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**HUMAN RESOURCES POLICIES AND JOURNALIST RECRUITMENT AT
CAPITAL WOMEN NEWSPAPER IN VIETNAM**

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<p>The Capital Women Newspaper has experienced nearly 30 years of development. The Newspaper is also a very famous media agency in Vietnam. At this moment, the organisation has faced some difficulties in maintaining capable journalists as well as recruiting new employees. For this reason, it is required to establish a new human resources management policy as an effective instrument for the future improvement of the Newspaper. The purpose of this study is to develop a new human resources approach. The thesis is commissioned by the Vice Editor-in-chief of the Capital Women Newspaper.</p> <p>The thesis examined both quantitative and qualitative research method. The theoretical part included some philosophies related to human resources management. The thesis also presents particular theories about recruitment. The empirical part comprises some surveys and interviews to analyse deeply the current human resources situation of the Newspaper. The author has collected 50 answers from respondents as well as conducted an interview with the manager. The outcome of the results were summarised and examined carefully by some statistics method.</p> <p>The objective of the thesis is to propose some recommendations to the new human resources policy of the Newspaper. The organisation also expects to implement the new policy along with the establishment of the new hearquarter in 2015. The author hopes to support the Newspaper in its future enlargement.</p>	
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PREFACE

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1. INTRODUCTION

Human resources management plays a very important role in every organisation today. It affects all processes as well as schemes of the business. Human resources management relates to every single element of a company, from workforce to productivity. Therefore, top managers always concentrate to develop the human resources policy to suit the procedure of the company. It can be concluded that human resources management is a crucial tool utilised in daily operation of every business.

Generally, it can be understood that the term human resources includes all human potential in an organisation or society (comprising members of the business leaders). It means that all members of the company utilise their knowledge, ability, behaviour, performance and moral values to establish, maintain and develop the business. Moreover, Thompson and Mabey (1994, 6) also indicated that “human resources include all the individual employees who contribute to the operation of an organisation”.

Since the development of human society, different kind human organisations were established. Therefore, administration issues have started to occur. In fact, each socio-economic pattern associated with a specified method of production. As a result, the trend of complex management has gradually increased along with the growing improvement of social economy. Beardwell and Holden (2001, 9) stated that “human resources management represents a fusion of personnel management and industrial relations that is managerially focused and derives from a managerial agenda”.

Human resources management supports company to research, develop and maintain workforce and quality management who actively participate in the accomplishment of the company. The organisation looks forward to the human resources expertise to help them achieve higher productivity and efficiency with a limited labour force. According to Dowling, Schuler and Welch (1994, 2), human resources management “refers to different functions undertaken by an organisation to effectively utilise its human resources”, such as human resources planning, employment, performance assessment or training and development.

One of the main requirements of human resource management is to find the right person, the right amount and the right time on the conditions to satisfy both business and new employees. When selecting the appropriate skilled person to work in the correct position, both the employees and the company will benefit. (Figure 1).



Figure 1: Nature of human resources management (Tapasi, 2012)

Figure 1 presents the nature of human resources management. It comprises of many diverse complex processes, which are recruitment, personnel administration, training, performance management, planning and employee relationship. Each procedure must be conducted perfectly to ensure an entire contribution with highest productivity to the company. Actually, each business has its own department to carry out separate function concerning human resources management system.

The author has been a collaborator for some newspapers in Vietnam, including Capital Women Newspaper. In fact, it was proved that the Capital Women Newspaper is now facing with some problems in human resources policy, as the Newspaper has to deal with the lack of talented journalists. Moreover, the author also realised that it is quite difficult for the Newspaper to maintain a consistent squad for its own operation.

For this reason, it is necessary for the Newspaper to approve a new human resources policy, along with the establishment of a new headquarter in the coming year. However, the executive board is really busy, as they must handle too much managerial responsibilities. The

new policy, therefore, is still delayed although it was discussed several times before. By contacting with the managers, the author decides to conduct a study with the topic of human resources to figure out the current circumstances of the Newspaper and to identify suitable solutions. This thesis is commissioned by the Vice Editor-in-chief.

The initial purpose of the thesis is to define the theoretical part of human resources management as well as recruitment with some specific definition and explanation. This part will emphasise the importance of human resources management as well as the significance recruitment in any association.

Moreover, the study also aims to examine the current situation on the human resources management in the Newspaper to investigate the strengths and weaknesses of the human resources procedure, which can have strong effect to the effectiveness of the Newspaper.

Finally, the thesis is expected to clarify some certain solutions and recommendations with the purpose of assisting the human resources management, which may help the Newspaper in training and recruiting new staff as well as motivating current employees. Recruiting high standard staff is a vital mission for the Newspaper today, as the necessity of high value employees is really urgent. By applying human resources management theory, particular recommendation are expected to endorse.

The thesis contains theoretical part, then experimental and then conclusion. There are six main sections, which are introduction, theory, research method, result and analysis, planning and recommendation, and conclusion.

The first part delivers a general idea about the topic of the thesis. It comprises the starting point, then the purposes of the study. The motivation and the structure will also be demonstrated in this part.

The second part illustrates particular theories which relate to the topic. There are two main theories which will be acknowledged. Human resources management is the main viewpoint, with definition, role, activities, objectives, process and challenges. This part of theory aims to deliver the general knowledge about human resources management. The recruitment, which includes concept, process, approaches, role of managers in recruitment, and assessment, will also be presented. It provides the significance of the recruitment procedure, as employment

can be defined as an important mission of the commissioned organisation.. The final section of the theoretical part is a brief introduction about the Capital Women Newspaper, concerning the background and the current circumstance of the human resources policy of the Newspaper.

The third part concentrates on research method. Qualitative research method will be applied to gather as much as possible the information related to the human resources policy of the Newspaper.

The fourth part presents results and analysis of the surveys and interviews. There will be three separate surveys delivered to manager as well as employees of the Newspaper. The author will analyse the results and figure out the data to understand deeply about the Newspaper's current human resources policy.

The fifth part includes the planning and recommendation as well as an operated model for the future. This illustrates the author's ideas and solution to make the policy become better. This part contains SWOT analysis about the current human resources policy of the Newspaper, then the recommendations made by the author. The SWOT analysis focuses on strengths, weaknesses, opportunities and threats brought by the current policy. The recommendation section focuses on solutions for both human resources policy and recruitment program, which aim to create a talented and stable employees for the Newspaper. Moreover, an operated model for the Capital Women Newspaper in 2015 will also be demonstrated to suit with the new process of the human resources management policy.

The final part is the conclusion, which defines once again all the content of the thesis.

2. THEORETICAL BACKGROUND

The second part of the thesis aims to present some brief definition about human resources management as well as recruitment. This part also provides some information about the current situation of the Capital Women Newspaper.

2.1 Human resources management

According to McKenna and Beech (2002, 1), human resources management “can be viewed as an approach to personnel management that considers people as the key resources”. Human resources management also can be defined as the administration of the employees inside an association. It comprises of a process including attraction, assortment, recruitment, evaluation as well as gratifying toward the staff. Moreover, human resources management can also have the effect to executive management and principles. Another aspect of human resources management is reflected through the fact that it plays as a liaison channel between employees and employers. (Managementstudyguide).

Human resources management was created at the beginning of the 20th century, due to the authentication of the investigators. They managed to figure out the methods of generating corporate assessment by considered administration of the labour. Due to the fact of full engagement, up to the early 1970s, it was proved that there are many employment, assortment, preparation and compensation scheme activity utilised for employees’ supervision (McKenna et al. 2002, 2). In recent days, human resources management concentrates on tactical creativities containing ability and progression supervision as well as manufacturing and employment relationships. It is because of globalisation, corporation alliance and technical improvement (Perfect).

The term “human resources management” was first mentioned in the 20th century, as it relates to some process, which in some extent can enlarge the productivity of the labour. The term was also stated in some researches in many different academics in the world. In the end of the 20th century, “human resources management” became a dominated term in many areas, as the employers started to consider their workforce is precious asset rather than a progressive version of machine. Some other definition was also utilised to explain the meaning

of human resources management, like “human capital” or “workforce management”, but those explanations do not carry the full meaning of the term.

2.1.1 Role

According to Ulrich (1996 b), human resources management should fulfil the role of supporting human resources and commercial approach, re-manufacturing association development, comprehending personnel as well as controlling revolution and alteration. In fact, human resources management is accountable for staff involvement. Initially, it needs to attract capable staff based on company’s reputation. Then its responsibility is to recruit talented labour through training procedure. The future employees will be trained to find out whether they are suitable for their work or not. Their activities will be checked and evaluated. Human resources management has the right to reward as well as dismiss towards the employees, based on their performance. (Figure 2).

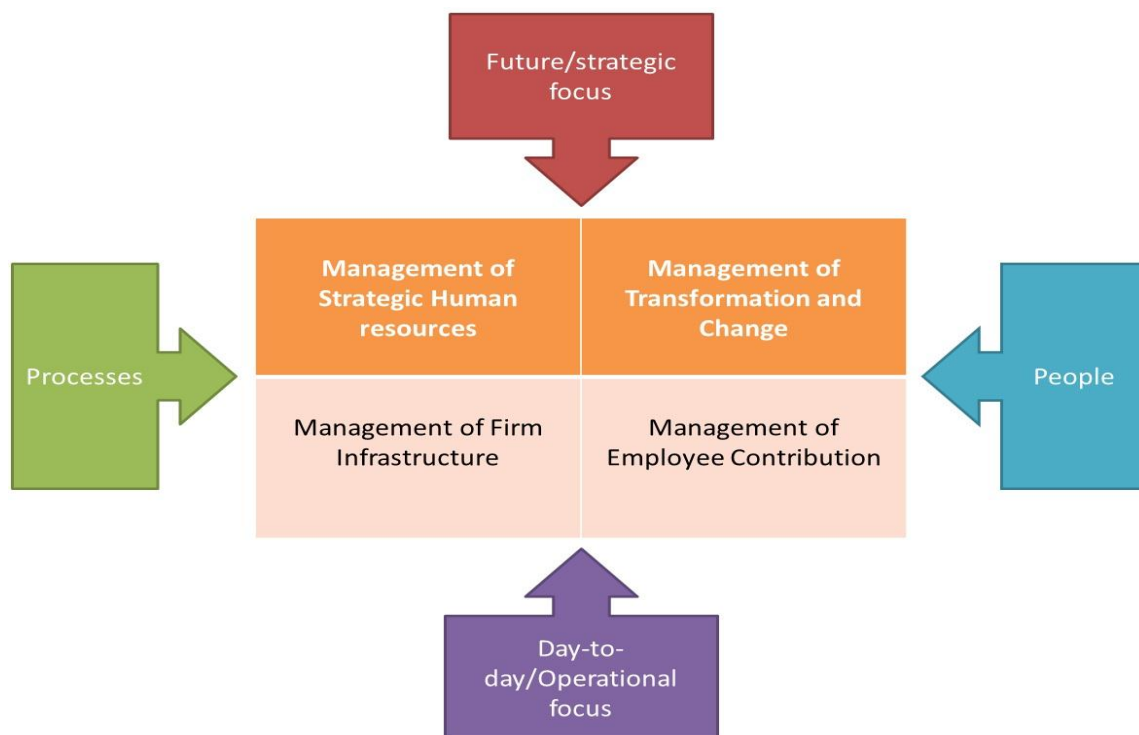


Figure 2: Human resources management roles (Dave Ulrich 1996 b, 24)

Moreover, human resources management can also be known as a significant aspect of strategic management that should be executed in a proactive method (Dowling et al. 1994, 43). In larger circumstance, management and principles of the company also relate to human resources management. First, it guarantees the rights of the staff concerning labour legislation including wellbeing, protection as well as security. Human resources management then can serve as a liaison channel in case of communication. Employees' expectations and ideas are highly appreciated, as human resources management is frequently utilised as a supporting device by the company.

There are thousands of human resources consultants all over the world, and most of them work for the companies. They spend their time to resolve the issues relating to the staff, comprising of their requirements as well as complaints. Occupations related to human resources management are considered one of the greatest professions (CNN).

2.1.2 Activities

Employment administration

Employment administration scheme can be utilised as an effective instrument to control the whole staffing procedures inside a corporation. Effective employment management ensures that employees and managers understand each other's expectations (Beardwell et al. 2001, 538). This activity can be stimulated by a technical structure operated by the human resources department. The performance has its own structures, purposes as well as advantages, as it is believed to play a significant role in the employment procedure.

First, it constructs and manages methodically the staffing progressions as well as enables the development of application to be a more rapidly, unprejudiced, precise and consistent process. Moreover, the staffing management also aims to decrease the time and cost paid for recruitment, as it can combine the numerous relations such as the electronic application scheme, the spontaneous candidates, outsourcing staff as well as the concluding selection into a solitary durable procedure. It also can "distinguish effective from ineffective performers" (Cascio 2006, 160).

This process even can create an interaction between those activities mentioned above, as a network between companies and agencies will be improved. The scheme also has the ability to conserve a mechanised dynamic store of the candidates assisting the brilliant administration and raising the effectiveness of the staffing performance. This performance provides effective devices and reinforces to improve efficiency, resolutions and heightening the staffing procedures to guarantee better productivity. Finally, it aims to connect and generate sturdy connections with the applicants.

Personnel arrangement

Personnel arrangement is a constant procedure utilised to organise the requirements and significances of the association concerning the labour force. It expects to guarantee the presence of jurisdictional, supervisory, facility, manufacture requests and administrative intentions. Personnel arrangement permits confirmation of the improvement of company's policies. It also reflects the process in which the company manages to classify the amounts of staff and the abilities expected to conduct their jobs (Cascio 2006, 171).

To ensure the effectiveness of personnel arrangement, it is compulsory for the business to carry out the process based on primary performances. Initially, a surroundings screening must be conducted. Moreover, the business must also evaluate the recent personnel profile, as it is needed to clarify the request and resource features relate to the workers of the company. Then the prospect observation should be performed to regulate the administration's requirements reflecting the developing tendencies and subjects recognised throughout the surroundings screening.

It is also important to appraise the performance of both employees and the operation as a whole. Some aspects may associate with the process such as environment, task or personality factors. (Dowling et al. 1994, 102). As soon as significant fundamentals are acknowledged by different kind of investigation, the objective perspective takes place. The objective perspective is the upcoming performance that the business intends to achieve such as the improvement of the corporation approach or the analysis of the relative influences as well as the accomplishment of demanded plans. The process ends with the concluding of the activities and performances that the personnel requires. It aims at regulating suitable activities to eliminate the obstacles.

Training supervisor

According to Thomson and Mabey (1994, 30), training supervisor can be defined as a “process of collecting data that allows an organisation to identify and compare its actual level with its desired level of performance”. Training comprises progressions and tasks that permit executives to deal with the extensive range of encounters occurred in administering personnel and handling schemes and developments. Several businesses deliver their particular scheme in the procedure of duties or conferences, while some others refer organisation employees to consultations. Certain corporations decide to set up an agreement with specialised instructors to deliver weekly meetings at the office concerning numerous administration and regulatory issues.

It can be said that set of courses in an administration training program is expected to comprise regulation about the method of interacting efficiently as well as encouraging personnel, squad constructing, and handling commercial conferences. The process may also organise various discussions about objective accomplishment, the ways of execute efficiency evaluations, or time supervision. Several programs also emphasise on handling problems, managing changes, and creating relationship. Moreover, the training procedure should contain allocation abilities, supervision complaints, or even tutoring.

Furthermore, McKenna et al. (2002, 249) also believed that training is an important procedure when the company demands to present flexible functioning approaches and desires to construct suitable attitudes to prepare for staff to manage with certain alteration. Actually, a lot of businesses realise that supervision training is essential to a prosperous alteration. Both executives and employees must attend in different circumstances, as they are expected to respond in a speedy, suitable, and assertive style. As the expectancy of talented personnel has risen day to day, it can be concluded that time managing is really valuable for observing the ways of achieving objectives.

In addition, Dale, Cooper and Wilkinson (1997, 88) stated that “training initiatives ranged from awareness training or the training of staff on the use of tools and techniques to teamwork courses and new management development programmes”. Particular training program is presented for different purposes that the human resources department must handle, such as conducting interview with candidates, retaining policies, constructing recruitment legislation, and assessing employees’ ability. Some additional training highlights on instructions for

delivering outstanding client service with the purpose of satisfying consumers by superiority service.

Efficiency monitoring

Burke and Cooper (2006, 13) have illustrated that the efficiency can have an effect on different aspects of an organisation, such as human resource outcome, organisational results or financial condition. As a result, efficiency monitoring comprises practicability which guarantees that intentions are constantly achieved in an operative and proficient custom. Efficiency monitoring can concentrate on the productivity of a business to stimulate the developments of constructing products or services. This activity is also recognised as a method which can support the companies to allocate their assets, schemes and workforces to intentional purposes and significances.

In addition, Thomson et al. (1994, 189) indicated that many different efficiency monitoring schemes have been broadly executed to assess the efficiency of the entire procedure and its influence to complete administrative performance to permit alterations and developments to be completed. The term efficiency monitoring, which can be perceived as a comprehensive definition, is commonly used to designate a technique for handling performance as well as consequences. Monitoring personnel or scheme enforcement stimulates the efficient distribution of tactical and functioning purposes. It is an obvious and instantaneous association between consuming efficiency monitoring processes and developing corporation and administrative outcomes.

There are many benefits when the companies apply correctly efficiency monitoring. Concerning the financial issue, it helps to increase transactions as well as decrease the expenses for the business. Moreover, the project mistakes can be avoided along with the expected achievement can be effectively delivered. In fact, efficiency monitoring can have the influence on particular aspects of an association including corporate objectives, working environment, management structure and style, organisational culture or employees' relations (Martin 2010, 219-220).

Furthermore, the activity can inspire the employees. It enhances inducement strategies to detailed purposes for completed accomplishment, as well as develops operative commitment as everybody comprehends the way they contribute to the group's expectations. Applying

efficiency monitoring may also generate understandable acknowledgement in accomplishment of the demanded objective through great assurance in extra payment method.

Reimbursement and welfares

Reimbursement and welfares can be described as a specialise part relating to human resources, which concentrate on operative reimbursement and welfares scheme. The purpose of this scheme is to “attract and retain the human resources the organisation needs to achieve its objective” (McKenna et al. 2002, 189). There are some main kinds of reimbursement and welfares that can be listed, which are assured recompense, flexible compensation, welfares and reimbursement based on equity.

Assured recompense is the process when payment is paid by a company to an employee depends on their relationships. The most popular method of assured recompense is the fundamental wage of the employee. A different category of reward is the flexible compensation, in which the payment is paid to the personnel based on their accomplishment and productivity. The popular method is extra payment or transactions motivations. On the other hand, welfares are additional payment for employee paying for the vacation, medicinal assurance or automobiles. Another method is the reimbursement based on equity. It means that the total equity of the company will be utilised as payment. Moreover, the company can choose to pay the compensation based on time, results, performance of skill-based or flexible system (McKenna et al. 2002, 195).

Reimbursement and welfares can have the effect on both inside and outside inspirations. The most significant inside effect are the company’s intentions, employment groups, inner equity, administrative principles and executive construction. As oppose to this, it affects the outside factors in terms of municipal economy, unemployment proportion, the appropriate employment environment, labour and duty regulations, and the applicable manufacturing conducts and tendencies. Companies should be aware of culture effect, as it is also noted that culture can “affect individual perceptions of money, which in turn affect compensation practices and policies” (Harris 2008, 146).

2.1.3 Process

It can be said that every association performs the workload based on the comprehension of a unique visualisation. Human resources staff is also responsible for accomplishing particular approaches and implementation. The construction of the policy preparation contains various procedures.

The first stage can be named as human resource preparation. Normally, it can be considered that human resource preparation is the procedure of personnel estimating. It also includes the techniques of assessment, advancement and dismissal. The employment phase intends to attract candidates who are appropriate to a particular occupation requirement. The next step is assortment, which can be seen as the following level of clarification. It is used to shorten the number of applicants who are more suitable than others in terms of education, proficiency and prospective for a vacancy. Then the best applicants can be offered the jobs through a process known as appointment. After that, the new employees must be involved in a procedure called training, which helps them to get familiar with the work and also to become more productive. (Martin 2010, 144).

The second stage concerns personnel reimbursement and welfares as mentioned above. The procedure comprises determining about pays and incomes, motivations as well as other benefits. For most occupation, it can be said that financial status is the key influence and also the significance of this method. The current personnel usually manage to pursue promotions, higher incomes and extras. (Martin 2010, 31).

The third stage relates to productivity administration, which aims to support the association training, inspiring and rewarding employees. The process is also used to guarantee that the executive purposes are accomplished with effectiveness. The technique comprises the personnel and also the sections, with the purpose of improving productivity or client service. (Martin 2010, 217).

The companies are also recommended to use computer software system which provides all statistics to support executives assess the productivity of the personnel and measure them based on their appointment and improvement desires.

The final stage refers to personnel relationships. In fact, maintaining personnel can be defined as a problem with many companies especially in high competitive sections. There are numerous reasons that persuade a worker to decide staying or leaving a business, but it is still difficult for managers to manage all of the difficulties. (Martin 2010, 112).

All procedures are fundamental to the existence and achievement of human resources approaches. It is advised that no separate progression can be performed unconnectedly, as the companies are recommended to keep the high quality of interaction and connection between the processes.

2.1.4 Objective

Objectives can be defined as predictable purposes oriented to a person or a business. In fact, the important determination of any company is to stay alive, along with create profits. Organisations acquire and achieve numerous properties comprising human resources to reach the identified expectations. Therefore, fundamentally human resources management aims to contribute to the achievement of the administrative prospects. Some different purposes are satisfying the requirements, ambitions, standards and self-respect of each staff.

In specific, human resources management can generate and exploit intelligent and encouraged personnel as well as create and preserve comprehensive administrative construction and necessary functioning interactions between the staff. Moreover, it is also used to protect the combination of person or squads inside a company by cooperation personal objectives with corporation purposes. Another objective of human resources management is to construct services and prospects for personal improvement to enhance the progress of the business. (Martin 2010, 134).

Furthermore, human resources management also supposes to achieve an operative application of personnel as well as preserve high operatives' inspiration along with stable relationships due to high quality working environment. It also manages to recognise and please employees' desires by offering sufficient salaries, motivations and other welfare together with high assurance safety in daily operation. It is also important to reinforce and increase in value the productivity by delivering effective training curriculum. (Beardwell et al. 2001, 532).

The managers also have an opportunity to express their ideas and visions, as those interactions ensure a rational and proficient management. In addition, there has to be equality in occupation chances, as vacancies should be offered for different segmentation in demographics. Finally, human resources management should afford good accommodations and environments of work to sustain constancy of employees. It is the responsibility of the executives to generate effective situation and offer essential conditions to create a high-performing team for the accomplishment of the human resources management intentions after constructing them. (Eigenhuis and Dijk 2007, 131).

2.1.5 Challenges

Initially, it can be said that companies utilise human resources management as a useful executive instrument. However, this process is developed to be a tactical device to increase operational conditions as well as figure out corporate requirements. It also aims to keep the steady relationship between the business and employees to enhance administrative efficiency and achieve executive objectives. It can be concluded that in exceedingly competitive environment human resources management has steadily developed to be one of the most imperative process inside any corporation.

It is not easy for managers to totally comprehend the sensibility of personnel as well as maintain a high quality workforce for the company by stimulating them to execute high productivity. Along with this, human resources executives must also organise a multinational employees inside an association. To get the high efficiency, the directors are required to proficiently handle some main obstacles related to human resources.

The first task is to perform with a multinational and various employees. Working with staff with different background, qualifications and experience can be a difficult mission for the executives. In fact, it is quite uncertain when handling employees with dissimilar principles, observations as well as perspective, as it not easy for people to unite. The managers must express their friendly, flexible as well as constructive behaviours to create interaction among different people and to keep capable employees for the business. It is also the responsibility of the executive to handle some key issues related with managing international human resources, such as efficiency of the workforce, information exchange inside the organisation or the global provision (Dale et al. 1997, 101).

Moreover, the directors should pay attention in executing with the alterations, as the corporate background is quite unpredictable. Providing certain adjustment in administrative procedures and techniques, executing it and monitoring it can be described one of the principal apprehensions of the directors. Technology and globalisation can be identified as the key factors for renovations. Applying innovative and appropriate technology advancements into the process is compulsory for the accomplishment of the company, and the human resources managers are responsible for this execution. The human resources policies “must be consistent with values, vision and mission of the organisation” (Dale et al. 1997, 75).

Another difficulty that a manager is regularly facing is to maintain the proficient employees. People now have an extensive option when deciding where they can go for work due to an open world. It is not an easy task to even attract and gather an adequate number of candidates, and then offer vacancies for suitable employees with rational conditions to keep them stay with the company. Preserving pleasant relationships with the staff, delivering outstanding working condition and proposing more reimbursement are some popular methods utilised to maintain and inspire the employees. (Martin 2010, 259).

The managers should also concentrate on solving encounters occur inside the company. All the complaints as well as conflicts should be revealed to manage the relationships between people without making them suffer. Actually, it is nearly incredible to evade encounters between personnel inside a corporation, so it must be monitoring diplomatically to find solutions for the problems. The people who are involved should be sympathetic to others, and the matters need to be handled in a considerable method to guarantee those conflicts will not happen again. It is also advised that the managers have to construct and maintain a balanced communication between the staff. Otherwise, some methods such as conciliation, arbitration or mediation are quite suitable to eliminate the conflicts (Martin 2010, 115-116).

Specialised executives must be acknowledged and flexible with all approaches and tactics with the intention of achieving the altering requirements of the association. They must be comprehensive with the fundamental operations of human resources management comprising designing, consolidating, adapting and monitoring the process with potential challenges that may always occur.

2.2 Recruitment

Recruitment can be defined as the process of classifying the requirement for a job, describing the necessities of the vacancy and selecting the most suitable candidate. It is not easy to conduct perfectly the process, but recruitment is very significant for any company. Certainly, the achievement of any organisation depends on the quality of its employee. (Riley 2009.)

2.2.1 Concept

According to Philips (1996, 203), recruitment “involves all of the various activities aimed at attracting candidates to the organisation such as recruitment planning, internal and external recruitment sources, special inducements and recruiting projects”. Recruitment can be explained as a procedure of attracting, selecting and then appointing an appropriate candidate for a particular position in an organisation (Beardwell et al. 2001, 226). The process of recruitment comprises occupation evaluation, analysing requirement of the candidates, searching for the applicants by using different approaches such as public relations, personal relationships, then considering if the applicant is suitable for the occupation or not (Barlow 2013). The next step is to evaluate each person based on their abilities, and then the decision of picking the appropriate candidate by interviewing or different evaluation methods should be conducted. The procedure also contains the creating as well as confirming of occupation proposals and the instruction for the new staff (Reilly 2006). (Figure 3).

2.2.2 Components



Figure 3: Recruitment components (Walker 2001, 55)

The components of figure 3 are explained in the following subchapters

Occupation Evaluation

The initial step of the recruitment process is to conduct the occupation evaluation. It is the “process of finding out what is involved in the job that is now vacant” (McKenna et al. 2002, 141). The purpose of this action is to analyse as well as to figure out the requirements and responsibilities of the job (Acas). By doing this step, the explanations and qualifications of the job can be managed as detailed information. Actually, such kind of information which records the historical assortment of responsibilities accomplished is usually available inside the organisation. However, those papers should be looked over or restructured before utilised in order to specify more accurate current requirements of the job (Markedbyteachers).

Moreover, an individual description needs to be completed before starting the recruitment periods to let the responsible people acknowledge about the criteria and objective of the recruitment. The person specification may be delivered by the company with the description about the type of a suitable candidate. It might comprehend the educations, preceding involvement, overall intellect, particular abilities, interests, characteristics as well as physical and mental conditions (Riley, 2012).

Searching

Searching is the process of utilising different approaches to entice or classify applicants who are appropriate for a particular work. The process might contain both interior and exterior marketing, performing suitable methods, for instance native or nationwide media, professional employment media, specialised newspapers, Internet announcements and many other approaches (Simplehrguide). This kind of preliminary investigation which can be conducted to look for inactive candidates can provide for the recruiters contact information of possible applicants. It is more suitable that the company does not attract too many or too few candidates, as it can lead to either an out large or insufficient numbers of appropriate people (McKenna et al. 2002, 145).

Considering and Selecting

In a competitive environment, there are also some different methods of appointment made by recruiters. Numerous selection methods are offered, and an assortment process will regularly include a combination of different methods rather than a single one. Interview can be defined as the most popular method. Interviews are mostly conducted face to face, but certain associations are prefer using telephone application. Test is another procedure in selecting stage. The categories of examination used for selection are usually ability and aptitude tests. Ability tests are used to check the skills of the candidates, while aptitude tests are applied to illustrate their ability to handle particular responsibilities. (Beardwell et al. 2001).

The appropriateness of a candidate for the particular job is normally evaluated through consistent abilities, understanding, skill, educations or involvement connected to the work. All of the criteria can be measured by investigating candidates' curriculum vitae, occupation ap-

plications and conferences with the candidates. Some more positive testing approaches can be named such as mental, ability, numeracy and literacy analysis. Employers should guarantee that their testing process must deliver an equivalent opportunity for all the candidates.

Moreover, applicants who are good at soft skills such as communication or teamwork ability will be highly appreciated. On the other hand, recruiters always welcome candidates who are not only talented but also adaptable to the company's principles.

Hiring

After selecting suitable candidates, the organisation must offer an employee contract with appropriate terms. According to Martin (2010, 60), the contract can be known as “a verbal or written agreement that seeks to establish the basis of the working arrangements” between employer and employee. Some required terms should be included such as right of the employees to get equal pay for equal work, non-discrimination on their background or health and safety rights. The employees must commit to cooperate with the employer in executing responsibilities and obeying working instructions, whereas the employers must provide duty of care, support and payment.

Instruction

The final stage of the recruitment process is instruction, which aims to support the new employees to get familiar with the job as well as the company. It is more significant for both the firm and the employees to make the newcomers become an essential part of the working process as soon as possible. It may be “formal, informal, or some combination of the two” (Cascio 2006, 201). This phase is estimated to happen in few months with the aim of delivering advice and guidance to the employees, and then the employees are expected to express their best ability. (Martin 2010, 64).

2.2.3 Recruitment prerequisite

The high amount of charge concerning employment, preparation, termination as well as switching staff emphasises the essential for creating flawless assessments from the beginning. To guarantee that a potential worker can perform the work, as well as prefer to carry out the workload and show high appropriateness for the business, it is compulsory to investigate previous work performance along with authenticating of qualifications and authorisations. It can be said that evaluation implements, which play an important role of the employment procedure, deliver an opportunity for tightening research outcomes and processing only the best suitable applicants.

Preparation

The organisation's plans and techniques should carefully certificate the employment, evaluation as well as assortment procedures. It is advised that the plans and techniques should be available and agreed by both human resources specialists and commissioned executives and other people included in the employing progression. First of all, the managers should consider the current circumstances of the employment, evaluation as well as assortment procedures. Those policies must be informed, precise as well as comprehensive, and published perfectly inside 18 months. Moreover, the executives must also guarantee that the employment policies must be aware by all the employees, especially those who working in the process. The policies should define the criteria for the capabilities and educations of the candidates, as it is needed to screen best applicants. Finally, it must be ensured that the policy and process is applied correctly for all the employment performance. (Beardwell et al. 2001).

Training

Executives, directors, and employees working in the employment procedure should acknowledge about the role of training in the entire staffing development as well as carefully comprehend appropriate interview and assortment methods. It is required that a talented staff should be appointed to conduct the responsibilities concerning training activities. This person can be a human resources department personnel or from other section. The managers also need to measure the period needed for the new employees to completely conduct perfect performing concerning their new positions. In other words, the period that the vacancies available should be managed carefully, and normally a position should not be blank more than three months. Moreover, procedures about the performances of revising applications, carrying out interviews and assessing applicants should be prepared and announced to all the staff before the employment process begins. (McKenna et al. 2002, 145).

Employment scheme

It is recommended that the employment scheme should be adapted in order to satisfy the requirement of a particular vacancy. It can be defined as a procedure of classifying what is required in the occupation that is now available (McKenna et al. 2002, 141). The scheme also indicate and the business's objectives, as well as fascinate a huge number of different candidates. It is a good choice for the companies if they can progress a particular employing and promotion strategy to classify the agencies and suppliers that can support them to accomplish searching for the appropriate applicants. The businesses should also employ probable candidates from all over the country rather than focus only on local area, as it is advised that big corporations may need a diverse cultural working environment. Specified employment tactics must be exploited to gather as many competent applicants as possible. As mentioned above, the companies can utilise a single method or a combination of different approaches such as interior or exterior recruitment as well as employment agencies or even using the Internet. Moreover, the efficiency of each employment approach should be evaluated by the companies to find out the best method as well as to ensure that the number of appropriate candidate is satisfying. (McKenna et al. 2002, 177).

Staffing Procedure and Appointment

It is indicated that staffing processes should be improved and managed in obedience with all appropriate obligations, negotiating contracts, regulations, and protocols as well as specialised principles (Acas). Before the process begins, the companies need to conduct the job evaluation to figure out the requirement and accountabilities for the available vacancies. Moreover, the requisite educations must be publicised so that the candidates can acknowledge the initial conditions for the job. Then the interviews with the qualified candidates must be carried out carefully to select best applicants who may be suitable for the vacancies. Those candidates will also be announced the essential functions of the job, as it is also an opportunity for them to deliver their arguments and thinking. Concerning the interview process, specific questioning systems are suggested to improve consistent and applicable interview inquiries. (Cascio 2006, 252).

Assortment Procedure

Qualified principles will be applied for the selection procedures in order to find out best candidates. The methods utilised for selecting are also concerned, as the managers can choose the appropriate candidates based on the interview outcomes, the test results or some identification investigations. The contracts are also required with specific conditions and terms. Then the assortment process must be measured with the purpose of tracking and eliminating the errors occurred. The evaluation must be done regularly so that the companies can easily conduct following employment processes. Moreover, the documents and papers related to the recruitment procedure must be preserved, as it is very convenient if the companies wish to investigate the candidates more or to compare the results of each recruitment procedure (Beardwell et al. 2001, 240).

2.2.4 Approaches

It is advised that companies should use as much recruitment methods as possible for their own recruitment process. Even a combination of existed approaches is highly recommended in actual usage. It is quite clear that the methods somehow can reflect the recruitment policy of the company. Particular approaches can be suitable for a specific enterprise, so the company itself should be responsible for its own recruitment process and methods.

2.2.4.1 Interior recruitment

Small companies tend to deliver the recruitment part for a certain manager. Therefore, the method of interior recruit seems to be more appropriate. The recruitment executive has the responsibility to determine almost everything related to appointment, as every phase in the process can be promptly accomplished. A certain number of the interior recruitment is conducted by a lot of companies through their human resources section or staff who are responsible for recruitment with the purpose of processed specified responsibilities.

Moreover, the companies also demand to cooperate with some particular recruitment organisations. Moreover, to approach different sources of candidates, normally the recruiters will publish available occupation positions on the company's official website, consider with interior operative recommendations, function with exterior organisations or concentrate on hiring graduate students. (McKenna et al. 2002, 145). Outsourcing is also considered a recruitment method for big corporations, however, interior recruitment is assessed as a much more popular way, as it inspires current employees to recommend talented personnel by using their individual interaction.

With this method, the recruitment process is responsible by a person called interior recruiter or corporate recruiter, who is frequently a staff member of the company and belong to the human resources section. The duty of those interior recruiters is to concentrate on recruitment, along with functioning as a human resources staff or even carry out diverse tasks related to appointment. Responsibilities are different between companies, but generally it comprises some activities like reading candidates' curriculum vitae, carrying out ability or mental experiments, discussing with the applicants, investigating background and then de-

termining to employ. According to Cascio (2006, 207), it is also important that the promotion within company strategies must be strongly enhanced by top managers to avoid the reluctance of administrators.

Moreover, sometimes the recruiters are also responsible for managing agreements, instructing applicants on welfares when working for the company, making new recruits acquaint with the working environment and evenly managing exit conferences with staff parting the enterprise. Those recruiters can be the staff of the company or can be employed as independent servicers working for recruitment objective. Rented workers of course do not stay for a long time in a certain company, as they tend to perform the tasks for a short period as desired for particular appointment determinations with the main obligation of picking appropriate applicants based on specific desires from the companies. Cascio (2006, 209) stated that “the temporary workers may receive benefits depending on the number of scheduled hours worked per week”.

Another interior method relates to operative recommendation performance, which can be understood as an approach which current staff of a company nominate potential applicants for a vacancy. The recommended candidates normally are acquaintances of the staff, and in case the proposed applicant is appointed, the staff who introduce the new one can be rewarded. According to McKenna et al. (2002, 146), the benefit of this method is that “the prospective employee gets an insight into the nature of the job and conditions within the company”.

The rewarded bonus for those staff, in particular circumstances, will depend on the performance and the dedication of the new employee. Some companies only decide to reward the staff if the new employees can conduct a high quality performance, and normally half a year is a challenged period for them. The rewards will be more generous if the new staff's performances are excellent. Nevertheless, this approach is effective only for normal staff, as it will not be utilised for administrated vacancies due to special requirements of managerial positions.

2.2.4.2 Exterior recruitment

Another method of recruitment is exterior approach. It will be a brilliant selection for those who do not want to directly carry out recruitment procedure. A commissioned exterior supplier can conduct the job for the company. However, if exterior recruitments are not conducted with suitable considerations, the company may suffer short term as well as long term costs (Cascio 2006, 207).

This process is most suitable for small and medium size enterprises, which do not have enough human resources capability to perform the recruitment procedure. For bigger corporations, they prefer to set up an agreement with specialised recruitment professionals. The exterior recruitment system can comprise the process of making considered recommendations for capable achievement, searching carefully for top quality candidates who are appropriate for different vacancies, or evenly conducting an entire recruitment procedure. This method can comprise of many other sources, such as administrative search companies, employment agencies or Internet recruitment (Cascio 2006, 210).

Proficiency Acquisition

Proficiency acquisition is the process when a company attracts and acquires one or more capable employee from a competitor with similar operation. It is usually that the acquired staff will be promptly promoted and appointed to the same position as in the old company. This method can be seen as quite similar to other recruitment approaches, but in fact it performs superior prominence and tactical significance to a company. In several circumstances, the new person will be chosen to be executive administration, which can bring a prospective constructive influence for the business, along with lessen the same execution of competitors' functions by acquiring top skilled staff from them.

2.2.4.2.1 Employment agencies

A useful device that companies should utilise is employment agencies. Those organisations operate in both public as well private sector. It aims to help the employee and the employer to find each other, despite the ability of workers is excellent or untrained. It provides eternal, temporary as well as incident services for all clients. To accomplish the best outcomes from this approach, a comprehensively description of the characteristics of applicants is desired (Cascio 2006, 212).

In fact, subsidised services have been performed to lessen the influence of the recession phase in the economy, which can lead to a higher unemployment rate. The profitable recruitment business is constructed on the objective of delivering an applicant to an employer for a certain charge. The agencies have the responsibility to provide a candidate that magnificently works for the employers with the arranged experimental period in order to get pay from client. A deposit also can be spent for the agencies to make them concentrate on the employers' requirements in looking for suitable applicants. Moreover, the agencies can even receive a proportion of the applicants' wages when the candidates are successful after the challenged time in the company. (Cascio 2006, 213).

It can be said that this kind of business is extremely competitive. As a result, the agencies need to distinguish themselves by their own methods as well as emphasise on specific part of the recruitment process. There are many options in the service provided by the agencies, as they offer comprehensive possibilities with two main choices, which are traditional suppliers and function agencies.

Traditional suppliers

Those suppliers are acknowledged as employment agencies with an actual place. A brief interview as well as a general evaluation will be performed when an applicant comes to their office, before the identity of the candidate will be stored in the agencies' storages. Numerous applicants then will be reviewed to find an appropriate one for a particular vacancy based on the company's desires. Then it will be the company's decision on picking up the recommended candidate or not, by interviewing or some other measured methods. (Cascio 2006, 212).

Function agencies

Particular recruiters always manage to look for employees with special characteristics. Due to their concentration, those agencies can frequently perform greater outcomes based on their aptitude of gathering all of the potential candidates with particular ability into their own interaction. This kind of speciality in recruitment permits them not only to provide extra occupations for a certain demographic but also assemble more particular applicants along with constructing enormous exclusive archives. Those function agencies prefer concentrating on creating constant connections with their applicants, as usually a single candidate can be employed more than one time. It is not so difficult to encounter with those agencies, one popular method is using Internet databases. Function agencies also manage to collect as much information as possible on particular employment tendencies in a certain business as well as analyse the impact of demographic alterations towards the economy. McKenna et al. (2002, 146).

There are also some methods in commercial procedure functioned by the agencies. Some common schemes are:

- The company that intends to find an employee first pay a deposit for the agency, when a candidate is recommended and approved by the company for a certain occupation. The usual percentage of payments is about 20% of the applicant's yearly wage. In case the new employee who was introduced by the agencies cannot overcome the challenged period, the companies may get back their deposit, which can be called as refund assurance with the maximum of 100% refund.
- Based on result and accomplishment of the agencies, a prior fee that acts as a non-refundable deposit will be funded by the company. For example, the company pays for agencies first 40%, then the next 30% will be paid in a next certain period, then the rest will be paid as soon as an achievement is accomplished. This method of payment is commonly utilised for professional one such as administrative search organisations.
- Provisional employees as well as workers can receive payment on working hour. The agency will be paid by the company a certain amount of fee, which was discussed before. The agency is like a third party, and then they can pay for the candidate as an adviser. Several agreements permit an advisor to change to a permanent position up-

on achievement of a specific amount of times, and transformation payment will not be considered.

2.2.4.2.2 Administrative search companies

Administrative search companies can also be introduced as a convenient method, as those enterprises function with diverse prototypes (McKenna et al. 2002, 146). Advertisements are strongly utilised in order to attract as many applicants as possible, together with traditional interacting and communicating techniques. They always manage to guarantee that a certain number of candidates is frequently maintained. According to Cascio (2006, 211), the reasons for using this channel may comprise a requirement to preserve confidentiality from a competitor, a deficiency of inside resources to recruit administrative, or inadequate of time.

An administrative search company can be known as a special term which mentions a third party agency. This kind of firm will manage to search for the applicants regularly when standard staffing performances are unsuccessful. Administrative search companies are generally seen more active and dynamic than interior recruiters as well as they can have preceding business involvement and also acquaintances. (Guides.wsj). Progressive transactions methods will be conducted by those companies, as they even obtain exclusive documents of candidates' identity and also occupation designations, despite of the fact that they can create their specific archive. They may organise a conference or an official interview between the company and the applicant. Those firms frequently prepare the applicant for the interview, help in discussing the wage as well as perform a conclusion to the process. They can be normally participants in certain organisations, as they prefer to appear at trade shows and different conferences in either domestic or worldwide area, where prospective applicants and employment executives may show up. (McKenna et al. 2002, 146).

Administrative search companies are naturally small enterprises that make great margins on applicant appointments, in some cases about 30% of the applicant's yearly salary. Because of their high prices, those firms are frequently used by the companies to find candidates for high level administration and managerial vacancies. Administrative search companies are also utilised to employ particular persons, especially in some areas where there are not many

high quality active specialists. In this situation, due to the fact that few competent applicants appear, it is more rational to directly employ them individually, instead of trying to find more applicants all over the world. While interior recruiters tend to employ applicants for particular occupations, administrative search companies are good at attracting employees and also aggressively searching for them. In fact, those firms have their own “idiosyncratic selection techniques”, which can make their research “independent and impartial sources”. Those companies manage to assess whether each candidate would be able to adapt and thrive in the recruiting organisation’s culture. (Thomson et al. 1994, 101).

In order to achieve high productivity in operation, those firms need to create strong interaction, improve connections with numerous businesses, as well as preserve enormous archives along with obtaining enterprise reference book or employee storages and potential human resources. Moreover, they are progressively consuming the so-called community employing method to search and investigate candidates by the support of social media. Although the fees of those agencies are quite high, it can deliver a better benefit for the company using this service. (McKenna et al. 2002, 147).

A different scheme refers to this channel is administrative search companies and passive applicant tracking enterprises. This kind of companies can be defined as a new mixture agency in the employment field capable of merging the investigation features of employing with the aptitude to settle appoints for their customers. By determining passive applicants, those companies deliver competitive passive applicant intellect to reinforce businesses' employing exertions. Generally they will create variable degrees of applicant facts from the persons presently employed in the vacancy a business is searching for. It is regularly that they charge a regular amount or certain payment. Administrative search can support businesses discover designations that cannot be detected by traditional staffing approaches as well as will permit human resources executives and interior agencies more opportunities to perform personally discussions with appropriate candidates. (Cascio 2006, 212).

2.2.4.2.3 Internet recruitment

It is obvious that Internet must be used to announce vacancies, as the spread speed concerning the detailed information is really prompt. Over a comprehensive area, candidates will immediately acknowledge the announcement made by the companies. This method is certainly helpful when the recruiters manage to assemble as many candidates as possible in a short period of time. Moreover, along with the advancement of social network, this kind of approach should be stimulated to be exploited more by the companies, as it does not cost much but deliver high efficiency. (Walker, 2001, 52).

This method most refers to the employment websites, which are concentrated on two main aspects: occupation announcements and candidates' curriculum vitae archive. Occupation announcements permit participant businesses to advertise available occupation opportunities. On the other hand, applicants can present their own curriculum vitae, as it will be involved in concerns by participant firms. Certain amount of payment may be paid for publish profession declarations as well as to look for curriculum vitae. In recent years, the employment website has progressed to comprehend end-to-end employment. Websites possess applicant information and then pronounce them in an online participant retrieved applicant supervision interfaces. Special software and services related to employment will be delivered to every involved association inside various industry areas, who demand to facilitate completely or comparatively their staffing procedure with the intention of developing commercial operation. One benefit of this method is that candidates can screen themselves in a personal and safe situation (Walker 2001, 58).

The featured programs delivered by professionals in online employment supports companies to perform a complete recruitment process as well as preserve excellence employees with an insignificant execution of management. Online employment can also be supportive to search for applicants who really want to work and already upload their information. However, this method is not suitable for the passive applicants who might reply constructively to a chance that is offered to them by different ways. Moreover, certain applicants who are enthusiastically considering changing professions may feel uncertain to publish their information on the website, as they are afraid that their firms, colleagues or other people might realise their identities.

Another scheme related to Internet that the employers can exploit is the occupation search appliances. The development of advanced devices in the last century permits investigators to look through various online sources. A number of innovative examination devices can provide the declarations of traditional occupation announcements. Moreover, one of the most effective and convenient method that recruiters must pay attention is social employing, which is a custom of social media for employing including different social sites. It can promote the information very quickly and both employers and employees are clearly benefited from it. (Walker, 2001, 58).

2.2.5 Role of human resources managers in recruitment

A human resources executive is responsible for picking competent applicants for the company. The managers usually perform daily tasks with their department to search and appoint superiority staff. Along with preparation and accounting responsibilities, the employment executives must preserve cautious archives of their activities with the intention of guarantee that the equivalent occupation prospect is offered to every candidate. (Davis, 2006).

The human resources managers can be viewed as the most significant role in the employment procedure. The managers are in charge of the assortment of the precise employment sources, pre-evaluate the occupation applicants as well as carry out the profession interview, as top quality applicants will be selected.

Improve employment substances

It can be said that top skilled staff are always preferred. A human resources manager should improve prepared employment substances to attract as many best prospective applicants as possible. (McGoldrick 1996, 16).

Set up scheme for personnel

Functioning with administration in particular section, a human resource executive should generate specific structure for approaching requirements in the labour force. It may include the work of projecting for the next years so as to develop a more obvious perspective about the detailed desires of the association's employment. (Go, Monachello and Baum 1996, 52-53).

Conduct employment announcement

The managers also conduct the work of expressing the occupation advertisement which relates to job analysis. It may be seen as insignificant, but the content of the announcement frequently determines the application for the vacancies. A talent human resources manager can understand the passions of profession applicants and can stimulate their concerns about the job in order to make the candidates investigate more about the available position. (Thomson et al. 1994, 74).

Travel

In some situations, it is quite usual that a human resources executive spends time at some occupation events, comes to university grounds to find the high quality prospective staff for the business. Due to the great distinguishability of this profession, it is not surprised that corporations usually try to find human resources manager who can be a wonderful representative. Therefore it can be said that the manager also plays an important part in effective management of human resources (Chelladurai 1999, 170).

Sourcing applicants

Some applicants may apply with decent curriculum vitae, so the staffing executive is responsible for carefully select the prospective employees. The process may include examining their profiles, authenticate qualification and occupation experience. The employment administrator should guarantee that only the best exceptional candidates will be employed. (Philips 1996, 205).

Documentations preserving

The human resources executive will manage the possession of employment archives to content authorised requests and will preserve an energetic figures store of candidates for a diversity of vacancies inside the company. Those data also can be used for performance management (Cascio 2006, 201).

Financial plan

The issue of financial plan is sometimes also the obligation of the human resources manager. The budget must cover travel payments, employing resources as well as salaries. Similar to each other section in the company, the human resources department is also anticipated to follow a strategic financial plan. (Ulrich 1996 a, 122).

Outsource once compulsory

In certain circumstances, for the most part concerning extremely methodological situations, the human resources manager must recognise when to outsource the inchoative employment process to a particular agency that concentrates in the assortment of required staff. It refers to external recruitment as mentioned above (Cascio 2006, 210).

2.3 Introduction to the case of Capital Women Newspaper

Capital Women Newspaper is a very famous newspaper located in Hanoi, Vietnam. The Newspaper has nearly 30 years in operation. However, the organisation recently has faced some difficulties in human resources policy as well as recruitment. It leads to the need of a new policy for the human resources program of the Newspaper.

2.3.1 Background of the Newspaper

The Newspaper was founded in 19/8/1986, in the occasion of the anniversary of the August Revolution (19/8/1945). As being the organ of the Women's Union of Hanoi, the Capital Women Newspaper implements properly guidelines and objectives. It aims to propagate all guidelines, policies and laws of the Government, the tasks and activities, the movement of the Vietnam Women's Union, Women's Union of Hanoi to women and family. Moreover, the Newspaper also intends to express the critical voices of women at all classes. It also performs as a forum for common people, especially women as well as involves actively in protecting the legitimate rights and benefits of women and children.

As an agency of the State, the Newspaper operates under the direction executed by the Governmental Propaganda Department, Hanoi Party Committee Propaganda Department. Concerning the professional activities, the Newspaper is under management of the Ministry of Information and Communication, Hanoi Department of Information and Communication. Capital Women Newspaper also receives the professional support from Vietnamese Journalists Association as well as the Association of Journalists in Hanoi.

A very prominent feature of the Capital Women Newspaper which can be seen as a miracle among the press is the decision of applying market mechanism instead of being subsidised by the government. From the beginning, the Capital Women Newspaper has decided to separately manage financial issues. It managed to balance the income and expense for all the publications as well as deliver essential equipment to all reporters.

After 25 years of operation, Capital Women Newspaper has increasingly developed, as it now has a stable position in the society. The number of publications is also one of the top biggest in Hanoi and over the country. Currently the Newspaper has published four publications:

- Capital Women Newspaper (main publication): one volume / week.
- Specialised magazine Family life: one volume / week
- Specialised magazine Loving: two volumes / week
- Specialised magazine Nutrition and Health: one volume / month
- One official website: <http://baophunuthudo.vn>

The Newspaper is highly appreciated as one of the few media agencies, especially among the printed newspapers, able to not only balance the revenue and expenditure, but also contribute to the State budget as well as participate in social charity events. Capital Women Newspaper also guarantees to enhance the quality of facilities along with provide modern equipment for all the employees. (baophunuthudo 2013.)

2.3.2 Current circumstance at the organisation

According to the Vice Editor-in-chief, at this moment, there are more than 60 employees operating in the Newspaper. The executive board consists of one Editor-in-chief and two Vice Editor-in-chiefs. The Newspaper also employs 12 departments with 10 specialised departments and two social activity sections. Those specialised departments are responsible for the content of the publications. As opposed to this, the two other social activity sections focus on conducting charity events as well as communicating with readers.

Concerning the education, all staff of the Newspaper have the university degree, and some of them even have two or more degrees at different areas. About 60% of the employees graduated from universities specialised in press and media.

As a media agency under the management of Women's Union, there are more feminine employee than masculine staff, which are 67% and 33% respectively. The average age is 50 for men and 48 for women (the retiring age in Vietnam is 60 for men and 55 for women normally).

Over recent years, the Newspaper has constructed standard requirements for each vacancy based on the provisions of the Ministry of Information and Communication. Appointed employees must comply both governmental as well as press customary, such as experience or qualifications related to journalism. However, the implementation is considered to be

quite difficult, as the main reason is the lack of sufficient staff who can satisfy the specialised requirements.

The training process is also conducted regularly based on the regulation on training and recruitment of the Newspaper. Frequently every year, the managers of the Newspaper attend training courses on leadership management aptitude to learn about operating capacity as well as business functioning. The Newspaper also facilitates and supports the employees to attend Master degree of Journalism. This Master degree can be known as a higher level of education compare to Bachelor degree of Journalism.

Moreover, Capital Women Newspaper always manages to execute the planning, circulation and rejuvenating employment to prepare for the developed objectives in short and long term period. However, recruiting professional reporters has faced many difficulties, as the prospective candidates must be experienced journalist to easily get familiar with the new environment.

The Newspaper also has its own principles in managing the employees. Obligations concerning the decentralisation of specific responsibilities are delivered to each section as well as staff. The managers have the privilege to generate final decision relating to selection, work allocation, planning, training, retraining, dismissal, rewarding, punishment and reimbursement policy for retired staff. The evaluation processes are utilised every six months and conferences will be organised to assess the performance of each individual as well as department. The executive board is also evaluated based on a more strict regulation. Furthermore, the appointment and dismissal scheme indicates the compulsory processes and procedures in employment. It also specifies standard requirements for the applicants who want to apply for the job as well as the privilege of the executive board in appointment and dismissal.

Journalism is somehow expressed as one of the “dangerous occupations”, as the journalists must always try to seek and deliver the latest information even in difficult and risky circumstances. Therefore, the policy of the Capital Women Newspaper constantly manages to encourage and stimulate the employees along with the guarantee of a decent salary. The reward is also regularly paid based on the contribution and dedication of the reporters. Moreover, excellent articles will be rewarded and inspired immediately by the executive board. (baophunuthudo 2013.)

3. RESEARCH METHOD

3.1 Research Method

The author intends to apply both quantitative and qualitative research method for the case of Capital Women Newspaper. In the final part, validity and reliability will be examined to guarantee the quality of the information as well as the examination.

Quantitative research is utilised to discuss the methodical experimental examination of community occurrences through numerical, measured instruments or technological procedures. It involves “collecting quantitative data based on precise measurement” (Gaur and Gaur 2006, 29). The purpose of quantitative research method is to improve and execute specific prototypes, philosophies as well as propositions concerning the happened events. The procedure of evaluation is significant to this method for the reason that it delivers the important association between experimental perspective and precise demonstration of quantitative interactions (Hughes, 2006). In fact, quantitative figures can be mathematical formula for example numbers or proportions. It is explained that the quantitative investigator questions a detailed enquiry and gathers mathematical statistics from the replies of the respondents. The investigator then examines the figures based on the support of particular measured instruments. It is expected that the figures will produce a balanced outcome that can be applied to a bigger problem. In fact, quantitative variables “differ in degree rather than kind”, and it “could be measured on interval or ratio scales” (Gaur et al. 2006, 31).

Alternatively, qualitative research method focuses on comprehensive inquiries and gathers text documents from respondents (Snapsurveys). It can be defined as a process of investigation executed in various diverse theoretical areas, conventionally in the societal disciplines, then in market examination and additional circumstances. It has some essential features, such as the “correct choice of appropriate methods and theories” or “the recognition and analysis of different perspective” (Flick 1998, 4). This approach concentrates on exploring the reason and process of conclusion creating rather than the time or the place. It is also involved “collecting data by way of in-depth interviews, observations, filed notes, open-ended questions etc.” (Gaur et al. 2006, 28). Therefore, it requires rather minor but intensive illustrations than bigger ones. In the conservative observation, qualitative approaches generate

statistics only on the specific circumstances considered. It is believed that any additional overall assumptions are simply suggestions or knowledgeable declarations. Quantitative researches can also be applied to search for experimental provision for different exploration theories (Wisegeek).

Concerning the situation of the Capital Women Newspaper, three different surveys and interviews were performed. One survey and one interview paper were sent for a manager, and the other interview was delivered to employees. The survey for the manager was a combination of quantitative and qualitative method, as it aims to find out the manager's assessment of the training and employing new personnel. It also comprises assessment question and some open-minded questions to find out the expectations of the manager toward new employees.

This survey used both research methods, and it contains five main parts:

- Part 1: General assessment of new employees in term of quality as well as quantity.
- Part 2: Concerning the Instruction period. This process intends to help the employees to get familiar with the working environment.
- Part 3: Performance assessment. It is used to assess the productivity of the new employees.
- Part 4: Training process inside the Newspaper.
- Part 5: Recruitment issue. This problem refers to difficulties in recruitment and expectation towards new staff.

Moreover, an interview was also conducted with the manager to collect the manager's own opinions about the current human resources circumstance in the Newspaper. This interview can help to assess the pros and cons of the current policy. It comprises several open questions and the executive should state her own perspectives towards the existing human resources situation in the Newspaper.

The final investigation paper was a quantitative survey for employees. It aims to assess the satisfaction of the current employees towards the inspiration and rewarded programs functioned by the organisation. It comprises of some questions with multiple choices as well as some assessment questions with the rating from very bad to very good or most important to least important. The survey delivers four specific areas relating to the human resources policy:

- Part 1: Employees general information. It provides overall statistics about the staff, such as gender, age, years in operation and education.
- Part 2: General evaluation of the current human resources policy.
- Part 3: Specify procedure. The employees have to express their ideas about some specific program of the Newspaper, for example salary or human resources program.
- Part 4: Functional issue. It refers to the main responsibility of the employees.

3.2 Data gathering

The manager's interview was conducted with the Vice Editor-in-chief of the Newspaper, as the author intends to attain a general perspective towards the current human resources circumstance inside the organisation. The Vice Editor-in-chief has been nearly 30 years in operation, and she was appointed to be the Vice Editor-in-chief for about 10 years. The interviews were sent directly to the Vice Editor-in-chief in 3.2013. Then the Vice Editor-in-chief processed one interview and one survey, which were aimed to collect the answers from managers. The other survey was provided to about 50 employees thanks to the manager. The 50 respondents were chosen randomly among total employees.

After finishing the tasks, the Vice Editor-in-chief sent back the results to the author. The survey and interview were all written in English, and then translated to Vietnamese before sending to the Newspaper. The Vice Editor-in-chief also sent back the results in both Vietnamese and English to make the answers become more clearly.

3.3 Validity and Reliability

According to Gaur and Gaur (2006, 31), “reliability and validity are two important characteristics of any measurement procedure”. Reliability delivers the numeric value, while validity measures the supposed property. All the examination papers were conducted by documented paper, as it can be saved in the computer in word file. It was checked carefully to guarantee the quality, precision and consistency of each answer. The employees’ survey was also performed with the same approach, as it was delivered to the staff by the managers. With large quantity of answers, this examination can be guaranteed in validity. The survey form has been generated rationally in different groups of inquiries, for instance open questions, multiple choice questions or personally references. To accomplish the central determination is defining the overall assessments of the human resources policy, the validity of survey’s questions has been assessable. Furthermore, all the examinations were tested and approved cautiously by both the supervisor tutor at the Kajaani University of Applied Sciences as well as the Vice Editor-in-chief of the Capital Women Newspaper.

From the author perspective, combined technique guaranteed to confirm the validity and consistency of the outcomes. Initially, this investigation approach has been verified to be effective. All inquiries were planned to be understandable and rational to avoid misapprehension and misconception. Those surveys were also checked and improved several times by the thesis supervisor as well as English teacher at Kajaani University of Applied Sciences before sending. All the surveys and interviews are approved by the Vice Editor-in-chief of the Newspaper. The author also managed to get 50 replies from 50 current employees of the organisation. Furthermore, to make the interview become more convenient, the author has translated the surveys from English to Vietnamese and sent both of the versions to the Newspaper. The manager also replied in both languages to avoid misunderstanding.

4. RESULT AND ANALYSIS

4.1 Interview with the Executive

The interview was conducted through email with the Vice Editor-in-chief. She has nearly 30 years experience as a professional journalist. The interview involved some open-end questions, and the manager had given her own opinions on the current human resources circumstance in the Newspaper. The manager also expressed her opinion on some aspects of a good human resource policy, and then compared her expectation with the current policy of the Newspaper. The author also wanted to know the evaluation of the manager towards the human resources policy. This interview could help to assess the pros and cons of the current policy.

The manager had shown her general evaluation on the current human resources policy of the Newspaper. According to her opinion, the current process was quite proficient in general. She also partly agreed with the applied system. However, the manager indicated that there are some existing issues that need to be enhanced and developed. The Newspaper should initially manage to resolve remaining problems.

The Vice Editor-in-chief has planned to modify the current policy according to the new stage of development of the society. The Newspaper should be restructured, especially in the recession of printed newspaper due to the improvement of electronic media. In the current global trend, it is compulsory to integrate as well as identify the Newspaper's strengths and advantages. Moreover, as the electronic media is really updated and prompt in searching and providing latest information, the Newspaper must be quick enough in transmitting information as well as carefully in preserving its reputation.

In fact, Capital Women Newspaper must focus on some important matters. One of the most significant issues of the Newspaper is the recruitment process. The procedure must be focused on selecting capable and talented employees. Moreover, the candidates must be interested in journalism.

Moreover, it was also crucial to prepare for current development trend. The Newspaper intends to develop the electronic media as a second communicating agency, beside the printed

Newspaper itself. In recent years, many newspapers have redirected printed publications, from the improvement in both numbers and publications, to the development into corporation multimedia agency.

Therefore, in parallel with the preparation of financial and physical facilities, it was also significant to perform early selection and training along with fostering human resources to make the official website of the Newspaper become an electronic media newspaper in the near future. The personnel should include reporters, editors, as well as the leadership and management of the electronic media.

It was recommended that the Newspaper should manage to improve the physical and spiritual life for all the employees along with creating a healthy living and working environment. Moreover, the Newspaper should also manage to maintain talented journalists. It is needed to prevent capable reporters moving to other competitor newspapers.

The manager also spent time to analyse what makes an excellent human resources policy. First, it was the responsibility of the organisation to select capable candidates who are able to perform the work. Moreover, they must have the passion and enthusiasm towards their occupation, and consciously strive to become good journalists and good management in the future.

Another factor contributing a brilliant policy was the promotion. The journalists should be stimulated to be confident about their skills and proud of their jobs. It was also required for the Newspaper to create high quality working conditions for the reporters. It supports the staff to express their best abilities and demonstrate their best performances.

Furthermore, training was also very important to enhance employees' aptitude as well as to make them become familiar with the work. Employees are also required to perform work independently as well as to be able to conduct teamwork responsibilities. On the other hand, the Newspaper must try to preserve proficient workforce as well as attract and recruit new employees. Finally, efficient journalists should be generously rewarded, whereas incompetent staff should be motivated to improve their abilities.

The Vice Editor-in-chief also expressed that if she was an employee, she would be satisfied with most of the terms concerning the current human resources policy. However, she em-

phasised that some particular terms need to be developed and adjusted. In specific, the new policy should be prepared and applied immediately in this year, and it must satisfy the needs of the employees as well as the improvement of the Newspaper. The new policy also should focus on public society issues such as charity or equality. The executive also believed that the staff will support the new scheme once it can please their requirements.

The change in personnel during recent 10 years was really noticeable, according to the manager. It brought a major and fundamental alteration to the labour force of the Newspaper. In the past, the main workforce referred to old journalists, who grew up from the old age of the country. They could have joined the army or have been raised during the war time, so they can understand the difficulties of the past time. However, in recent years, most of the old journalists have been retired, so they have been replaced by the new reporters, who were born after the war time. The young journalists have a more peaceful life with high standard, so that leads to a different perspective and characteristics of these two generations.

The old one, who came out of the war, can be defined as experienced and skilled journalists. Moreover, they are hardworking and easy to sympathise with others. They also did not care too much about the level of wages or compensation, as they are described as loyal and dedicated journalists. However, the old journalists were quite conservative and stagnant. They also faced difficulties in accepting the innovations and changes as well as using modern devices and information technology.

As opposed to this, the young people are well raised and educated, as they have better physical and mental condition. They also have higher qualifications and able to utilise modern techniques in working. The young journalists are also aggressive and not afraid to move or go to remote destinations for their operation. Nevertheless, as they were raised in good conditions, the young journalists usually ask for better conditions and requirements on work. It is quite normal when conflicts occur among them, as they are less sympathetic than the old one. Even some of the young journalists do not really respect their colleagues and the community.

Furthermore, due to the rapid development of science and technology in recent 10 years, it led to a more diverse human resources concerning journalism environment. As a result, it also requires that the Newspaper needs more graduated engineering than the past, especially professional information technology staff are highly appreciated. The Newspaper also wel-

comes people who are good at foreign languages to operate with different kind of information.

It can be said that the change in journalism is really important and remarkable. Therefore, it should have the appropriate policy changes to adapt with the new circumstance. First, the recruitment process must be performed in a professional and transparent way. It aims to find qualified people and dismiss the kind of “relationship appointment” (people who have relative relationships with some high level executives but do not have efficient ability). Moreover, the Newspaper should strengthen training process and enhance the professional modern journalism procedure. The organisation also should stimulate the contribution enthusiastic to community and nation of all journalists.

In addition, it was advised that the Newspaper should enhance motivation and rewards for the staff, as those methods are thought to be effective in inspiring the employees. Particular responsibilities and tasks should be allocated specifically and precisely to the right person, as it will be easier to perform as well as to evaluate the productivity of the process. Finally, the Newspaper also needs to pay attention to recruit managers for different departments to avoid the occurrence of the lack of labour force when there is a need of appointment.

4.2 Manager's survey

The survey was conducted through the email with the Vice Editor-in-chief. It aimed to find out her evaluation of the training and recruiting new employee process. The executive also expressed her assessment of the new staff members who have worked for the Newspaper in the last two years. It also contained evaluation questions (with the rating from very good or very bad) to find out the satisfaction of the manager toward new staff members. Some open-minded questions were provided also to acknowledge the reason for the productivity (good or bad) of the newcomers.

General assessment of new employees

According to the executive, the Newspaper has employed nearly 10 new employees. This number was approximate with the number of staff who have retired or left the organisation. Therefore, it can be said that in term of quantity, a dramatic change in personnel did not happen inside the Newspaper.

The manager also indicated that the change in number of employees in the recent years has brought a quite constructive effect to the Newspaper. Moreover, she has specified that all the employees are appropriate with their new occupation. 30% of the newcomers were totally suitable for the requirements, while 50% was quite suitable and only 20% referred to neutral performance.

The manager also evaluated that the new employees can be a good replacement for the old one, as the executive thought that their performances were quite good. In fact, it can be said that every employee wants to become an excellent journalist, so they have expressed all their best skills. As an experienced journalist with nearly 30 years operation, the manager believed that about 10% to 25% of the new employees have a prospective future, as they have shown their potential ability to be skilful journalists.

However, it seems that only those new employees mentioned above quickly got familiar with the working environment as well as the policy of the Newspaper. There are only 10-25% of the new staff were acquainted with their new job, as stated by the manager. The result also showed that normally it took about one to three months for a new employee to be conversant with the Newspaper operation.

The executive also indicated that the proportion of the new employees is about 10-20% of the total labour force, which means that the newcomers still do not have strong effect on the Newspaper operation. Nevertheless, the manager thought that the performances of the new employees were quite good. Finally, she stressed that training is extremely necessary and important for the new employees.

Instruction period

When asked what methods need to be used to help the new employees to be familiar with the association, the executive highlighted some processes that she supposed the benefit of those approaches.

First of all, it is the responsibility of the executive board to organise an initial meeting which aims to welcome all new members joining the operation of the association. The conference also introduces adequately the organisational model including the top managers, every department and its functions, department managers and some other relating labour unions.

Moreover, it is also necessary to present the fundamental statutes, regulations, working hours as well as the administrative procedures of the agency. The main responsibility of each individual should be allocated, too. The new employees also need to acknowledge their rights or benefits such as salaries, royalties (money paid depends on specific articles or workload) or remuneration.

The executive board will also announce some issues relate to operational process in this initial meeting. If the new employees face some difficulties or problems that they do not know how to handle, they should manage to ask for help from their colleagues or even their managers. People who understand deeply the problems have the obligation to answer and support the new staff to complete their responsibilities. For the issues that need to be processed by high level executive, it is regularly to ask a member of the executive board.

Based on the regulation of the Newspaper, each department manager has to know clearly his or her role in instruction period, which is very important for a new employee to get familiar with the organisation. The manager of the Commission and Administrative Staff department

has the responsibility to arrange the working desk or the room to the newcomers, with all essential journalistic equipment such as computer, camera or recorder.

The managers who employ some new employees to their department must also perform the introduction as well as tutorial to make the newcomers understand more clearly their assignment. The new employees should clarify the approaches, responsibility as well as the functional process of the department.

Furthermore, the old staff should also support the new one to develop their future career. They can learn some specified instructions of how to collect information, write stories, and take pictures of related people which satisfy the Newspaper criteria.

Performance assessment

Concerning the reasons for the good or bad performance of the new employees, the executive also expressed her own perspective. According to her opinion, the new employees will perform well once they are supported with some particular appropriate conditions.

First, it must be the employees themselves to actually have the capacity as well as effort to complete assigned work. They also need to have their determination to be progressed as well as desire to become an outstanding journalist. As new employees, they should be open-minded in participating in all the operational and professional procedure as well as extra-curricular activities organised by the Newspaper.

The new staff also need to obey the rules, regulations and obligations of the Newspaper. They also should be eager to learn new methods and to ask suitable questions concerning difficult problems. Moreover, both specialised responsibilities and social duties must be carried out with perfect execution.

The managers also have the responsibility to support the new employees. It is needed to reward them when they provide excellent accomplishment. However, punishment is always ready whenever a new employee tends to be lazy and irresponsible. Colleagues should help each other once a person meets a trouble in the daily life.

As opposed to this, a labour may perform with a bad proficient execution. There are various reasons, both internal and external. The managers should be calm to analyse and understand clearly the causes. It is compulsory to handle those difficulties with purpose of supporting the trouble employee.

Training process

The Vice Editor-in-chief also introduced briefly the training program in the Newspaper. She divided the process to long-term and short-term training.

Long-term training

For the employees who do not graduate from journalism universities, the Newspaper has delivered certain policies to facilitate and support them to continue studying a journalism degree. They must prove that they can handle both learning process at the university and professional duties at the Newspaper. Up to now the Newspaper has witnessed eight journalists who have a second journalism degree certificate.

The employees who already have the journalism degree will be encouraged to study an additional law qualification, and then continue to attend a training course for lawyers. The manager explains that the knowledge relates to law, especially criminal and civil law is very important for the journalists in their operation.

The experienced journalists, who can be appointed to be the managers, will attend some compulsory courses in the University of the State Administration based on the regulation of the state.

Short-term training

The Newspaper stimulates and provides appropriate conditions and funding for the journalists to attend several training courses both domestic and foreign. Those courses normally are organised by the Vietnam Journalist Association with specialised topics for the written, spoken as well as online newspapers.

The journalists can participate in the training program with various range of selection. They can study photography journalism, writing reports and investigative reports, conducting newspaper notes, live reporting or media management. Those trainings support the journalists to become a member of the executive board, business journalism, advertising and selling advertising in the press.

Capital Women Newspaper also allows the journalists to participate in short-term professional training courses (from seven to ten days) on specialised topics or top concerned issues happening in the country, in the region as well as all over the world. It is also advised that the Newspaper should facilitate and support funding for leadership and journalists taking part in the visiting or exchange study. It helps the employees to get experience from other provinces in the nation (such as Ho Chi Minh city) as well as in foreign countries (for example United States of America, Sweden, Russia or China).

Moreover, it is also essential for the organisation to invite senior journalists and experienced reporters to participate in special conferences. These journalists are all knowledgeable and talented, as they can help the younger journalists in their professions. The meetings also allow the employees to express their idea to some specific topics in the society.

Capable journalists inside the Newspaper have the responsibility to provide guidance and instruction for operational group. They should explain clearly the professional approach to the problem, and the method to transmit correctly and intensively the content of the subject to the readers.

Consultations between Newspaper's employees should be organised at least once per week. It is the time for everybody to comment about the content and the form of all the reports of the week with specified criticises or praises. Those meetings provide a different perspective which could help the new employees to understand immediately and quickly the procedure of the Newspaper, as they will comprehend clearly what they have to perform.

Recruitment issue

In fact, the Newspaper has faced some certain difficulties in attracting and selecting new employees in recent years, according to the manager. It is because the lack of the talented journalists as well as the desires of the journalists themselves.

The executive indicated that, it was not so difficult to recruit new employees with journalism bachelor or master degree, as they always want to be journalists. However, maintaining and preserving those employees was really challenging. They always tend to find a better newspaper with higher wages and better environmental working conditions. They also have opportunities to be promoted in the new organisation.

It is even more difficult to employ experienced and capable journalists, as they usually are members of other agencies. The Newspaper cannot always present better condition or promise to attract them, unless they will be promoted to become a manager.

Moreover, the number of graduated journalism students was not really sufficient. Therefore, the Newspaper will face some difficulties when some current journalists or managers retire in about two to three coming years. Understanding the potential risk, the executive board has now intended to apply a new policy, which can provide better conditions and higher salary to at least sustaining current employees.

Besides, the manager also expressed her expectations towards the new employees concerning their ability and skill. The Newspaper expected that the new staff will be high qualified journalists. They could be enthusiastic, open-minded and willing to learn more from experienced colleagues as well as study gain more knowledge by studying on their own initiative.

For the new staff that are not so talented, the Newspaper will encourage their passion as well as provide best circumstances to make them express their best skills to the contribution of the organisation. The manager also stressed that the Newspaper does not demand employees who are lazy and inconsistent, and the Newspaper will dismiss those kinds of employees.

Finally, the executive expressed that it is not so difficult for the new employees to get familiar with the work. They will be provided with best conditions, as mentioned above, to permit them to quickly understand the operational procedure of the Newspaper. She also indicates that the Newspaper will get more benefits once all the new employees totally participate in the entire process of the association.

4.3 Employees' survey

A survey which will measure the satisfaction of the current staff towards the motivation and rewarding programs of the organisation was also conducted. It comprised of some questions with multiple choices as well as some evaluation questions with the rating from very bad to very good or most important to least important. The staff had the chance to express their attitude in the program, for example holiday trips, rewards for Tet holiday (most important holiday in Vietnam), motivation requirements and so on.

At this moment, the total number of the employees in the Newspaper is about 60 people. The author supposed to get the answer from 50 respondents from every department. There were five ranges of age and six ranges of years in operation concerning the background of the respondents. The employees were also required to clarify their educational level.

Employees' general information

There were 38 women and 12 men who took part in the survey. It also reflects the trend in recruitment of the organisation, as the Newspaper is under control of the Women's Union. Concerning the ages, there were three people from 18 to 25 years old, 21 employees from 26 to 35, 17 people in the age of 36-45, eight persons who were from 46 to 55 and only one person older than 55 years old. (See Figure 5, Appendix 3).

It was also quite diverse in the range of years in operation. Only one staff member had worked for the Newspaper less than two years, whereas five people had operated from two to four years. Nine employees had five to seven years of involvement in the process of the Newspaper, and eight others had more experience with eight to 10 years performance. It also indicated that 12 people had started working for the Newspaper 11-15 years ago, and 15 employees had more than 15 years in operation. (See Figure 6, Appendix 3).

The final information refers to education. Among 50 respondents, there were 48 employees who have at least a university degree, and two others have the Master degree. Moreover, seven employees have two or more degrees from different universities, and most of them are appointed as the manager at their department.

The replies of the survey are in summary as follow:

1. Are you satisfied with the current human resources policies of the Newspaper?

Yes (46)

No (4)

2. In your opinion, what is the evaluation for the current human resources policies?

Very good (15)

Good (18)

Neutral (11)

Bad (4)

Very bad (2)

3. How about the motivation program?

Very good (8)

Good (20)

Neutral (13)

Bad (6)

Very bad (3)

4. What is your idea about the promotion inside the Newspaper?

Very easy (to be promoted) (7)

Easy (10)

Neutral (17)

Difficult (9)

Very difficult (7)

5. Do you consider that raising salary is the best way to motivate employees?

Absolutely yes (22)

Perhaps yes (14)

Neutral (8)

Perhaps not (5)

Absolutely not (1)

6. Are you satisfied with your current wage?

- Totally yes (7)
- Partly yes (15)
- Neutral (12)
- Partly not (10)
- Totally not (6)

7. What program in the human resources policies are you satisfied with?

- Tet holiday (10)
- Summer trips (22)
- Special events including party, sport ... (on Women day, May Day, Independence day ...) (9)
- Rewards (8)
- Other (please specify) (1) (investigation journeys)

8. Which program in the human resources policies that should be improved in your opinion?

- Tet holiday (14)
- Summer trips (6)
- Special events including party, sport ... (on Women day, May Day, Independence day ...) (12)
- Rewards (18)
- Other (please specify)

9. What is your idea about the number of Tet holiday day-off (in Vietnam, we often spend nearly 10 days for Tet holiday, but now some people think that it is too long)?

- Definitely too few (8)
- Some too few (16)
- Neutral (14)
- Some too many (8)
- Definitely too many (4)

10. What is your main responsibility at the Newspaper?

- Operational journalist (spend time outside to collect information as soon as possible) (17)
- Photographer (1)
- Accountant (2)
- Secretary (3)
- Reporter (write the articles) (11)
- Technological staff (3)
- Social issues (advertisement, charity) (6)
- Contact with readers (1)
- Editor (3)
- Other (please specify) (1 Artist, 1 Driver, 1 Security)

11. Do you think that you are suitable for your current responsibility?

- Very suitable (16)
- Suitable (17)
- Neutral (10)
- Not quite suitable (7)
- Totally not suitable (0)

12. What is your evaluation about your current workload (is it necessary to have more/less employees working with you)?

- A lot too many people (are doing the same job) (4)
- A little too many people (8)
- Neutral (15)
- A little too few (16)
- A lot too few (7)

General evaluation of the current human resources policy

The answers for question one proved that most of the respondents were satisfied with the current policy of the Newspaper. 46 people, which equal to 92% of the total respondents, indicated that they are currently content with the policy. Only four employees (8%) did not agree with the current process.

For question two, 15 people (30%) believed that the current policy is very good, while 18 others (36%) thought that it is good. 11 employees (22%) chose “Neutral” for the evaluation, whereas only six people (12%) did not highly appreciate the existing procedure, with four (8%) staff and two other (4%) considered bad and very bad option respectively.

The motivation program (question three) also received positive assessment from the employee, as most of them highlighted the encouraging aspect. Eight people (16%) indicated that this program was very good, while good was chosen by 20 employees (40%). For 13 other staff (26%), the motivation program was considered neither good nor bad, as they thought it was neutral. Six employees (12%) rated the motivation at bad scale, while three others (6%) were really disappointed with this scheme, as they considered it was very bad.

Concerning the promotion factor (question four), the number of employees believed that it was not difficult to be promoted was nearly equal to the amount of staff considered it was difficult. More specific, seven people (14%) thought that promotion inside the Newspaper was very easy, while 10 others (20%) indicated that it was easy to be promoted. As opposed to this, nine staff members (18%) believed that the promotion was difficult, and even seven others (14%) considered the process was very difficult. The rest of the respondents, which were 17 people (34%), expressed neutral ideas.

Specific procedure

Some more specific issues were discussed with the respondents. The first matter referred to the salary (question five). 22 employees (44%) interpreted that it was obvious that raising salary was the best way to motivate employees, while 14 others (28%) thought it might have the effect. Eight other staff members (16%) thought that increasing wage could be a good solution, but not the best way, as they chose “Neutral”. Only six persons (12%) did not agree with this method, as five of them (10%) thought that this method might not stimulate

the employees, while only one staff member believed that raising salary was absolutely not appropriate for motivation.

The result of question six showed that six people (12%) expressed a negative view about raising salary. However, more employees indicated that they were not satisfied with their current wage. Totally 16 staff members (32%) complained about their salary, with 10 answers (20%) for “Partly not” option and the rest for “Totally not”. As opposed to this, 15 people (30%) were quite content and especially seven employees (14%) were really happy with their current salary. On the other hand, 12 others (24%) did not have any constructive idea by choosing “Neutral”.

The respondents were also asked about their evaluation of some human resources programs. The answers for question seven showed that 10 respondents (20%) expressed that they were satisfied with the Tet holiday program, while 22 others (44%) preferred summer trips. Special events including party or sport competitions were favoured by nine employees (18%), whereas eight staff (16%) highlighted rewards as their favorite. Only one respondent (2%) thought different, as this employee indicated that she liked investigation journeys (a program which aims to support the journalists to get actual fact in a certain place by organising a trip to this destination).

However, those programs still need to be developed (question eight). Based on the respondents’ idea, rewards program should be improved immediately, as 18 employees (36%) indicated that. Tet holiday program was chosen by 14 respondents (28%), while special events were thought to be enhanced by 12 people (24%). Summer trips might be the most preferred program, as only six employees (12%) think that this procedure must be upgraded.

Question nine referred to Tet holiday, which can be described as a special holiday in Vietnam. Usually the Vietnamese people have about 10 days off for this special holiday. However, some recent ideas expressed that it was not necessary that all the organisations stop working for a such long period of time. However, the employees of the Capital Women Newspaper did not totally agree with this statement. Only 12 people (24%) thought that the number of days off in Tet holiday was too many, with eight of them chose “Some too many” and four others (8%) chose “Definitely too many”. 14 respondents (28%) seemed to be happy with the current policy, as they chose “Neutral”. Nearly half of the respondents

desired to have more days off, with 16 employees (32%) expressed that there were quite few day offs, while eight respondents (16%) strongly stressed that the holiday must be longer.

Functional issue

The employees were also asked to indicate their main responsibility at the Newspaper (question 10). It was obvious that the number of the operational journalist and reporter was the most, with 17 (34%) and 11 people (22%) respectively. Six other employees performed the work related to social issues such as advertisement or charity events. Three editors (6%) had the accountability of editing the articles, while three others were secretary (6%). There were also three technological staff members (6%) and two accountants (4%) in the Newspaper. Artist (2%), driver (2%), security (2%) and contact with readers (2%) were some sections which operated by just one person. (See Figure 7, Appendix 3).

The result of question 11 indicated that most of the respondents believed that they were handling the right job. In other words, it can be said that the responsibility allocation process of the Newspaper was done perfectly. There was nobody totally unsuitable for the current job, and only seven people (14%) thought that they were quite unsuitable. 10 people (20%) indicated that they may not like the job, but they could still progress with it by choosing "Neutral". 17 employees (34%) were quite happy as they got an appropriate occupation, while 16 others (32%) were strongly confident and really satisfied with their current responsibility.

Nevertheless, it seemed that the high number of suitable employees did not mean that there were enough staff for each section. Many respondents expressed that they hoped that there would be more people working with them, as their current workload was performed by far too few people (seven respondents chose this option) or a little too few personnel (six people thought that). 15 employees were quite pleased by selecting "Neutral", as their department have enough people for its operation. Eight others believed that their current work was done by a little too many people, while only four respondents might get lazy, as they considered too many people including them are doing the same job.

Analysis about the current circumstances of the workforce

It can be concluded that the result of the survey has indicated some particular conclusions about the current workforce of the Newspaper. The first matter related to the number of feminine and masculine employees. It was clear that there are more female employees than male in the Newspaper, as reflected with 76% of the total respondents. This feature can be described as a speciality aspect of the organisation, as it is a women newspaper.

The ages of the respondents also indicated that the process is handled by a certain number of old people. There are nine people of 50 respondents (18%) are over 46 years old, and it is necessary that the Newspaper should employ some new employees to replace those staff. However, the old people obviously have more experience in working, as there are 27 employees (54%) who have been in charge for more than 10 years. It shows that the operation of the Newspaper is still dependant on the capability of the old staff.

The answers from the respondents have shown that most of the employees had started working from the age of 22-24 (see figure 8, appendix 3). It means that they went to work once they graduated from the university. It also witnessed that some employees moved from another organisation to the Capital Women Newspaper, so their actual experience was essentially much more than the time they worked for the Newspaper.

There are currently 12 managers who are in charge of 12 different departments. They are all talented and skillful as well as reliable and proficient. However, some of them are nearly retired. Half of the section managers, which account for 50%, will be retired in the upcoming five to six years. It is not easy to replace those managers, so the Newspaper must start recruiting suitable candidates right now.

5. PLANNING AND RECOMMENDATIONS

Based on the results of the surveys and interviews, some plans and recommendations will be delivered to the Newspaper. A SWOT analysis will also be conducted to analyse the current strengths, weaknesses, threats and opportunities of the organisation. The recommended plans are expected to cover both the policy as well as the operation model.

5.1 SWOT analysis of the current human resources management policy of the Newspaper

SWOT analysis is an organised planning technique used to assess the Strengths, Weaknesses, Opportunities, and Threats of a certain company. It includes identifying the objective of the business as well as classifying the internal and external factors which can have effect to the company.

Strengths consider the advantage factors of the association, while the weaknesses represent the disadvantage aspects. Opportunities can be defined as chances that the company can exploit to get achievement. Potential threats are some factors that the business should be careful to avoid problems.

5.1.1 Strengths

After 25 years of construction and development, the human resources policy permitted the Newspaper to generate and maintain a stable squad of employees with high quality efficiency. The staff can handle perfectly both management and professional duties. With talented journalists, the Newspaper has the capacity to perform the tasks in the renovation and development of the journalism era.

The number of employees has developed rapidly with capable journalists, as they were educated proficiently once they become the employee of the Newspaper. Moreover, Capital Women Newspaper always stimulates the employee to study more knowledge concerning diverse topics which could help them in their operation. It can be said that the accomplished staff are the main reason for the successful development of the Newspaper.

Another advantage of the current policy is the improvement of the training process concerning both regulations and programs. Training management and human resource development has gradually operated with a unique procedure. It provides various types of training from basic to advanced training as well as intensive higher education in order to improve the qualification and skill of the employees.

Moreover, the Newspaper also performs precisely the appointment by offering suitable vacancies to capable staff. It ensures the durable operation of the organisation despite of the changes in number of the employees. In fact, the Newspaper intends to create a flexible environment, which aims to encourage the staff to express their best skills.

The employees are also required to be adaptable with different responsibilities, besides their main duty. It reduces the risk of replacement when a staff member retires or leaves the association. The documents and regulations are provided extensively to generate a distinct method and to ensure the principle of democratic operation, in which every employee can express his own idea and opinion.

Along with the regulation on the management of staff, the Newspaper has also prepared for the appointment in upcoming years by creating an active process which represents a strategic vision in the operation. This preparation is expected to overcome the lack of leadership and management positions as well as ensure the inheritance and development between the generations.

5.1.2 Weaknesses

However, there are some limitations in the administration process. Those weaknesses can have bad effect on the productivity of the organisation. One of the biggest existing weaknesses is the lack of qualified employees as well as the efficiency of certain training programs. It can be said that there are not enough talented journalists inside the Newspaper to handle a huge workload.

Moreover, the manager also expresses that the Newspaper still has some restrictions in assessment and evaluation of the employees. The performance evaluation can be defined as the most significant process in the human resources policy, as it reflects the productivity of

the Newspaper. The consequences will also be used to allocate particular responsibilities to appropriate personnel.

In fact, it can be said that employment is a very serious and complex issue. It is the first stage of the decision concerning recruitment, training, appointment or dismissal, transfer, reward and punishment. However, the current policy does not provide adequate views, methods and evaluation criteria to assess the efficiency of an employee. Some managers even do not really understand thoroughly the pros and cons of the staff operating in their departments.

Therefore, in some circumstances, a particular task is allocated to an inappropriate person, or an employee is assigned a job that he does not really know how to complete. This leads to the fact that the productivity of the work is gradually decreased. The long-term training is not seriously considered as a main recruitment resource, as it leads to the deficiency of competent employees in the future.

Another weakness of the Newspaper is the difficulty in appointment. Usually the capable journalists will be promoted or appointed to a high position, as they can have opportunity to express their leadership skills. However, some certain employees are promoted based on “relationship”, which means that they do not have adequate skill to be promoted, but they can become a senior manager due to the relationship with a high level executive. This affects the entire procedure of the Newspaper, and those insufficient appointments can even reduce the reputation of the association.

The manager also demonstrates that the current salary for the employees is not as much as demand. Due to the financial crisis, the Newspaper cannot offer a better wage for the journalists. It causes difficulties in attracting new employees, who always demand a high salary. Comparing to some competitor newspapers, the average wage of Capital Women Newspaper is actually not quite high.

The Vice Editor-in-chief admits that if she was the employee, she would not be satisfied with all the current human resources policy. The contemporary approach does not construct a desired environment with best conditions as expected. It is really difficult for the journalists to express their best ability to contribute for the Newspaper. Nevertheless, the executive

anticipates that the salary as well as other conditions will be enhanced in the next one to two years, as a new head office of the Newspaper will be established in the year 2014 or 2015.

5.1.3 Opportunities

It is also significant that the Newspaper should clearly specify the opportunities for future improvement. First of all, the current situation proved that several employees will be retired in the coming years, and they are all experienced and talented journalists. However, it also can be seen as an opportunity for the Newspaper to recruit an innovative squad with the main responsibility conducted by the young journalists. In other words, a renovation process is a compulsory mission that must be performed. The young and enthusiasm journalists will be the fundamental labour force for the future operation.

Moreover, the new headquarter which will be established in 2015 can be considered an important factor in the operation and development of the organisation. The new head office will provide a better working environment for all the employees. The modern building will be equipped with high quality facilities for each department. Office supplies such as papers, desks or even a system of contemporary computer with free Internet connection will be also be provided. The employees can access to the Internet at every place inside the building. The new headquarter is expected to create a more flexible and dynamic working situation to help the journalists express their best abilities to enhance the productivity.

The Newspaper also intends to become a multimedia corporation. This tendency has occurred in many different newspapers. The fact showed that some printed Newspapers as well as some electronic media agencies have operated new functions which they have never performed before. The Executive Board of the Capital Women Newspaper has also realised this trend several years ago, and they decided that now it is the time for the Newspaper to improve to be a larger corporation than a solitary printed Newspaper. Becoming a multimedia corporation can make it more convenient for the Newspaper to attract and select new employees. It is also an obvious opportunity to enlarge the personnel from 60 currently to about 100 employees.

5.1.4 Threats

In fact, the Newspaper also has faced some threats due to the limitations of the current human resources policy. First of all, it is quite difficult for the Newspaper to maintain a talented squad with high skilled journalists. Lower salary compared to other newspapers can be a reason for this threat. The high level executives should also take care to enhance both physical and mental life of the employees. It is also the responsibility of the managers to create and sustain a durable development of the Newspaper, as the journalists will consider it as a factor for deciding which newspaper they will work for.

Moreover, the organisation also faced some problems in attracting new employees. Due to the fact that several journalists including some department managers will be retired in the coming years, the Newspaper has to search for suitable candidates as soon as possible. However, it is not easy for the Newspaper to offer a contract with superior provisions. Although the Newspaper has a strong and well-known brand with high reputation, it has to compete with other famous newspapers to employ a capable journalist. Moreover, the Newspaper at this moment is still a simply printed newspaper providing printed publications. For this reason, it cannot provide diverse kind of occupation for candidates, as the vacancies are suitable only for those who are good at editing and preparing printed newspaper. Unless the Newspaper quickly becomes a multimedia corporation, it still faces difficulties in offering different job opportunities.

Another threat is the lack of talented journalists in the future. This potential risk is not only occurs in the Capital Women Newspaper but also in other newspapers as well as other areas all over the country. The lack of capable employees at many fields was defined as a potential threat in recent years. Furthermore, multimedia environment can be defined as a specific area, which requires the candidates to have at least fundamental knowledge about journalism. Therefore, the sources of personnel can be only found from journalism universities, or through private references. It makes the Newspaper to understand intensively about the current circumstance to avoid the fact that there will be not enough talented journalists operating in the organisation in coming years.

5.2 Suggested solutions

5.2.1 Human resources management policy

The main mission and vision of the Capital Women Newspaper for the upcoming years is to create and construct an innovative development scheme. The new policy must clearly indicate that the productivity of workforce is made up of many factors, including the number of staff, structure, procedure, administration and management as well as leadership. A qualified squad is made up of the quality of each employee.

The new policy must develop a system of positions based on specific responsibilities for each employee. Standard system title will be the basis for recruitment, training, distributing and evaluating productivity. Moreover, it is also necessary to improve systematic standard processes concerning employment, training, work allocation, assessment and remuneration in accordance with the Newspaper's actual properties.

The Newspaper should have a visible human resource planning with personnel details to suit each stage of the future development. The organisation aims to improve from printed Newspaper to an operating system. The new scheme comprises both printed Newspapers and electronic media. The Newspaper also intends to become multimedia newspaper corporation in the future.

Another mission that needs to be concluded in the new approach is to research and develop a rational management policy to attract and retain skilled and capable staff. Long-term operation and plan should be concerned and improved by utilising the capacity of the staff.

Furthermore, the Newspaper is also required to progress a standard training program for each occupation's responsibilities as well as executive positions for each professional area and department. It is also expected that the new policy can develop appropriate procedure regimes that promote different generation of potential staff. Talented reporters and journalists can participate in tutoring young and adjacent employees.

It is compulsory to realise that the quality of the staff in the new era involves first of all a balanced number of the employees. Rationality is expressed in the efficient operation with a

least number of employees available. The performance must also satisfy the conditions and requirements of the work.

High productivity execution during the integration and modernisation era also requires a logical structure. It is balanced and consistent between different types of workers, gender, age and the balance in excellence between the staff from different department. It is obvious that improving the superiority of workforce needs to concern uniformity, consistency, comprehensive and principal concentration.

The manager illustrates that the quality of the employee has a fundamental relationship with the organisational personnel structure. The Newspaper also manages to provide advanced education to recruitment, education, training and retraining of personnel through practical activities in the field of journalism. Finally, it is also crucial to stimulate the responsibilities of the members of the executive board.

5.2.2 Recruitment program

Another important mission that the Newspaper should carry out immediately is to focus on enhancing the recruitment program. Initially, the recruitment policy must be completed and planned to implement in actual process. Moreover, it also needs to manage the employees based on their positions, which means that the employees should focus on processing their own responsibilities.

Further appointment can be made based on the efficiency as well as the adaptability of each employee. Innovative strategies should be developed to ensure best performance executed by a capable staff in every circumstance. The Newspaper also needs to enhance, expand and diversify the types of training and retraining as well as new tutoring methods of the current staff to prepare for the future squad.

Training and reinstruction is the decisive factor for the productivity of the employees. The content of the training and instruction program should be divided into three main parts, which are fundamental knowledge, professional journalism ability and complementary understanding. Normally it takes about three to six months for the new journalists to complete this kind of training program.

The fundamental knowledge provides a basic perspective of the operation process for each journalist, who may be still unfamiliar with the new occupation. Professional journalism ability focuses on teaching the new employees how to conduct and perform high quality journalism outcomes. On the other hand, the complementary understanding delivers knowledge related to diverse topics concerning social activities such as economy or technology.

In fact, the journalist who have some experience in practical work and have been involved in different operational duties may not need to participate in the whole training program. They can be tutored to improve their weaknesses, and those who are really talented can be good examples for the new one. For the employees who do not have qualified journalism professional, they should continue study with rational methods.

There will be two main types of training, one of which can be called motivation training and the other is executive training. Motivation training is offered for employees to enhance their skills and abilities. Alternatively, executive training will be delivered for the managers or those who will be appointed to become managers. The process of this preparation will focus on administrator involvement.

The young journalists are also expected to be good at not only professional skills but also knowledge relating to diverse topics, as mentioned above. They will be stimulated to be more active in studying materials related to diverse areas, for example science, culture or demographic. This kind of knowledge can be delivered through training, but the journalists are responsible for investigating by themselves, as they are required to understand deeply many different topics.

Moreover, to perform required tasks in the current period, the Newspaper needs to maintain a talented squad both in quantity and quality. To achieve this mission, the Capital Women Newspaper firstly must provide better working conditions to all staff. Furthermore, capable journalists should be promoted if they execute high quality performance. The Newspaper should also annually review and investigate the implementation of the policy as well as the appointment to accomplish the practical requirements.

5.2.3 Operation model of the Capital Women Newspaper in 2015

Along with the expectation of improving the Newspaper to become a modern Newspaper at international standard, Capital Women Newspaper intends to develop based on a specific model. There will be six main departments with particular sub-sections operating under the control of the Executive Board. The total amount of employee is expected to reach the number 100.

The main function obviously is printed newspaper with current publications such as Capital Women Newspaper, Specialised magazine Family life, Specialised magazine Loving, Specialised magazine Nutrition and Health and Specialised magazine Fashion.

Moreover, the current website will be renovated to become an electronic media which can have interaction with readers. A Capital Women Newspaper channel broadcast on television is intended to be established.

Journalism business should also be focused, as the Newspaper can organise special events concerning journalism topics. Advertisement for different corporations is also an additional affair. Furthermore, a Charity Centre functioned by Newspaper's employees will always ready to participate in charity events.

A Social Centre will be founded to handle social activities. Professional consultants of the Newspaper are always ready to give advice to clients. Special courses can be operated, such as Cooking courses or Fashion design courses are quite suitable for women. (Figure 4).

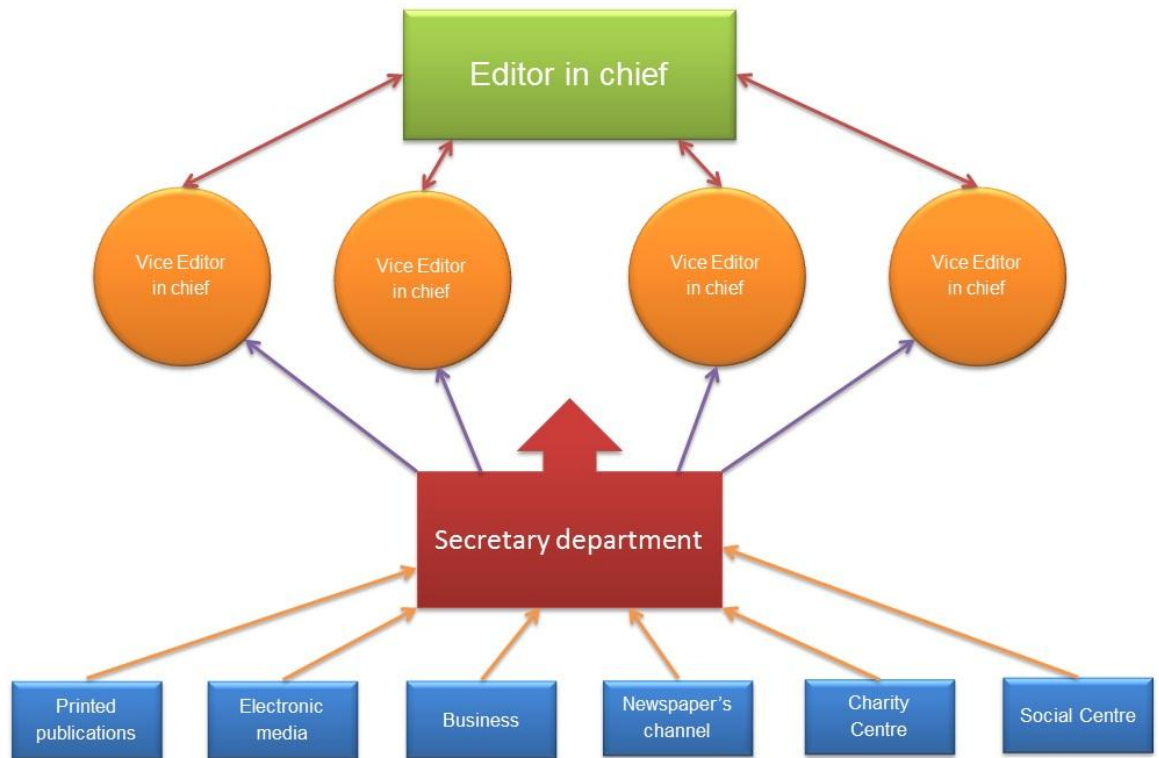


Figure 4: Operation model of the Capital Women Newspaper in 2015

Figure 4 represents the new operational system of the Newspaper, which will be operated by one Editor-in-chief and four Vice Editor-in-chiefs. Two Vice Editor-in-chiefs are responsible for administrative tasks, while two others concentrate on professional responsibilities. A special department called Secretary (or Editorial) will perform as a filter to select best articles before sending those products to Executive Board.

Each department also has its own director and two vice directors. Then each sub-section is operated by a sub-manager.

6. CONCLUSION

Capital Women Newspaper can be considered as one of the most prestige Newspaper in Vietnam. It was established in 1986 with the current headquarter situated in the capital Hanoi. The Newspaper has experienced its own development and improvement through nearly 30 years. From a single printed newspaper with not so many employees, the Newspaper now has gradually become a multimedia corporation with the intention of reaching international level.

The Newspaper is also a perfect training media agency for young journalists, who would like to involve in the journalism process. Many famous journalists have worked for the Capital Women Newspaper. Despite the lack of talented graduated journalism students, the Newspaper has maintained a talented squad during decades. The capable staff can be defined as a fundamental asset to contribute for the future development of the Newspaper.

However, to adapt with the change in multimedia environment, the Capital Women Newspaper has realised that it has to approve a new human resources policy, to create a bigger squad of proficient journalists. The new policy will be established and applied as soon as possible along with the establishment of the new headquarter in 2015.

The main purpose of this study was to generate some recommendations about the new human resources policy for the Newspaper. The new approach aims to not only satisfying and motivating the current staff but also attracting and recruiting new employees in order to enlarge the number of personnel to about 100 people in coming years.

The Executive Board highly appreciated the approval of new human resources policy. The innovation procedure is expected to be an efficient tool in enhancing the effect of human resources management with the intention of improving the total productivity of the Newspaper. Moreover, the new policy is also estimated to be a more competitive tool in competing with the competitors in attracting and maintaining high-skilled professional journalists.

The author himself has a personal relationship with the Capital Women Newspaper, as he has been considered as a colleague by writing particular articles for the association. The author also realised the significance of a new human resources scheme, which could support

the Newspaper in its future improvement. For this reason, the author decided to conduct this study as a provision of appropriate recommendations.

The thesis was a combination of both quantitative and qualitative research method. The theoretical part provides certain definitions and acknowledgements concerning human resources management. It delivers a general viewpoint which permits the clarifications of human resources management procedure can be achieved in a very understandable way. Moreover, the thesis aims to present particular theories about recruitment, which can be named as one of the most important process of human resources management. Recruitment is also a crucial problem which is currently concerned carefully by the Executive Board of the Capital Women Newspaper. The final section of the theoretical part refers to multimedia environment and the effect and role of a media agency in the society.

In addition, the experimental part presented three different surveys and interview papers. Among those documents, one qualitative interview and one survey (used both qualitative and quantitative method) were conducted with the Vice Editor-in-chief. The other quantitative survey was intended for employees with the purpose of collecting 50 replies. Those surveys aim to first assess the general situation of the current human resources policy of the Newspaper. It also supposed to figure out the pros and cons of the policy, and appropriate solutions will be developed based on the outcomes.

The author also managed to give some potential recommendations for the Newspaper to support in constructing a new human resources policy. However, it is obvious that the study is far from perfect. In fact, it is not easy to conduct and perform an excellent thesis. The process lasted about four months, including studying a huge amount of theoretical information or gathering the data and then analysing the statistics. There are also some limitations on this thesis. First, may be not all the related theories were demonstrated, as the author only decided to illustrate his preferred philosophies. Moreover, the process of collecting data was not really convenient, as all the procedure was performed through email. The author also hopes that he can organise a face-to-face conference with the representative of the Newspaper to discuss the applicability of the study in the Newspaper.

To sum up, the author expects that the thesis named “Human resources policies and journalist recruitment at Capital Women Newspaper in Vietnam” can support the Newspaper in future activities. The potential suggestions and recommendations are also anticipated to be

useful when applied in reality. Finally, the process of constructing the thesis was a wonderful opportunity for the author to figure out particular plans with the expectation of assisting the Capital Women Newspaper in its development.

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LIST OF APPENDICES

APPENDIX 1: MANAGER'S INTERVIEW

APPENDIX 2: MANAGER'S SURVEY

APPENDIX 3: EMPLOYEES' SURVEY

APPENDIX 4: FREQUENCY TABLE

Interview with Manager

Name:

Current position:

Years in operation:

Education:

1. What is your general evaluation about the current human resources policies of your Newspaper?
2. Do you agree with the policy or not? Why
3. Do you think that the policy needs to be changed?
4. How do you intend to transform the policy?
5. In your opinion, what makes a good human resources policy?
6. If you were an employee, would you be satisfied with the policy or not?
7. How have the human resources (staff, policies...) in the Newspaper changed during the recent 10 years?
8. If the policy needed to be changed, when will be the time for the alteration?
9. What is your expectation towards the new policy?
10. Do you think that the staff would support the new one?

Survey for the Manager

Name:

Current position:

Years in operation:

Education:

1. How many new employees have come to the Newspaper in 2 recent years?

0-10

11-20

21-30

> 30

2. How many employees have stopped working for the Newspaper (retire, change the job...) in 2 recent years?

0-10

11-20

21-30

> 30

3. In your opinion, is this alteration (the change in number of employees in and out) is positive or negative?

- Very good
- Good
- Neutral
- Bad
- Very bad

4. What is the percentage of the newcomers for the requirements of the Newspaper?

- Totally suitable ____ %
- Quite suitable ____ %
- Neutral ____ %
- Not quite suitable ____ %
- Totally unsuitable ____ %

5. Do the new employees indicate that they can be a good replacement for the old one?

- Very well
- Well
- Neutral
- Sufficiently
- Not at all

6. How many per cent of the new employees show their potential ability to be skilful journalists?

< 10%

10-25%

26-50%

51-75%

> 75%

7. How many per cent of the new employees have been familiar with the working environment as well as the policy of the Newspaper?

< 10%

10-25%

26-50%

51-75%

> 75%

8. How much time does it normally take for a new employee to be familiar with the working environment?

< 1 month

1-3 months

4-6 months

7-12 months

> 1 year

9. How many per cent of the new employees in total staff?

< 10%

10 - 20%

20 - 40%

40 - 60%

> 60%

10. What is your general assessment of new employees in recent 2 years (are you satisfied with them)?

Very good

Good

Neutral

Bad

Very bad

11. Do you think that training is necessary for the new employees?

Not at all necessary

Not necessary

Neutral

Necessary

Very necessary

12. In your opinion, what methods need to be used to help the new employees to be familiar with the association?
13. What are the reasons for the good/bad performance of the new employees?
14. Can you tell me in brief about the training program in the Newspaper (how much time, general process ...)?
15. Have the Newspaper faced any difficulty in attracting and selecting new employees in recent years?
16. What are your expectations towards the new employees about their ability and skill? In your opinion, can they promptly get familiar with the job?

Survey for employees at Capital Women Newspaper

- Gender: Female Male
- Age: 18-25 26-35
 36-45 46-55 >55
- Years in operation 0- <2 2-4 5-7
 8-10 11-15 >15

Education: 48 university, 2 Master.

1. Are you satisfied with the current human resources policies of the Newspaper?

- Yes
 No

2. In your opinion, what is the evaluation for the current human resources policies?

- Very good
 Good
 Neutral
 Bad
 Very bad

3. How about the motivation program?

Very good

Good

Neutral

Bad

Very bad

4. What is your idea about the promotion inside the Newspaper?

Very easy (to be promoted)

Easy

Neutral

Difficult

Very difficult

5. Do you consider that raising salary is the best way to motivate employees?

Absolutely yes

Perhaps yes

Neutral

Perhaps not

Absolutely not

6. Are you satisfied with your current wage?

- Totally yes
- Partly yes
- Neutral
- Partly not
- Totally not

7. What program in the human resources policies are you satisfied with?

- Tet holiday
- Summer trips
- Special events including party, sport ... (on Women day, May Day, Independence day ...)
- Rewards
- Other (please specify)

8. Which program in the human resources policies that should be improved in your opinion?

- Tet holiday
- Summer trips
- Special events including party, sport ... (on Women day, May Day, Independence day ...)
- Rewards
- Other (please specify)

9. What is your idea about the number of Tet holiday day-off (in Vietnam, we often spend nearly 10 days for Tet holiday, but now some people think that it is too long) ?

- Definitely too few
- Some too few
- Neutral
- Some too many
- Definitely too many

10. What is your main responsibility at the Newspaper?

- Operational journalist (spend time outside to collect information as soon as possible)
- Photographer
- Accountant
- Secretary
- Reporter (write the articles)
- Technological staff
- Social issues (advertisement, charity)
- Contact with readers
- Editor
- Other (please specify)

11. Do you think that you are suitable for your current responsibility?

- Very suitable
- Suitable
- Neutral
- Not quite suitable
- Totally not suitable

12. What is your evaluation about your current workload (is it necessary to have more/less employees working with you) ?

- A lot too many people (are doing the same job)
- A little too many people
- Neutral
- A little too few
- A lot too few

13. Do you have any comment or feedback concerning this survey?

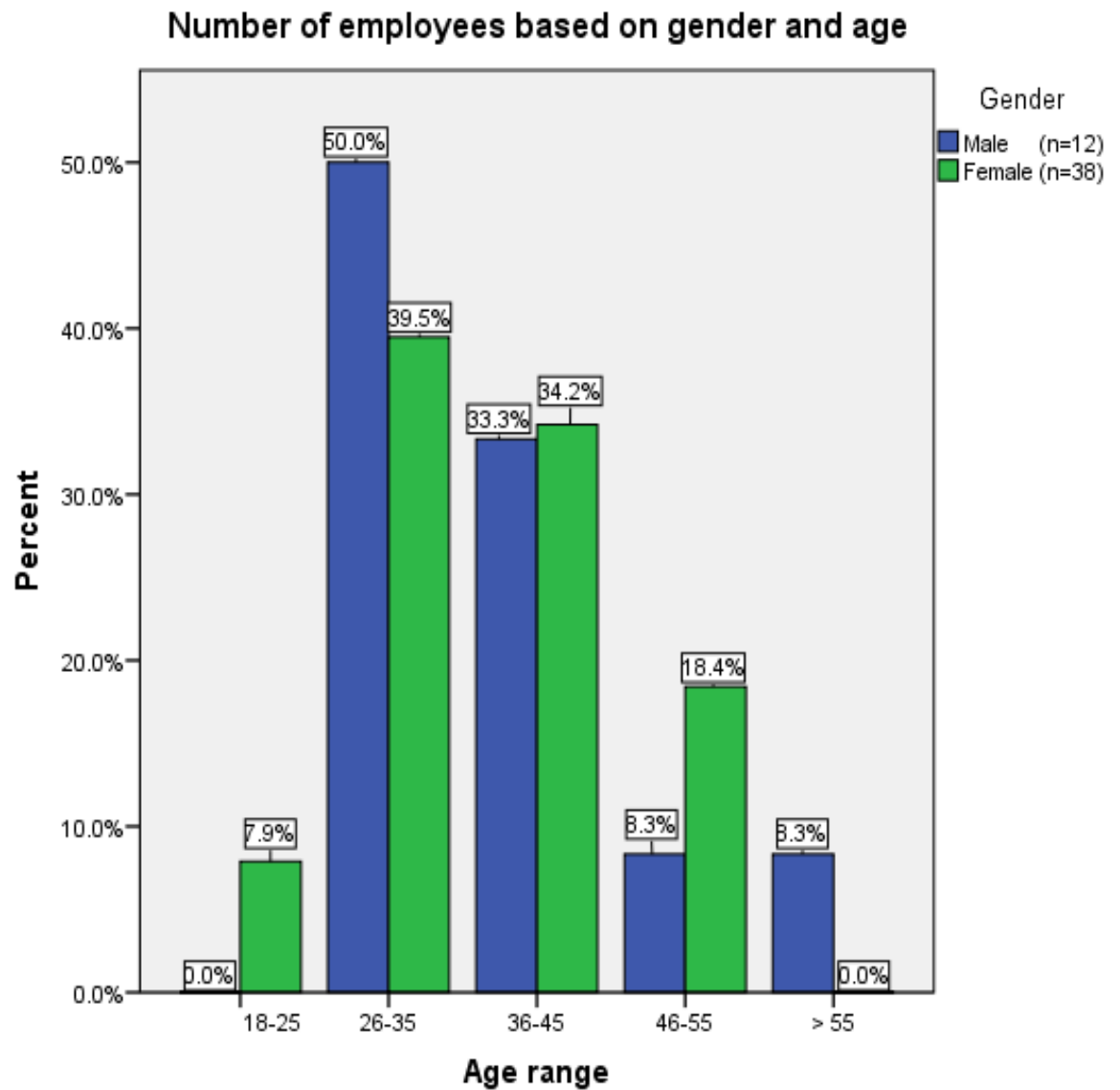


Figure 5: Number of employees based on gender and age

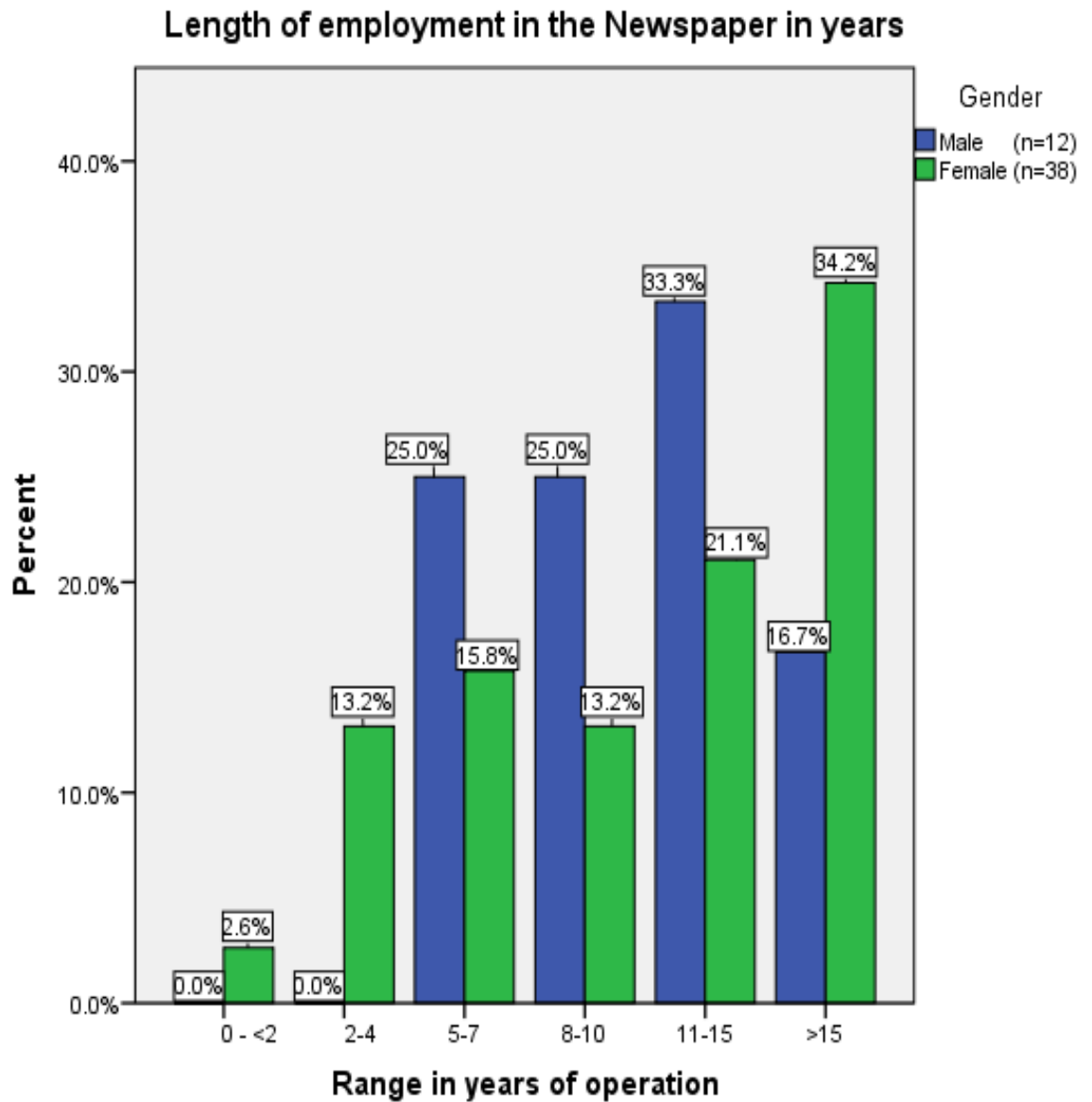


Figure 6: Length of employment in the Newspaper in years

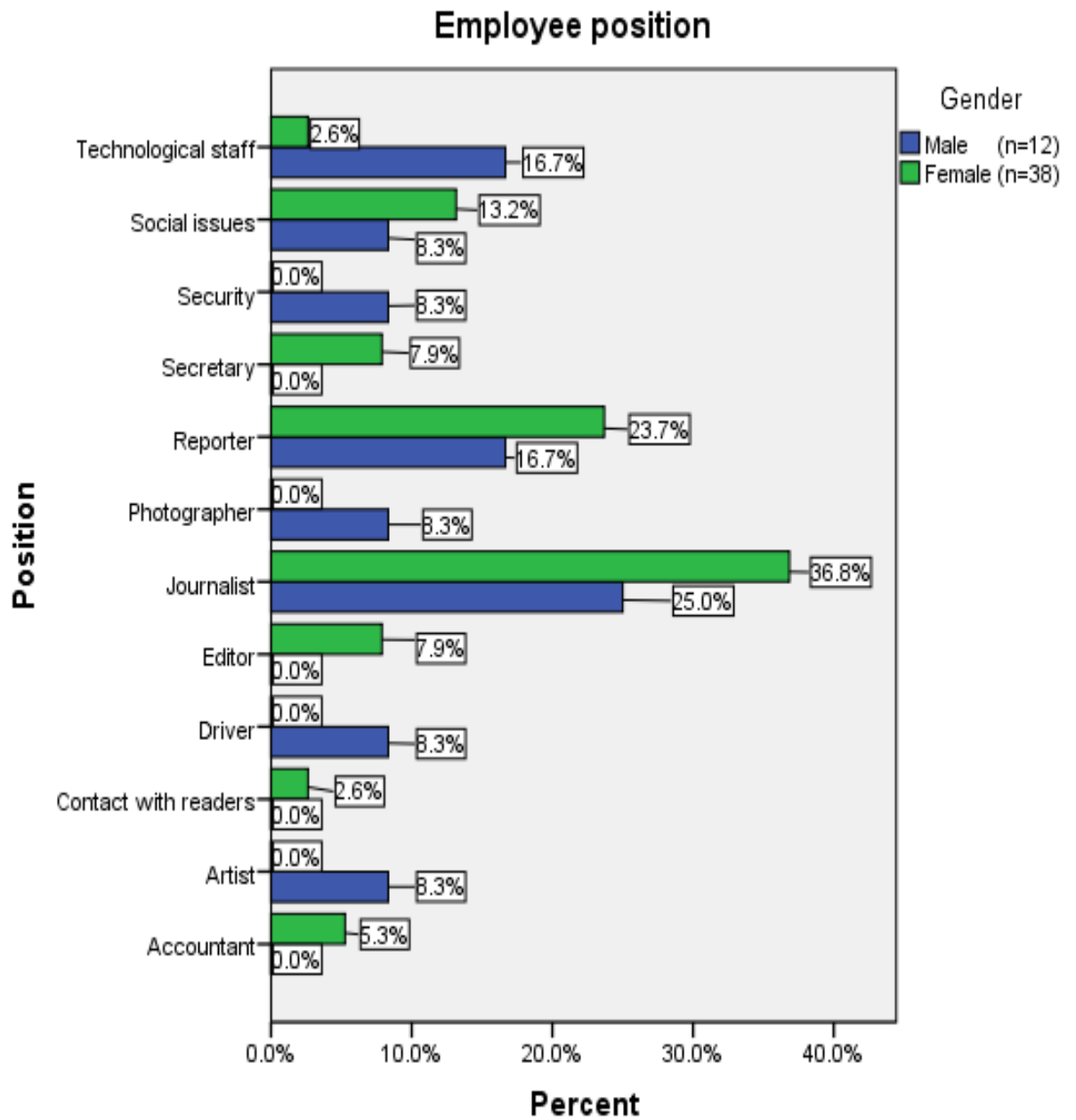


Figure 7: Employee position inside the Newspaper

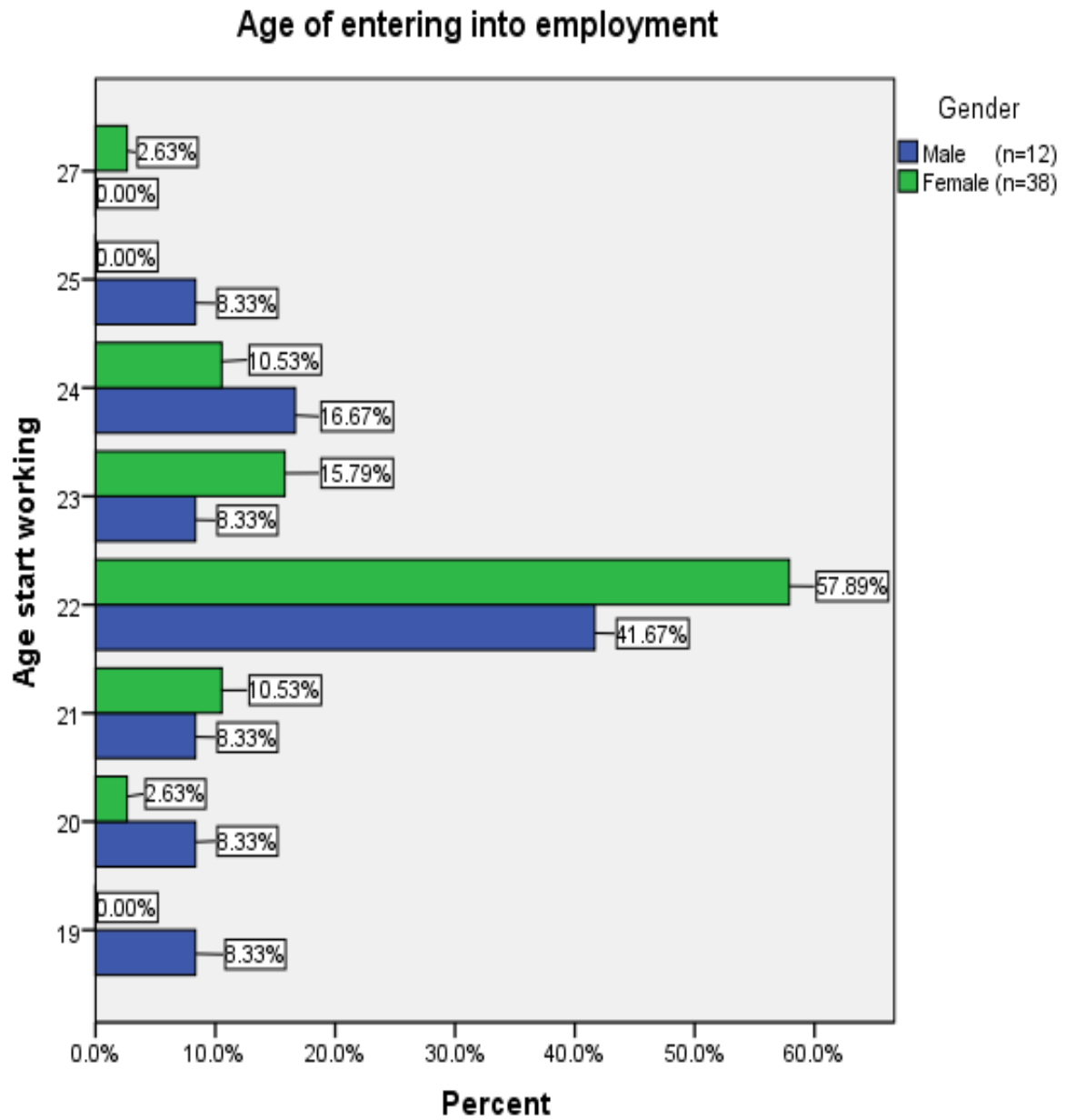


Figure 8: Age of entering into employment

FREQUENCY TABLE

Statistics

		Age	Years operation in the Newspaper	Gender	Position	Age start working	Age range	Range in years op- eration
N	Valid	50	50	50	50	50	50	50
	Missing	0	0	0	0	0	0	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Per- cent
	Male	12	24.0	24.0	24.0
Valid	Female	38	76.0	76.0	100.0
	Total	50	100.0	100.0	

Age range

		Frequency	Percent	Valid Percent	Cumulative Percent
	18-25	3	6.0	6.0	6.0
	26-35	21	42.0	42.0	48.0
Valid	36-45	17	34.0	34.0	82.0
	46-55	8	16.0	16.0	98.0
	> 55	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Position				
	Frequency	Percent	Valid Percent	Cumulative Percent
	Reporter	11	22.0	22.0
	Journalist	17	34.0	56.0
	Accountant	2	4.0	60.0
	Photographer	1	2.0	62.0
	Social issues	6	12.0	74.0
	Technological staff	3	6.0	80.0
Valid	Editor	3	6.0	86.0
	Contact with readers	1	2.0	88.0
	Secretary	3	6.0	94.0
	Artist	1	2.0	96.0
	Driver	1	2.0	98.0
	Security	1	2.0	100.0
	Total	50	100.0	100.0

Age start working

	Frequency	Percent	Valid Percent	Cumulative Percent
19	1	2.0	2.0	2.0
20	2	4.0	4.0	6.0
21	5	10.0	10.0	16.0
22	27	54.0	54.0	70.0
Valid 23	7	14.0	14.0	84.0
24	6	12.0	12.0	96.0
25	1	2.0	2.0	98.0
27	1	2.0	2.0	100.0
Total	50	100.0	100.0	

Range in years operation

	Frequency	Percent	Valid Percent	Cumulative Percent
0- <2	1	2.0	2.0	2.0
2-4	5	10.0	10.0	12.0
5-7	9	18.0	18.0	30.0
Valid 8-10	8	16.0	16.0	46.0
11-15	12	24.0	24.0	70.0
> 15	15	30.0	30.0	100.0
Total	50	100.0	100.0	