this number accounted for 25.3% of the 150 respondents, and 36.7% did not comment, meaning they don't really care about this. Regarding management knowledge, which is mainly required by business managers, this proportion only accounts for 29.3%. Through this, it can be seen that business managers are well aware of the limitations and weaknesses of their current qualifications.

*Areas that need to be improved to improve work efficiency:*

At VNPT Hanoi, 74% out of 150 respondents completely agree and agree, they can recognize their own weaknesses and raise the need to improve those weaknesses, there are 15, 3% answered neutral, they don't know if they can recognize the weak areas that need improvement, and 10.7% completely oppose, oppose, they can't recognize the weak points their inferior.

*Self-study and research:*

Employees realize their weaknesses and need to be improved, but VNPT Hanoi is not always able to

support and meet them. Therefore, the spirit of self-study and self-research to improve and improve work efficiency in VNPT Hanoi is quite concerned by the workers themselves, although the number is still not high, specifically in the 150 surveyed people. survey at VNPT Hanoi, up to 36.7% of respondents completely agree and agree that they spend time studying and researching on their own; 51.3% do not identify exactly whether they take the time to improve their own level or not, and 12% of the respondents confirm that they do not self-study or self-improve.

## V. CONCLUSION AND DISCUSSION

Developing VNPT Hanoi to become a leading provider of Post and Telecommunication services and information technology and other services for the Post and Telecommunication industry in Vietnam and the most prestigious in Vietnam and in the region. In the region, it is necessary to have synchronous solutions to improve the quality of human resources at VNPT Hanoi as follows:

*Firstly*, to ensure health when recruiting, the plan ensures that 100% of employees when recruited must have a medical certificate at reputable hospitals for medical examination and treatment quality, if they meet the health requirements. New health workers are arranged to work to ensure the input of young and healthy human resources.

*Secondly*, Promote the implementation of "Investment in people" and the movement of "Experts without borders" by regularly organizing short-term professional/management courses at home and abroad to update and advanced professional/management skills. First, it is necessary to radically change the dependency, the subsidized ideology of the centrally planned economy, then implement a program of job orientation and employee development, creating conditions for new employees to find new employees. understand VNPT Hanoi and be aware of its position and role. Developing human resources with the policy of "Investing in people" to respond to the growth in the scale of operations and the development of the network, gradually participating more, dominating the market in the region, specifically: Create conditions for staff to participate in training courses to improve professional qualifications, foreign languages, soft skills courses (such as: communication skills, situation forecasting arising situations, working in groups, working independently...) to meet the increasing requirements of the work and the requirements of customers; Continue to maintain good relationships with external units so that staff have the opportunity to practice and



learn management experience at your units; Sending employees to practice outside the network of VNPT Hanoi to work in other areas; Continuing to focus on training in high-tech fields such as training: System design and integration, in-depth programming skills, etc. techniques for deployment, installation, maintenance and service maintenance, etc. train replacement positions for foreigners and continue to recruit personnel with professional qualifications and good foreign languages to promptly supplement human resources for VNPT Hanoi.

*Third*, develop policies to encourage and support training for each industry, each group of titles, especially to be able to replace foreigners. VNPT Hanoi has to spend a lot of money on hiring experts every year and is not active in production and business. Specifically, in 2012, enterprises had to hire 04 foreign experts for the title of system integrator with the rental price 10 to 15 times higher than the average salary of a current employee, along with many Other preferential regimes such as private car transportation, luxury accommodation, etc. Therefore, in order to reduce the cost of hiring experts and gradually take the initiative in work, as well as create advantages over competitors, the goal of the company. VNPT Hanoi is that by 2025, the staff of VNPT Hanoi will completely replace the positions that currently still have to hire foreigners. To do this, VNPT Hanoi must focus on sending workers for training not only in the country but also abroad by building and developing human resources according to international and regional standards. , paying special attention to the recruitment and appointment of staff to develop services abroad.

*Fourth*, Increase training costs for staff. In recent years, every year VNPT Hanoi invests about 4,288 billion VND, equivalent to 16% of the salary fund for general training for the whole VNPT Hanoi. Thus, the investment rate for training of VNPT Hanoi is currently relatively low, only about 1.6 million VND/person-year. Therefore, the funding to support training for employees needs to increase by about 10% of the salary fund for general training for the whole VNPT Hanoi (this funding is partly deducted from the salary fund and partly from the salary fund). from corporate profits). In 2017, the investment rate for staff training is about 1.76 million VND/person-year, each subsequent year needs to increase by about 10% compared to the previous year.

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