The factors of human resource management affecting the attachment to the organization of staff at Vinalink Logistics Joint Stock Company

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ABSTRACTS

The topic "The factors of human resource management affecting the attachment to the organization of staff at Vinalink Logistics Joint Stock Company" with the main objective is to find the factors of human resource management and determine the influence of those factors on the attachment to the organization of staff at Vinalink Logistics Joint Stock Company. Through this, it helps the leadership to review the management affairs of human resources at their company, better understand their staff and find the best solutions to attract develop and retain their good, dedicated staff to make the strong attachment of staff with the Company. The research model of this topic which is built basing on the Martin model (2011) and a part of Do Phu Tran Tinh and partners (2012), Truong Lam Thi Cam Thuy (2014), includes 05 independent variables that affect staff's attachment to the organization at Vinalink Logistics Joint Stock Company: (1) Recruitment and hiring employees; (2) Training and development; (3) Salaries and benefits; (4) Assessment and supervision of work results; (5) Leadership style. Upon conducting group discussions, the results of the group discussion remain the factors as leaders and employees all think that there is a conformity with reality at Vinalink Logistics Joint Stock Company. The research model consists of 05 components of independent variable scale and 01 component of dependent variable scale, with a total of 28 observed variables of scale components.

Keywords: human resource management, attachment, organization, staff

1. Research overview

Human resources always are invaluable assets of any organization, from state management agencies, to private enterprises in any era. A successful and efficient business always requires the contribution of its staff. Therefore, all businesses have strategic plans to recruit, train, foster and develop their own staff, especially those who are particularly interested in maintaining a stable team, long-term commitment to the organization. In a current competitive market economy context, stable workforce is always essential. Thus, organizations/private enterprises in general and at Vinalink Logistics Joint Stock Company in particular are no exception. It is necessary to assess the factors, especially how human resource management affects, the extent of impact on staff's attachment to the organization, to have strategies, solutions and overcome the situation that staff think about "the grass is always greener on the other side of the fence". Vinalink Logistics Joint Stock Company has a total number of employees by 2018 of 602, the main business of the Company is logistics; leading to staff's

average salary per month is not high, specifically in 2016 and 2017, 5,036 and 5,084 million dongs respectively (compared to the average of Vietnam is 6.28 and 6.50 million dongs). In an ever-expanding market economy context, staff can easily move to other fields with easier jobs but with attractive salaries, such as tourism service industry is extremely developing and attracting human resources. However, the staff team remains stable (in the past 5 years, a number of employees resigning accounts for a low percentage), the staff's attachment to the Company will be a great motivation that greatly affects the production and business results of the Company. Company leaders always expect to further improve the work of human resource management, build a team who is talented and enthusiastic, has a long-term commitment and positive contribution to the Company and to Hochiminh City. Stemming from the above-mentioned issues, the author bravely chose the research topic "The factors of human resource management affecting the attachment to the organization of staff at Vinalink Logistics Joint Stock Company" for research, in order to make recommendations that contribute to enhance staff's attachment to the Company and increase the competitive position of the business in the current context.

1.1. Research Methods

Qualitative research method: Is conducted to identify the factors of human resource management affecting the attachment of the organization of staff at Vinalink Logistics Joint Stock Company. The questionnaire is used for group interviews and discussions with about 10 leaders, officials and staff to explore and adjust the scale to suit the reality of the Company. On that basis, the initial proposed research model is adjusted to suit the Company's practical conditions, with open questions, it is also possible to search and add new independent variables that are valuable in increasing the attachment in work, attachment to the organization of staff.

Quantitative research method: Through the survey based on the designed questionnaire. Survey samples in official research were conducted by convenient and non-probability sampling methods. The authors have broadcasted live and sent their questionnaires for interviewees through the company. Collected data is processed by SPSS software version 20. Performing statistics and data analysis such as: descriptive statistics, testing the reliability of scales, exploratory factor analysis, regression correlation analysis to clarify issues with respect to the hypothesis of the study. The results of statistics and analysis will give an overview of the extent of the impact of human resource management factors on staff's attachment to the organization.

2. Theoretical basis and research model

From the analysis and synthesis of previous researches in the world and in the country, in combination with human resources practices at Vinalink Logistics Joint Stock Company. On that basis, the authors propose a research model including 05 factors based on the research model of Martin (2011), Do Phu Tran Tinh and partners (2012), Truong Lam Thi Cam Thuy (2014) as follows:
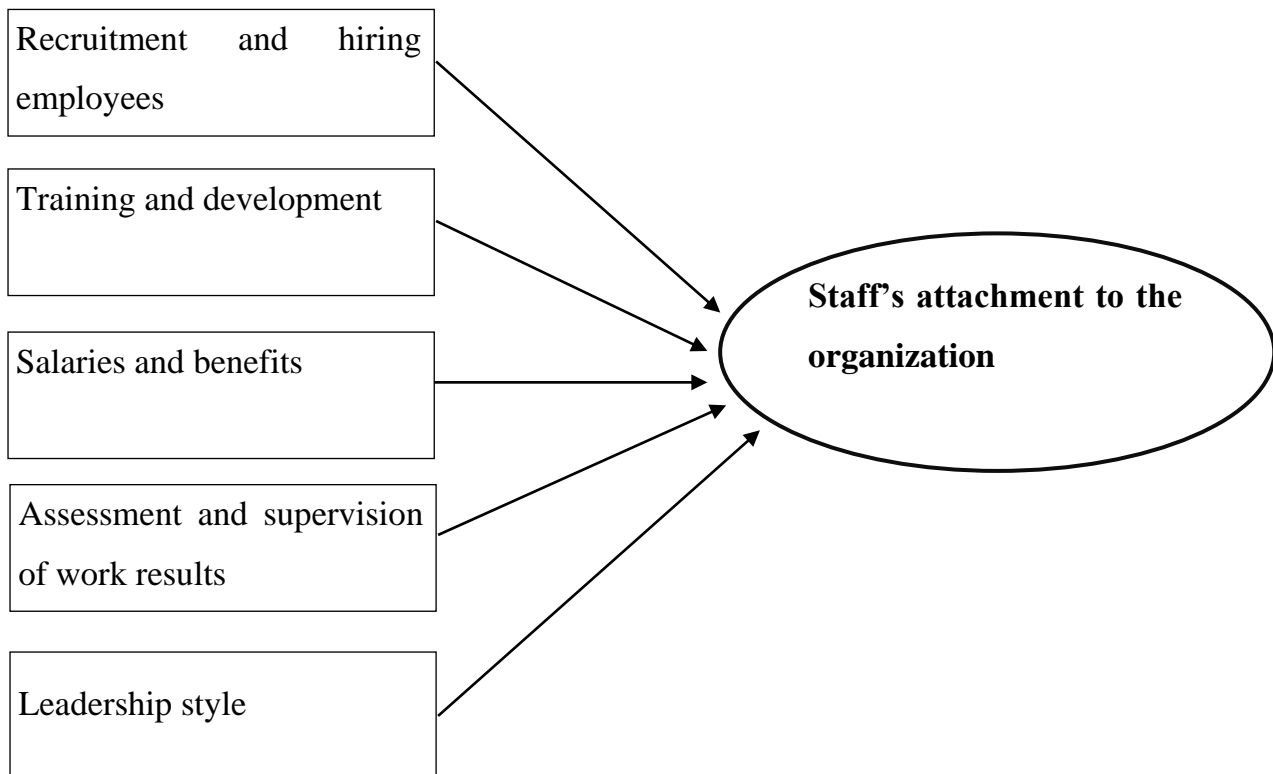
- **Hypothesis H_1:** Recruitment and hiring employees have an influence in the same direction on staff's attachment to the organization.

- **Hypothesis H_2:** Training and development have an influence in the same direction on staff's attachment to the organization.

- **Hypothesis H_3:** Wages and benefits have an influence in the same direction on staff's attachment to the organization.

- **Hypothesis H_4:** Assessment and supervision of work results have an influence in the same direction on staff's attachment to the organization.

- **Hypothesis H_5:** Leadership style has an influence in the same direction on staff's attachment to the organization.

3. Research results and discussion

Official research is conducted through direct interview method or sent through the Company's Documentation Department. 02 votes out of a total of 250 votes collected were invalid due to lack of necessary information. As a result, 248 valid samples were used as data for the research.

- **Assessment of the scale by testing Cronbach's Alpha reliability coefficient**

The scale is qualified upon it satisfies the following requirements: (1) the overall Cronbach's Alpha coefficient is greater than 0.6 and (2) Corrected Item-Total Correlation of observed variables is greater than 0.3 (corrected item-total correlation). As mentioned above, the scale of factors affecting staff's attachment to the

organization consists of 5 components: (1) Recruitment and hiring employees include 3 observed variables from TDLD1 to TDLD3; (2) Training and development include 4 observed variables from DTPT1 to DTPT4; (3) Salaries and benefits include 3 observed variables from LUPL1 to LUPL3; (4) Assessment and supervision of work results include 5 observed variables from DGGS1 to DGGS5; (5) Leadership style includes 4 observed variables from PCLD1 to PCLD4. The scale of staff's attachment to the organization includes 9 observed variables from GKTC1 to GKTC9. With the said results, all scales meet the conditions, Cronbach's Alpha coefficient is greater than 0.6 and corrected item-total correlation of the measurement variables in scales is greater than 0.3.

Table 3.2. Cronbach's Alpha test results

No.	Scale	Observed variables	Overall Cronbach's Alpha
1	Recruitment and hiring employees	TDLD1, TDLD2, TDLD3	0.779
2	Training and development	DTPT1, DTPT2, DTPT3, DTPT4	0.880
3	Salaries and benefits	LUPL1, LUPL2, LUPL3	0.796
4	Assessment and supervision of work results	DGGS1, DGGS2, DGGS3, DGGS4, DGGS5	0.864
5	Leadership style	PCLD1, PCLD2, PCLD3, PCLD4	0.837
6	Staff's attachment to the organization	GKTC1, GKTC2, GKTC3, GKTC4, GKTC5, GKTC6, GKTC7, GKTC8, GKTC9	0.951

Source: Data processing from the survey

Thus, through the results of Cronbach's Alpha test (summary in table 4.8), no observed variables were removed from the model and the scales were eligible. With that result, the model consists of 06 initial scales and assures quality with 28 observed variables which are reliable enough. These variables will be used in the Exploratory Factor Analysis EFA in the next section.

- **EFA conformity test**

Table 4.11: Results of Exploratory Factor Analysis EFA of independent variables

	Factors				
	1	**2**	**3**	**4**	**5**
TDLD1				.847	
TDLD2				.775	

TDLD3				.785	
DTPT1		.771			
DTPT2		.818			
DTPT3		.812			
DTPT4		.842			
LUPL1					.742
LUPL2					.809
LUPL3					.726
DGGS1	.768				
DGGS2	.749				
DGGS3	.817				
DGGS4	.835				
DGGS5	.731				
PCLD1			.854		
PCLD2			.799		
PCLD3			.835		
PCLD4			.776		

Source: Survey data analysis

The results of the Exploratory Factor Analysis EFA of the dependent variable show that the Factor loading of the observed variables are all greater than 0.5.

Table 4.15: Results of Exploratory Factor Analysis EFA of the dependent variable

	Factors
	1
GKTC1	.814
GKTC2	.809
GKTC3	.850
GKTC4	.831
GKTC5	.867

GKTC6	.893
GKTC7	.828
GKTC8	.859
GKTC9	.872

Source: Survey data analysis

In addition, in order to test the conformity of the regression model, the topic continues to conduct ANOVA analysis and the hypothesis is set as follows: ANOVA results on the conformity of regression analysis from table 4.19 show that, Sig. value < 0.05; this can reject the hypothesis H_0; means there is a relationship between the independent variables and dependent variables or in other words, the regression model is suitable for this data set and can be used in the analysis process with a level of significance to ensure that the minimum reliability is 95%.

Table 4.19: Analysis of variance (ANOVA)

Model		Sum of squares	Df	Average of squares	F	Significance level (Sig.)
	Regression	89,787	5	17,957	104,195	,000[b]
	Residual	41,708	242	,172		
	Total	131,495	247			

Source: Survey data analysis

4. Administration implications

4.1. Salaries and benefits

First, salary payment is commensurate with staff's capacity and job performance. Salaries and benefits must be linked to each staff's job performance to ensure that there is always fairness in salaries and benefits. Building job performance coefficient based on criteria to assess the extent of staff's job completion. It depends on the position or time to change the assessment criteria for conformity. *Second*, it is necessary to pay attention to benefits to retain good employees.

4.2. Training and development affairs

First, each enterprise has different job characteristics, it is necessary to train staff to master the work processes and develop the capacity, complete the tasks well. *Second*, in order to make staff realize that long-term attachment to the company is essential and beneficial to develop their own career, administrators can build a development route for their staff to demonstrate staff's capacity and rise to have leadership opportunities, such as: Orientation of professional works, direction of striving; Set long-term objectives;

4.3. Leadership style

First, leaders must always maintain personal ethics, show their polite styles, manners, avoid actions, gestures, disdain for their staff and create bad images in the assessment of the staff about the manager. *Second*, the attention of the leadership will be a very important factor to motivate subordinates to work better, learning the

aspirations of the staff by listening to staff's suggestions and handle promptly as well as reorganize the management affairs if the suggestions are right, leaders need to acknowledge the contributions of subordinates to reward or punish the right person.

4.5. Assessment and supervision of work results

First, in order to encourage staff to work more effectively, administrators need to recognize staff's contribution to the company by setting policies to reward staff for achieving targets excellently. To commended staff's contributions upon there are new innovations during the work process to improve productivity and more effectively at work. *Second*, there are clear, helpful feedbacks for each individual after assessment of the job performance, to ensure that staff have adequate instructions to overcome their weaknesses and promote their strengths.

4.6. Recruitment and hiring employees

First, there must be specific and detailed recruitment process which is extremely necessary, as detailed as possible. *Second*, the recruitment affair needs to follow the recruitment standards for each title to ensure the quality of recruited personnel who can undertake the job well in each position. When staff are recruited into the company, they need to be assigned to work in accordance with their capabilities and strengths; businesses need to choose the right people right job from the recruitment stage.

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