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How to Attract Suitable Employees for Vietnamese Enterprises in Integration Period Based on Lessons from MNC's Policies

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Abstract:

In the trend of globalization and international economic integration, investing overseas to seek opportunities is an indispensable way to help Vietnamese businesses gain and maintain their positions on both domestic and international markets. However, the integration also means that the risk in the business will increase with the growth of enterprise scale overseas where the business establishes branches or joint-ventures. In order to overcome these challenges, it is necessary to build a human resource that understands international law, quickly adapt to changing global environment and commit heartedly for organization because the struggle between enterprises is competitive in terms of high qualified human resources. The question for Vietnamese enterprises is how to attract suitable employees to meet their organizational goals in the global environment. The attraction of human resources should be chosen in a strategic approach to localization or globalization. This research based on secondary data addresses the practice of attracting human resources in multinational corporations (MNCs) through six policies including: build and maintain a corporate culture, healthy and professional working environment; create and maintain the reputation of the company; commit to maintaining a balance between work and life; define the clearly career development path for employees; develop and implement a fair and attractive salary, bonus and benefit policy; team of talented and enthusiastic leaders. Then, this paper draws some recommendation for Vietnamese enterprises to attract and sustain human resources meeting job requirements to expand and strengthen their production and business activities in the international market.

Keywords: *Attracting, recruiting, selecting, multinational corporations (MNCs), policy*

1. Introduction

MNCs are manufacturing or service companies in at least two or more countries. The human resources of MNCs are often diverse in terms of race, religion, qualification, culture that could come from the home, the host or the third countries. Attracting human resources is the process of seeking, motivating qualified employees from different sources (internal or external ones) to apply for empty vacancy in order to meet the shortage of human resources of the organization. Thus, attracting human resources is the first step to ensure the principle: right person - right place - right time. To get their global business goals, MNCs have to build suitable workforce by different recruitment and selection policies in different integration stages that help them to be an "ideal" employer. Based on drawing from the current human resource policies of successful MNCs, this paper implicate some recommendations for Vietnamese enterprises in the integration period.

2. Methodology

The research mainly based on secondary data such as books, articles, and statistical data from reports of consulting organizations. Based on these data, we generalize, analyze and compare to draw the policies that help MNCs get success in recruitment and selection qualified employees meeting organizations' requirements and business objectives. From these lessons, Vietnamese leaders and managers would find suitable solutions for their circumstances in internationalization process.

3. Policies to Attract and Retain Successful Human Resources in Multinational Corporations

Going through the development process from the beginning, MNCs have to create a strong human resource department both in headquarter and branches to build suitable human resources strategy, policies and procedure for creating, sustaining, utilizing and developing suitable workforces to meet their business goals and objectives in their different local and region worldwide.

In the early stage, MNCs often use localized personnel strategies. Accordingly, they will look for people in the home country to meet the requirements of important positions in the country of investment and train to send them to hold key positions in branches, attract others from the host country, and then provide appropriate training for them to save costs and establish good relations with local authorities. When the production and business activities are gradually in the orbit, the head office will delegate the branch leaders to draw employees from labor force in the host country to train and transfer technology in important positions to save money. As MNCs have expanded, they are turning to global strategies, which means they find the human resources in the country with the highest competitive advantage, standardized corporate training, Transfer, promote internationally whenever the business needs. The people who are attracted to this stage are always ready to go for work in different countries and adapt quickly. Regardless of the application of localization or globalization strategies at various stages of the development process, MNCs generally build and commit to the following policies to attract talent in local or international markets to meet the human resource needs of the MNC development process.

Firstly, build and maintain a corporate culture, healthy and professional working environment. In a survey released on 7/2014, Glass door found that 69% of respondents said they highly appreciated working in a transparent and convenient environment. They value frankly and directly conversations between employees and managers or among colleagues about work, tasks, information, and so on. Many others want to get feedback of their performance evaluation, recognition and motivation timely from managers. That could be seen as a nutritious dose to help them work harder and more effectively. That's why, instead of focusing on yearly evaluations, awarding excellent employees one time per year or quarterly bonus, many employees hope the manager can recognize their performance more often. Being simply a thank or encouragement at work or being rewarded at a weekend meeting is enough for many to feel proud and motivated to give more to the company.

According to Universum's announcement, the World's Most Attractive Employers (WMAE) is based on the percentage of businesses surveyed with 242,000 engineers /students in IT around September 2014 and April 2015 in Australia, Brazil, Canada, China, France, Germany, India, Italy, Japan, Russia, the United Kingdom and the United States gave opinions on where one of the "ideal" companies to make the list of the most attractive recruiters in two separate charts.

Business Field		Engineering/IT Field	
Rank	Company	Rank	Company
01	Google	01	Google
02	PWC	02	Microsoft
03	EY	03	Apple
04	Goldman Sachs	04	BMW Group
05	KPMG	05	General Electric
06	Deloitte	06	IBM
07	Apple	07	Intel
08	Microsoft	08	Sony
09	J.P.Morgan	09	Siemens
10	P&G	10	Shell

Table 1: Ranking of World's Most Attractive Employers by 2015 [17]

Google is the most popular company today with over two million applications per year. Flexible working time is not everything. It is important to communicate in a working environment, strong corporate culture, strong leadership, employee's achievement record and growth opportunities. They treat their employees as the most important partner with providing free meals during the day, the best organic food prepared by chefs; creating private space and good services to employees. The leaders always show the respect to their subordinates, give them space to develop their own abilities without being constrained or threatened. Google also creates a dynamic and flexible working environment. It has developed programs that recognize and reward outstanding employees. These lead to create strong corporate culture where everyone wants and promotes internal communications. Google is on the right track in the battle for talent in the world labor market. Recognized by the hiring brand, they have garnered a team of talents for sustainable development in the rigid Silicon Valley.

Ranked second in the IT industry and number eighth in the business table is Microsoft. The company also established its own corporate culture of values and identity. They put their health care and life-balance issues to the forefront of the services such as: more health insurance for their workers than their peers; regularly every six-month eye examination with eyeglass support; regular dental checkups and orthodontic support costs; home health service 24/7. Typically, Microsoft has a policy of maternity leave for both women and men when they have a child. Moreover, the flexible working environment of the company always supports staffs working in other countries and localities in the world. Flex-time job allows employees to work in the best possible state. There are no restrictions on how to dress, employees are free and are encouraged to show their style. Employees at Microsoft also enjoy the privileges and benefits such as free exercise; enjoying food or coffee on the premises of the company; travelling assistance by means of buses and coaches; encouraging employees to join social clubs; getting discounts on the purchase of the company's products; attractive vacation time (15 days paid vacation, 10 sick days paid for medical expense, 10 US law scheduled holiday and 2 days self-paid holiday).

Also, based on Universum's announcement further, WMAE on September 19th, 2018, results with more than 225,000 business and engineering/IT students from the world's 12 largest economies ranking the companies they find most desirable for employment as mentioned in table 2.

Business Field		Engineering/IT Field	
Rank	Company	Rank	Company
01	Google	01	Google
02	Goldman Sachs	02	Microsoft
03	EY (Ernst & Young)	03	Apple
04	Deloitte	04	BMW Group
05	KPMG	05	Intel

Table 2: Ranking of World's Most Attractive Employers by 2018 [4]

Google has maintained its first position in both fields of study and continued to fight off Microsoft and Apple in the engineering/IT rankings, which remain in second and third place respectively. For a long time, these companies also sustain their ranks in the world that means these companies also good for people to work.

Tattaneli, the Global Director of Universum said that: "Google, Apple, and Microsoft are all great examples of employers that put great emphasis on communicating through videos, social campaigns and employee testimonials to draw attention to their culture at work rather than the jobs they offer. In doing so, these employers underline how important it is to them to foster friendly, flexible, inclusive, stable, and creative environments where the sky is the limit".

Secondly, create and maintain the reputation of the company. Corporate reputation is an abstract concept, but can be shaped by criteria including big size, enormous turnover and continuous improvement; popular brand; always committed to the quality of products and services provided; heightening social responsibility and having a sustainable development orientation in the global environment. Candidates are eager to work in well-known businesses because they know that the opportunity to learn and practice is better, the career path will be wider, the salary/wage and other incentives will be more attractive. Compared to others in the same industry, they will feel proud of their status in society because they prove to the society that they have the work of their own. In order to increase their reputation, companies are not hesitant to spend large amounts on media or social welfare programs, charities and, animal sponsors.

Reputation Institute, a leading international rating agency, surveyed and ranked 100 successful companies in global branding in 2016, with the top 10 brands in the industry as shown in Table 2. This assertion enhances the attractiveness of employers.

Rank	Company Name	Head Office Place	Field	Reputation score (per 100 points)
1	Rolex	Switzerland	Watch	78.4
2	Walt Disney	US	Media, TV	78.2
3	Google	US	IT	78.1
4	BMW	Germany	Car	77.9
5	Daimler (Mercedes-Benz)	Germany	Car	77.7
6	Lego Group	Denmark	Toys	77.4
7	Microsoft	US	IT	77.0
8	Canon	Japan	Electronics	76.9
9	Sony	Japan	Electronics	76.7
10	Apple	US	IT	76.6

Table 3: The 10 Most Reputable Brands of 2016 by the Reputation Institute [7]

Thirdly, commit to maintaining a balance between work and life. MNCs often focus on some aspects to attract talents such as: paying special attention to the health and well-being of employees; several large companies have a policy to pay for health insurance of the employees' family members; balancing and controlling workload design; choice of convenient location for traffic; providing comfortable and convenient workplace design; giving safe and healthy lunch at work, allocating between work and rest in a scientific way; paying attractive leave incentives help employees rebuild their labor service and return to work with a new spirit and vision.

Google has been in the top six for Fortune 100 companies worldwide. Google has long been a destination for human resources in the field of IT to join. Not only because of its reputation, but also the company has provided its employees with a variety of practical utilities such as: (1) food and drinks are available to staff through the design of canteen with self- comfortable service; (2) the office are decorated with aesthetic color to make employees feel more and more comfortable. The interior design at Google is rated as youthful and dynamic, similar to the office of Facebook, Twitter in contrast to the solemn and luxurious decor at the office of Microsoft; (3) employees are adequately cared for. Inside the Google workplace, there is a 24-hour gymnasium with state-of-the-art facilities for employees who stay at the office to help them get hours of physical activities after working long time with computer. In addition, the company also arranges doctors to check for employees when they are tired; (4) employees could relax at any time through the athletic facilities, massages, or prayer rooms; (5) it always finds ways to meet the needs of employees; (6) offers free annual travel to

employees; (6) every Friday, holds a staff meeting with management to raise questions and requests; (7) yearly, employees will receive gifts from the company on special occasions. Additionally, the company regularly hosts casual parties for no reason to motivate and encourage employees to work. These are aspects that motivate candidates not to hesitate to race to become Google members.

Facebook has just over 10 years of operation, but the company has become online with more than a billion users and has the second-highest traffic just behind Google. Facebook also attracts human resources by the quality of work and life extremely well. According to a Pay Scale survey, 93% of Facebook employees are satisfied with their workplace, while Google is only 84%. The level of employee happiness is measured by many factors, but the special thing on Facebook is that they trust their employees. A former Facebook employee shares with The Wall Street Journal that if compared with organized and managerial Google, Facebook puts employees in the environment in which they could develop their strengths, are encouraged to question and criticize managers. Maybe this freedom has helped Facebook develop a collective solidarity. The company also provides a young, dynamic working environment with good compensation policies such as providing free daily staffing, medical benefits and a top-notch pension scheme and even providing both laundry modes for the staff. Moreover, Facebook's recruiting process is less difficult. That takes an average of 6 months; candidates always evaluate the Google interview process more difficult than that of Facebook. Jobs in Facebook are less stressful than in Google. Specifically, 11% of Facebook employees think their work is less stressful, while Google employees are 9%.

Fourthly, define the clearly career development path for employees. MNCs commit to giving their employees the opportunity to grow through the delivery of training programs, self-portraits, experiments, friction, and a wealth of experience in international environment. In addition, the MNC always identifies "career path" for new employees so they know the path to growth and motivate their potential to achieve personal goals. According to CareerBuilder's survey of the top ten employers in 2015 in Vietnam, found that providing career development opportunities (95.4%) was the most important factor in creating the ideal employer brand.

Unilever always offers a variety of training programs, including the "Trainee Management" program to develop leadership for potential employees. Young employees who are recruited will have time to learn and experience specific work in departments, in different work environments with the aim of maximizing learning and opportunities to develop them to be future leaders with both talent and virtue. The company always maintains fair values, respects, boldly empowers; welcomes new things, new people; different ideas are factors that help employees associate with the company; commits to find the best way to support the employee's development.

Rank	Criteria	Rate (%)
1	Opportunity for career development	95.4
2	Diverse working environment without discriminatory	94.0
3	Attractive salary/wage, bonuses and benefits	92.9
4	Comfortable working environment	89.5
5	Ensuring job stability	88.4

*Table 4: Key Factors That Make up the "Ideal Employer"
Source: Careerbuilder 2015*

P&G is always interested in selecting talented employees, training and sending them to work abroad, giving them the opportunity to experience the challenges and show their abilities. They are equipped with the knowledge and experience to become steadfast managers in the future. At P&G, young people always have the opportunity to undertake, do the job which they love, develop their own capacity, and cultivate knowledge and experience to grow more on the career path.

Fifthly, develop and implement a fair and attractive salary, bonus and benefit policy. According to Watson Wyatt's annual survey of employees' attitudes towards their workplace and employers reflected the views of 12,750 workers at all levels and across all major industries. Some issues at work, including reward work, research results show that honoring and recognizing performance has become an important issue for employees and they need to know their efforts and contribution whether appreciated timely.

Towers Perrin has surveyed 22 major US employers for policies to attract and retain employees. Respondents surveyed in a year are people from the companies with employees ranged from 2,500 to more than 364,000 and revenues ranged from \$ 1.6 billion to \$ 58 billion. The result of this study identified the correlation between stimulus measures through attractive pay and retention of qualified staff.

According to Glassdoor (2015), Facebook usually pays 17% more than the market, while Google pays 10% above the market. An intern at Facebook earns an average of nearly \$ 7,400 monthly, while making Google earn \$ 7,200. Although it is a small difference but also affects the attraction differently.

Rank	Company	Average Salary (USD)	Evaluation of Employee (points)	Note
1	Juniper Networks	153.624	3.6/5	The world's largest paid technology company with \$153,624 per year. Juniper is now the "land of promise" for employees interested in building equipment and protecting computer networks.
2	Google	153.150	4.4/5	Not lucrative as one of the most attractive technology companies in the world. In addition to the friendly working environment, many of the employees here have a "terrible" income at \$ 153,150.
3	Salesforce	151.512	3.9/5	Salesforce is the dream of many employees who have a dream salary of more than \$ 150,000.
4	Facebook	146.120	4.4/5	Facebook is the world's largest employer of social networking sites favoring its employees to pay them an average salary of \$ 146,120.
5	Broadcom	145.084	3.5/5	Broadcom has an average employee salary of \$ 145,084 - a small number.
...
10	Yahoo	137.011	3.5/5	Yahoo's business has been getting worse lately, but employees at the company still have an average salary of \$ 137,011.
11	Microsoft	137.000	3.8/5	Technology giant Microsoft with the main products is Windows operating system, Office applications, Xbox games and other devices. Microsoft is paying its employees an average salary of \$ 137,000.

Table 5: List of Companies Paying an Average Salary to Employees above \$ 120,000/ Year [13]

Sixthly, there is a team of talented and enthusiastic leaders. Leaders are the people who give their subordinates the "fire" through their suitable and inspiring leadership style. That could lead to the employees' efforts to accomplish the goal in the best way. Apple, Facebook or Google are successful businesses because of knowing to use suitable and talent leaders. Facebook's CEO Mark got the highest rating from employees, up to 99%, followed by Google's Larry Page (96%) and CEO Jeff Weiner of LinkedIn (91%). Leaders of Facebook always show the friendly and open leadership style that adds to build the flat culture for Facebook including listening to employees directly, regularly opening meetings with executives and non-executive employees and giving employees the power to make changes and build their ideas.

4. Conclusion and Recommendation

Globalization and economic integration makes the labor movement much easier among the countries in the world. That brings both opportunities and challenges for organizations to attract and retain talents. If the attracting policy of Vietnamese businesses is not suitable that will lead to not only lacking of opportunity to have suitable people but also facing the circumstance that talented people will be attracted by other reputable companies. The reality is that Vietnamese MNCs are currently only in the early stages of international market penetration, setting up business in some overseas markets. In order to attract human resources to meet their business objectives, MNCs in Vietnam should pay attention to the following aspects:

Firstly, Vietnamese MNCs should pay attention in building and strengthening human resource department both in headquarters and their branches. This division will help MNCs to build suitable human resource strategy and plan both in the long run, the medium term and the short term in line with the production and business strategy and plan. It should clearly outline the human resources measures: when need, how much, for what position, requirements for job applicants; they come from inside or outside, they have nationality from the home, host or the third country. Based on that, the main responsible department for the attraction (human resources department) has to make planning and budgeting and choosing the most appropriate search and recruiting methods.

Often when beginning to penetrate foreign markets, Vietnam MNCs should appoint senior experienced positions to expand the market and set up a professional system. Candidates should be from internal sources who are managers with participation in previous stages of an international business project such as finding new locations for production or a potential market, knowledgeable about the culture of host country and ready to go on business. Highly qualified technical staff should also be recruited internally or recruited in the host country to train for foreign projects. New entrants are young, energetic, willing to grow and learn, unmarried. For lower-level career positions, businesses should recruit local ones because they do not have the high level of technical skills required so they do not spend too much on on-the-job training. It also promotes good relations with local government and society.

In the business development phase, the company needs more middle management and operational management. The company should select among the excellent, loyal, competent and potential employees in the branch to foster and appoint them. Moreover, it is possible to search for candidates who are from home country studying in the host country

after graduation because they are equipped with international qualification and well-grasped with legal, media and language in the host country.

Once the local staff is well-versed in their work, the Vietnamese department heads are repatriated and will be assigned to the head office as agreed before traveling abroad. At the same time, the branch conducts the training and promotion of indigenous talents in replacement of the directors appointed from Vietnam. When global business is in orbit, Vietnam MNC needs to focus on building an international administrator team through global training programs to identify potential leaders. It can take on a significant position in any branch and always overcome the barriers of cultural difference, bridge the headquarters and branches, and be a senior administrator in the future.

Secondly, we always attach importance to the development and maintenance of the company's reputation through commitment to the quality of our products, services and the quality of our global after-sales services, to create a resonance for the enterprise, commitment to social responsibility such as labor law-abiding, not polluting the environment. In addition, companies need to convey the message of a leadership team with talent, a professional working style, a well-rounded mind and respect subordinates - this is a powerful weapon that not every business has. Word-of-mouth advertising from employees to outsiders will be a great attraction for talented applicants to apply for a job because they think it's the best place to be present them.

Thirdly, it is necessary to sustain a committed and loyal human resources department from headquarter to branches/joint ventures with talents, professionalism, dynamism, strategic thinking and internal and external environmental impact analysis to human resource activities. It is important that they are dedicated to the profession. In doing so, they have successfully implemented effective global human resource consulting, service and control roles, helping the company to establish and maintain a human resource meeting organizational goals in a struggling global environment.

Fourthly, it is important to have a clear job analysis in order to develop job descriptions (tasks, responsibilities, and working condition), job specifications (physical and mental requirements) and performance standards (KPIs). Based on these products, managers could find out the eligibility selection criteria because only the right people are selected - the right thing to do to retain them, otherwise they will leave the organization to find another ideal destination. With suitable people from beginning, MNCs could get more advantages to develop labor force meeting job requirements. That boosts the MNC's productivities and reputation in worldwide market. These products are basic for staffing, performance appraisal, training and development, paying wage/salary, labor relation, etc.

Fifthly, build and maintain a compelling policy to promote the "ideal employer" image. Specific business needs to build a professional working environment; invest in improving working conditions; develop and commit to the policy of compensation, competitive and attractive benefits based on position, capacity and performance and compliance with labor legislation in the host country; It provides opportunities for training and career development, along with the development of a "clear career path" so that workers can make plans for themselves when starting to work in the company. This shows MNC's effort for maintaining a balance between work and life and sustains employee's satisfaction continuously. It is the best way for attracting talents for development.

Sixthly, build a strong and distinctive corporate culture - the foundation for building human resources wholeheartedly for the purpose of the organization. Develop a unified culture from top to bottom across the system, shared values and beliefs, and reflect the commitment to personal development of workers in relation to development the organization's value. Specifically, creating joy and connecting employees to make them feel the business as their home, paying special attention to the health of employees through health insurance and relaxation; Flexible work planning and designing with work-life balance; Establishing a regular dialogue between leaders and employees to identify problems in a timely manner; Promote internal communication to provide timely information to employees on company policies and programs.

Seventhly, it is necessary to utilize the power of communication channels to promote the employer's brand to potential candidates. In order to maximize the efficiency and effectiveness of the company's recruiting website, the prestigious recruiting site on the internet to online media channels, combining private communication (on empty vacancies) with general broadcasting about the policies, the success of the business with the attraction of talent in accordance with the source of candidates that enterprises want to search and financial ability to pay for the recruitment.

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