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Development of Human Resources toward Sustainability –

The Case of AnGiang Customs Department

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Abstract

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The research subject relevant to the development of human resources toward sustainability – a case of An Giang Custom Department and the scope of thesis connect to a specific situation. By using a real situation in a public administration agency, the thesis tries to identify constraints to solve problems and reaffirm values that need to be further developed.

The study has a certain importance because it is related to the extremely valuable resource that is the human resource. This resource is a competitive advantage for all organizations, both private and public organization. And research results will contribute to overcome the limitations related to human resources, creating knowledge and skills workforce that contribute to improve productivity resulting in breakthrough success for the organization

The data served the study collected mainly through interviews. Correspondents are experienced people in the human resources field. Moreover, data also gathered via performance reports and policies. Research methodology is quantitative method because of the suitability of this method for the thesis. Also the study attempted to recognize the knowledge and share experiences from the interviewees to select relevant data for analysis aim to answer research questions.

Acknowledgements

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Sincere thanks!

Chapter 1 – Introduction

1.1 Background

According to Stephen (1998) the role of people in an organization is an important factor to decide the success of that organization. In a study by Baofeng and his colleagues (2016) say that HR is rare and valuable capital because there are a lot of precious things such as: general and specific knowledge and interpersonal relationships. Likewise, HR is also a source of competitive advantage (Karen Legge, 1995, cited in Amstrong, 2008).For Surinder (2016) HR seen as a tool to help a company can survive and grow in the long time as well as it will create power to solve difficulties in the future. Furthermore, Spyros, Florian and Tobias (2016), in their findings showed that HRM practices play an important role to stimulate the innovation of a firm. Moreover, as noted by Fang (2013) HRD is very important for the development of economy, politics, technology, society-culture and environment.

It can be said that the research, comments, evaluation of human resources of scientist and experts has opened the new era. It is the age of science and technology that human mind is the leading factor for the great development of human society. Therefore, the quality of human resource plays an important role for the success of each nation. This is proved by the sample of Nordic countries, Japan, Singapore, etc. because they have made appropriate investment for education to improve the quality of workforce. As a result, they become rich with developed economy, stable politics and great spiritual value. Indeed, these nations become the desirable land of many immigrants.

Meanwhile, Vietnam is on the way to assert the status of the nation in the process of deep integration. In order to compete with other countries in the region and improve the material and spiritual life of the people, the Government of Vietnam has created a lot of policies related to human resources to attract high quality workforce working in the public regions. By that, Vietnam has achieved some positive results in recent years. But in the reality, the quality of human resource of Vietnam compared to developed countries in the region is still low. So what is the cause of this problem? It is due to poor management skills, inadequate training programs or motivation is not enough to bring effectiveness.

It cannot be denied that the public administrations in general and An Giang customs department province in particular are leading factors contributing significantly to the process of industrialization and modernization of Vietnam. Derived from the urgent issues of human resources to meet the requirements of integration, the thesis has been studied and focused on the theoretical views on the human resources of scientists and human resource management experience of successful organizations around the world. Besides, the thesis also analyzes the advantages and disadvantages of HRD to give comments and conclusions on HR of Vietnam through a case namely AnGiang Customs Department with real situation of the work over the years.

1.2 Statement of the Problem

All we know that HR decides the success of every organization. Darlene (2014), argue the purpose of HRD is to bring welfare and capacity to organization and society. It also can be applied for every field with a source of information or help. Furthermore, HRD is a way to liberate and enrich the knowledge for humans (Swanson and Holton, 2009, cited in Stephanie, Donal and James, 2012). Thus, if an organization wants to develop in the long run it is necessary for them to pay attention HRD because it effects on both economy and society.

However, in reality it is not easy to improve the quality of HR because decisions related to HR are often difficult. Although there are many organizations try to develop HR but it is not always to do work well comparing the investment of the organization because there are many issues needed to complete for instance it is required to update continually information infrastructure (Beleviciene, Bileviaute, Parazinskaite, 2015). Also an organization gets lower performances or failure if they only use the same approaches for both global situation and domestic settings (Sehoon, Gary, 2012).

Recognizing HR as valuable assets and it will create comparative advantage for the nation, the Government of Vietnam has issued many policies to improve the quality of civil servants. But the considerable efforts of the State seems to be not enough as high-quality workforce of Vietnam is still lower than ThaiLan, Singapore,..According to the General Statistics Office, in 2015, Vietnam's labor productivity is only one-eighth of Thailand, one-sixth of Malaysia and one third of Thailand and China (Minh Chau, 2015).Thus, the quality of workforce in general and civil servants in particular poses many challenges to the Government of Vietnam. How to manage HR in the good

way and which policies need to be implemented on training, motivation, etc. , aim to develop HR. In order to conduct these contents require the acquisition of experience of other countries and apply flexibility for the reality of Vietnam.

Meanwhile, An Giang Customs Department is a State unit that supports the Government implementing a series policies related to trade, international cooperation, border security with more than 200 customs officers and 06 customs branches on the border lines. Over70 years of establishment and development, An Giang Customs Department has contributed largely to the economic development, facilitating import and export activity and contributing to increase national budget as well. But in that process, there are some negative matters happened. Specially, the case of manager colluded with smuggler to usurp tens of billions of VND in the 1990s. Furthermore, in 2015, more than 50 customs officers have been prosecuted for helping smugglers losing hundreds of billions VND from VAT and this can be considered as a case regard with the most of civil servants.

Stemming from the reality with a great loss of HR, the thesis focuses on the knowledge of HR including theoretical basis related to the topic, practical situations in An Giang Customs Department. On that basis, the thesis will present some advantages and disadvantages in the way of management and development HR of Vietnam public agencies through the case of An Giang Customs Department and giving solutions to reform weak points. Also the study concentrates on training, motivation to maintain, develop high quality HR so that it can meet the sustainable development in the future.

1.3 Research question

The study tries to find out answers for following questions:

1. What are activities related to HRM and HRD?

2. How does the An Giang Customs Department do to manage and develop HR as well?

3. Which challenges need to be solved to develop HR toward sustainability?

1.4 Scope of the study

This study will evaluate the HRD practices of An Giang Customs Department consist of 07 divisions under direct: Personnel Division, General Affairs Division, Finance and Logistics Division, Inspectorate Division, Anti-smuggling and Offenses handling Division, Technical Division, 08 Customs branches under indirect: VinhXuong, Tinh Bien, Khanh Binh, My Thoi, Vinh Hoi Dong, Bac Dai and Enforcement Unit. The data collected by conducting in-depth interview, analyzing documents and case study. And you can imagine easily about the structure of this agency via Figure 1. However, the research has certain limitations in term of location and time. Because the thesis only analysis the state of only one public sector over the period of 5 years. So that it may not adequately reflect every aspect of the HR management and development of all public agencies.
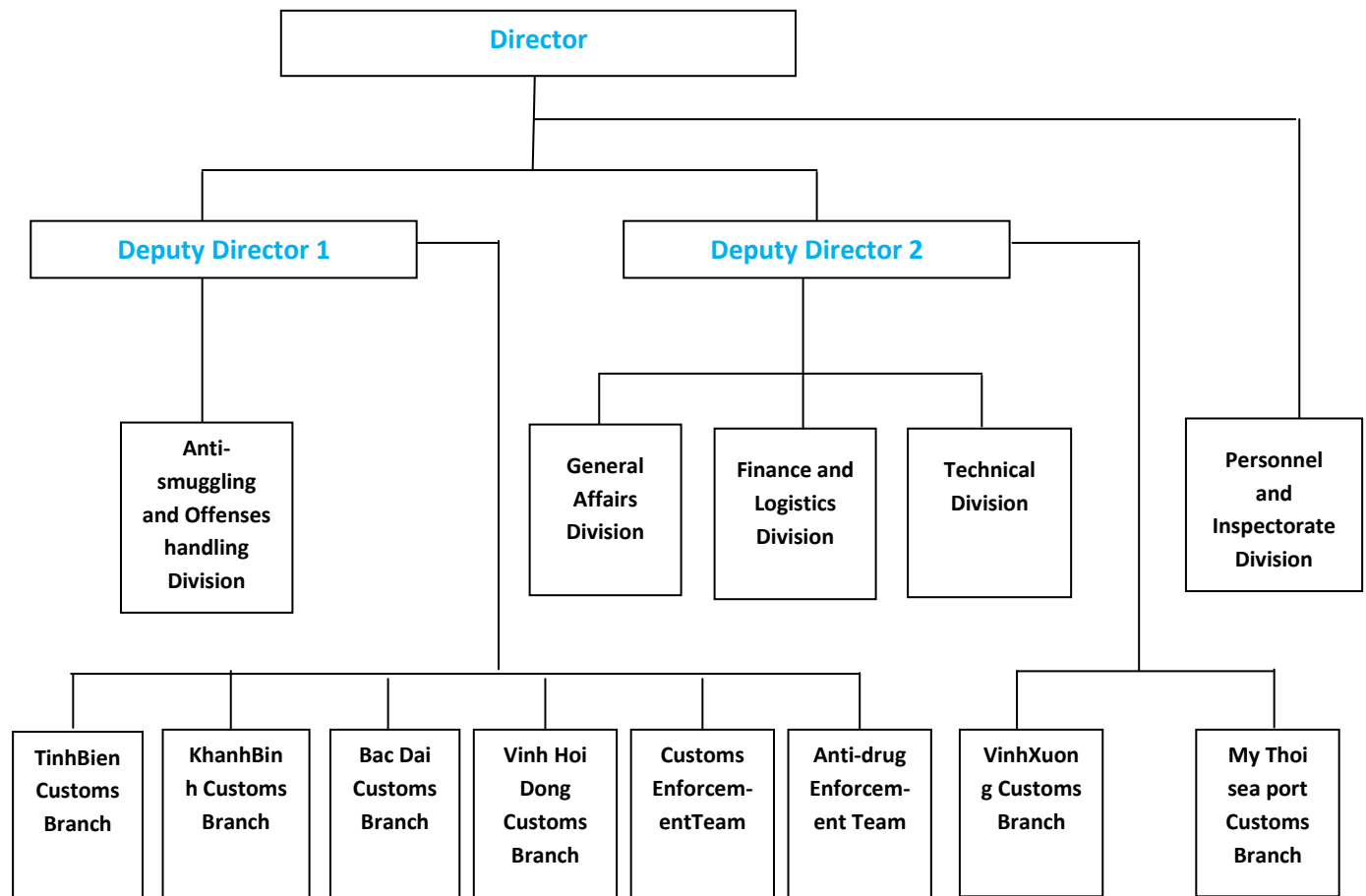

Figure 1: Structure of An Giang Customs Department

1.5 Objective of the study

The biggest objective of the study is to evaluate HRM and HRD of An Giang Customs Department and present advantages and shortcomings as well so that the thesis will show some recommendations and solutions to improve the quality of HR. In order to achieve these objectives, the study has to accomplish the following specific objectives:

- Studying relevant theories and collecting common experience of HRD applied in over the world

- Analyzing HRM and HRD of An Giang Customs Department in which clarifying the effectiveness of training and motivation.

- Basing on theoretical and empirical basis, synthesizing and sorting out the theoretical basis and HRD model that are suitable for An Giang Customs Department.

- Finding out the link between HRD and sustainability to respond flexibly to changeable trends in the future.

1.6 Significance of the study

The study presents some contents with regard to the theoretical and practical matters of HRM and HRD. Basing on recent researches, the thesis helps to fill gap and shortcoming as well through explanation by the process of HRM and it can be proved by evidence existing on the case of An Giang Customs Department. Additionally, the study delves internal aspects of the organization in order to imagine easily the current model in a public agency. On the other hand, the information provided by the study contributes to enrichment of HRM knowledge. Also, it may change the perspective of policy makers, help them recognize and evaluate the state of HR implementation to make pertinent adjustments.

1.7 Research methods

The research uses the qualitative study by designing the questionnaire. The collected data with regard to qualifications, skills, experience, specific characteristics, age. The purpose of this method aims to evaluate the effectiveness of training and the satisfaction of workers. The result of survey will

be compared with the standards of HRD to find out necessary adjustment for the process of HRM. Both of English and Vietnamese are used to make questions and the quantity of questionnaire are conducted in a large of number to make sure that it can represent for the public sectors.

1.8 Organization of the study

The study consists of five sections. The background is presented in the chapter one. Next is the Literature review. In this section, many various perspectives are indicated to illustrate the subject under research. The chapter three will display the research methodology clearly. The contents of empirical examination, analysis, discussion of the findings are shown in the chapter four. The last is chapter five to summary essential matters of the whole study. Following is the reference and appendices.

Chapter Two –Literature Review

To gain the depth understanding about the subject of thesis, it is necessary to mention about the literature review, it is not also support for finding the relevant materials but also help to build the new ideas. This is also a part of contents of the study in which all of aspects presented such as: fundamental concepts of HRM, components, process, empirical evident, best experience of successful countries and the case of Vietnam related to the subject.

2.1 General overview of HR, HRM, HRD

2.1.1 Human Resource

Karen Legge (1995) mentioned that "human resources are valuable and a source of competitive advantage". Specially, Boxoll (2007) said that "Human resource include the knowledge, skills, networks and energies of people and, underpinning them, their physical and emotional health, intellectual capacities, personalities and motivations" (cited in Armstrong & Taylor, 2017).In the other angle, Human resource also can be understand as human capital, the World Bank argue that Human resource is the human capital consist of health, intellectual, occupational skills, etc. of each individual. And International labor organization (ILO) indicated that human resource is all kind of human capital including health intellectual, skills, occupational, etc. of each individual.

Additional, there are various capitals to build up a prosperous country proven by researches such as: health capital (Grossman, 1972), political, social and cultural capital (Mouzelis, 1995), religious capital (Azzi and Ehremberg),etc. And in those capitals, human capital is a center role of growth (Robert & Lucas, 2015). Because human capital plays a vital role so it has studied continually by many researchers. Specially, Ployhart & Moleterno pointed that "human capital as a unit-level resource that is created from the emergence of individual's knowledge, skills, abilities, or other characteristic".

Likewise, in a recent study the concept of human capital has been expanded by Karazuiene and Jurgelevicius in three dimensions: quality of human capital, quantity of human capital, values and attitudes. In which values and attitudes considered crucial elements to gain skills and attained education and they are embodied in individual as following figure:

Quality of human capital

Quantity of human capital ⟷ Values and attitudes of human capital

Figure 2.1.1: Proposed dimensions of expanded concept of human capital at macro level

Source: Karazuiene, Z., &Jurgelevicius, A (2016).

Although there are different views of human capital, the thesis found that human resource or human capital is a collection of energy created by human being to bring benefits for society.

2.1.2 Human resource management:

Michael Armstrong defined that HRM is "a strategic and coherent approach" by which every assets that are most valuable of an organization managed and all of people working in that organization try to work aim to contribute on attaining objectives. And Armstrong also indicated that HRM concept made by Michigan School (Fombrun, Tichy and Devanna, 1984) is the explicit statement because they presented four elements existing in all organizations as following figure:

Figure 2.1.2 The human resource cycle

Armstrong had explained four elements above as following:

- *Selection* – matching available human resources to jobs;

- *appraisal* – performance management;

- *rewards* – 'the reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance'; it must reward short – as well as long-term achievements, bearing in mind that' business must perform in the present to succeed in the future;

- *development* – developing high-quality employees.

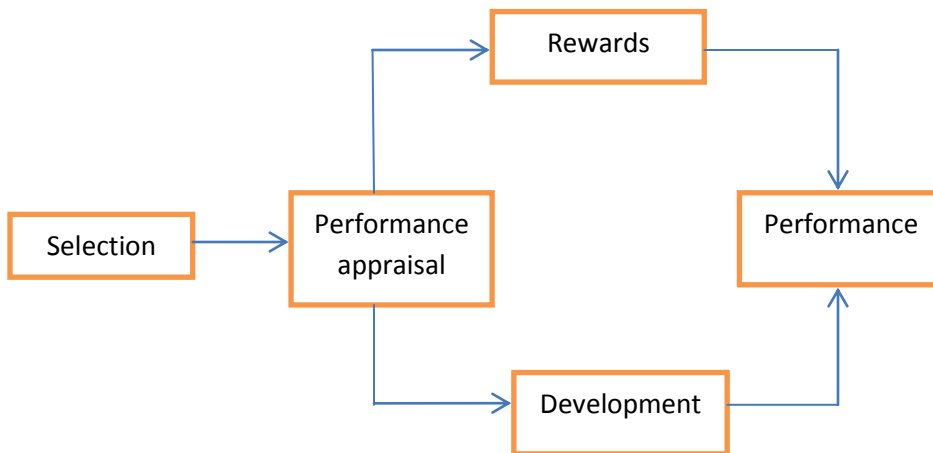In the other side, Bramming indicated in his new findings that all spaces of HRM come from the combination between individual and organization. Basing on this, he emphasized three central aspects: The appraisal tool mentioned firstly that has restricted actions by giving the framed questions and answers. Secondly, social creation is not focused because of the assumption named harmony. Lastly, the combination between effects of power and specific restrictions bring new spaces.

Meanwhile, a new concept of HRM has been presented. It was established by combination between East and West (Zhu, Warner & Rowley, 2007). It means that the key dimensions of new concept consist of harmony, information sharing, loyalty, on-job-training, teamwork, etc. It created by developing of some Asian nations such as: Japan, Hong Kong, Singapore, South Korean, Taiwanand the success of U.S.A.

In general, in spite of traditional or modern elements constructed HRM, it always appears all fields and decides the success of every organization. Because the important role of HRM so in the future the notion of HRM continually changed to be suitable for the new global context.

2.1.3 Human resource development:

From the point of view of United Nations human resources development including education, training and use of human potential to promote economic and social development and improve the quality of life.

According to Curry and Sura HRD created by staffs of the United Nations Development Program (UNDP) and UNESCAP called individual scholars and institutional theorist. And basing on the work of Schultz, Paul Streeten and T.N.Srinivasasan showed their attention on five matters: first of all HRD as a means and ends in which both of two these elements connected in a positive way as human development contribute to increase labor productivity, bring more wealth to society. Next in some extents, HRD helps to decrease population growth. It also protects environment because of knowledge's people. Lastly, human development stabilizes politics and society. Considering institutional aspect, according to the UNDP staff, it is necessary for people to try their best to increase productivity, finding the job to earn more. Secondly, they should actively create chances and choices as well by approaching economic environment variously. Also some sources of capital, physical and environment ensured to be sustainable. Lastly, people must have the right to decide all of matters related to their lives.

Mentioning about the system of HRD, Pareek and Rao (1975) (as cited in Rao, 2001) the nature of HRD build by four elements in which designing constructed by 14 principles in mind, it can be understood as followings: (1) HRD enhances the capacity of the company by exploring the human resource in all aspects, (2) It promote individuals toward recognizing their ability to perform in various roles, (3) By rising responsibility, individual autonomy has been promoted to maximum, (4) By dividing responsibility, it makes decentralization becomes easier, (5) Decisions created by the participation of many people, (6) It helps the organization can be adaptable for changing culture, (7) Integration and differentiation are balanced, (8)Specialization and diffusion have been balanced, (9) Functional responsibility ensured, (10) Feedback and reinforcement are considered, (11) Decisions related to quantity and quality are balanced, (12) External and internal are balanced together, (13) A plan of evolution created, (14) Functions always revised

Indeed, Keep (1989) pointed out the latent potential of employees are seen as a vital objective of HRM because it helps to explore new skills, knowledge and bring many ideas of the operation way for an organization.

Besides, the philosophy underpinning of HRD noted by Armstrong including primary contents related to a major contribution, integration between plans and programs, designing to attain improvements, creating encouragement for everyone, concentrating on self-managed learning, creating opportunities for everyone taking part in learning

The thesis intends to focus on HRD so elements of HRD also mentioned mostly in this section. According to Armstrong, structure of HRD consists of four aspects. Learning mentioned first and it defined as "a relatively permanent change in behavior that occurs as a result of practice or experience" (Bass and Vaughan, 1966). In term of learning, it considered as the aim of HRD (Watkins, 2001). Training helps people change their behavior by which support their work more effective and training can be done by learning through program, events. Development is an indispensable factor, by learning and using experience in work, ability and potential of individual recognized, it thence create the growth. Education is the last element that emphasizes the knowledge with regard all aspects of life is more important than it in a specific activity.

Generally, the nature of HRD is to help employees can bring success for their organizations by approach of exploring and recognizing their ability. The thesis believes that appropriate learning and training are fundamental elements to gain desired objectives.

2.1.4 Sustainable development

First of all, sustainable development is the development of all aspects of present society and it still ensures the continuity of development in the future (Wikipedia).

In a study in 2011, Freitas, Jabbour and Santos indicated that sustainable HRM is a concept shows "best practices to more sustainable organizations on based HRM". To understanding more about the position of sustainable HRM, the following figure can show that:
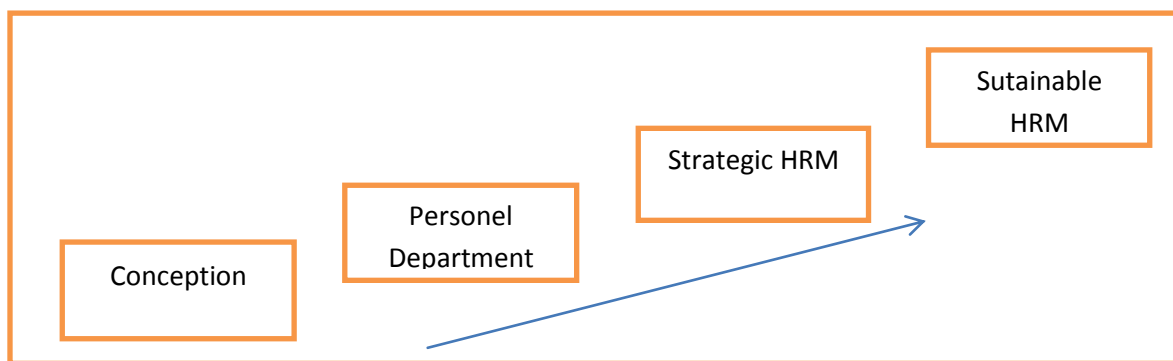

Figure 2.1.4: Model for evolution of HRM

For Lacob (2014) sustainable development is a strategy that economy is developed by many different ways especially the standard of living continually improved and the local environment concerned more, she also emphasized that this notion expressed people and environment have a close relationship. Additionally, this concept mention about the responsibility of present generation for the next generation in the future. Likewise, sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (The Brundtland Commission report in Valentin, 2015)

2.1.5 HRM in South Korea

There are a lot of successful countries affecting the world economy such as: USA, Nordic countries, Japan, etc. thanks to setting and implementing HRM system effectively. However, in recent years the influence of South Korea has gone out the scope of nation and region. Indeed, they succeed in advertising the image of the nation through movie firstly. By which they receive a huge of profit come from the fashion, cosmetic, tourism, food, etc. In Vietnam, the Kpop phenomenon has become familiar and is an indispensable spiritual food for the youth. So how can they do and what can we learn from their success. That is a reason why for the thesis mentioning about the South Korea as a good sample of HRM.

All of relevant information in this section extracted from the Managing the human resource in Asia – Pacific book with the subject of Human resource management in South Korea composed by Chris Rowley and JohngseokBae.

First of all, the "New HRM" was adopted by firms in 1990s aims to enhance the fairness, rationalization and efficiency (Bae, 1997:93). In 1997-2007 a "flexibility –based transitional" type HRM developing. In the circumstances of mergers and acquisitions, spin-off, outsourcing, etc. came from the Asian Critis, the labor market flexibility were focused by both public and private policies. After that "transitional" type was named for HRM systems (Rousseau, 1995) that the future of HRM was not considered. But from the 21st century, existing a type called "balance" in which the firms have a progressive corporation for instance LG and Samsung is a typical example. At that time, the "balance" type was applied for core employees and "transitional" for workers (Bae and Rowley, 2003).

After 2007, HRM existed in the form of " reflective balanced or community" that each company found the suitable answer for them for example Samsung focused on the relationship of aspects HRM by changing the form of profit sharing.

In term of Partnership in HRM, it had been initiated after the 1990s by the form of the dual levels called macro level with the corporation between big companies or even the participation of Government and micro level concentrated on strengthen the relationship between management and employees. Specially, the management tries to give up their paternalistic and authoritarian attitudes and the employees find the way to increase innovation and work effectively.

Also the process of HRM is affected by elements such as: historical and political background, national culture, economic environment, different institution, the process of globalization. Furthermore, the determinant of HRM is HRM practices. So the thesis presents the content of HRM practices specifically. Firstly, employee resourcing consists of recruitment, selection and contract. The recruitment is conducted by choosing the management trainee from famous universities biannually. Gradually, a number of human resources increase dramatically then the status of "early retirement" has risen. Because of the increasing the quality and variety of workforce the quality of products has enhanced significantly. However, the limit of employee resourcing is to rising unemployment that challenges for the Government. In term of employee rewarding, the form of payment base on the individual performance and contribution to the success of organization has replayed for the old forms. This stimulates enhancing productivity. Next is the employee development and according to Modern and Bowles (1998), 70 percent of workforce graduated from high school and training has been focused to develop for instance three to six months new employees have to stay in training center or socialization camps to know about the company related to history, culture, core value, etc. to enhance the team spirit and "can-do" spirit or learn new skills from foreign engineers. On the other hand, character and positive attitudes are built more than professional competence. The good employees also have opportunities of studying at foreign universities. Lastly, employee relationship experienced different stages. The unions have the strategic position in the field of ship and automobile manufacture, transportation and telecommunication due to a lot of strikes and conflicts by 2000. However, due to the political liberalization, the model of employee relation has been reconfigured, South Korea joined in the International Labor Organization (ILO) (1991) and Organization for Economic Co-operation Development (OECD) (1996) and the State find the way to resolve disputes through concession such as tax cuts, fuel subsidies, etc. There was a case of imprisonment of unionists for obstructing business.

The union then also showed the consistent trend and the number of strikes has decreased dramatically at level of less than 10 percent by 2010.

2.2 The Activities of human resources management:

According to Mondy and Noe (1993) activities and practices of HRM consist of six domains: (1) Planning and recruitment, (2) Development and appraisal, (3) Compensation and reward, (4) Safety and health, (5) Labor relations, (6) Human resource research.

Besides, via a model of HRM activities, Armstrong has shown all of dimensions of HRM fully and clearly and we can found that in the figure 2.2

HRM practices as a core of HRM because it "creates the value for organizations" (Arthur 1994; Huselid 1995; Koch and McGrath 1996 cited in Tremblay, Cloutier, Simard, Chenevert&Vandenberghe, 2010). So there are plenty of subjects related to HRM practices studied by researchers such as: A model for implementing a sustainability strategy through HRM practices (Buller&McEvoy, 2016), The impact of best HRM practices on performance – identifying enabling factors (Theriou&Chatzoglou, 2014), HRM practices and the within – firm gender wage gap (Nabanita& Tor, 2012). Furthermore, in the context of intensive competition, difference and innovation are fundamental elements ensuring for the success of every organizations and this is proven in the study by Vanhala&Paavo (2016). They showed that HRM practices are effective lead to innovations for the organization.

In case of considering the structure of HRM practices, there are some different views. In the study, Schuler and Jackson (1987) presented a menu of HRM practices consisted six major practices: (1) Planning, (2) Staffing, (3) Appraisal, (4) Compensating, (5) Training, (6) Development choices. Besides, Fombrun et al (1984) created a model of HRM basing on four elements: (1) Staffing, (2) Rewards, (3)Training, (4) Appraisal. In the fact that, the model HRM practices as Figure 2.3 made by Fombrun et al has received concern by most of organizations

HUMAN RESOURCE MANAGEMENT

HR philosophies

Human capital management

HR strategies, policies, processes, practice and programs

Corporate social responsibility

| Organization | Resourcing | **Learning anddevelopm** | **Reward management** | **Employee relations** |

Design

Development

Job/role design

Workforce planning

Recruitment and selection

Talent management

Health and safety

Employee well-being

HR services

Organizational learning

Individual learning

Management development

Performance management

Knowledge management

Job evaluation/ market surveys

Grade and pay structures

Contingent pay

Employee benefits

Industrial relations
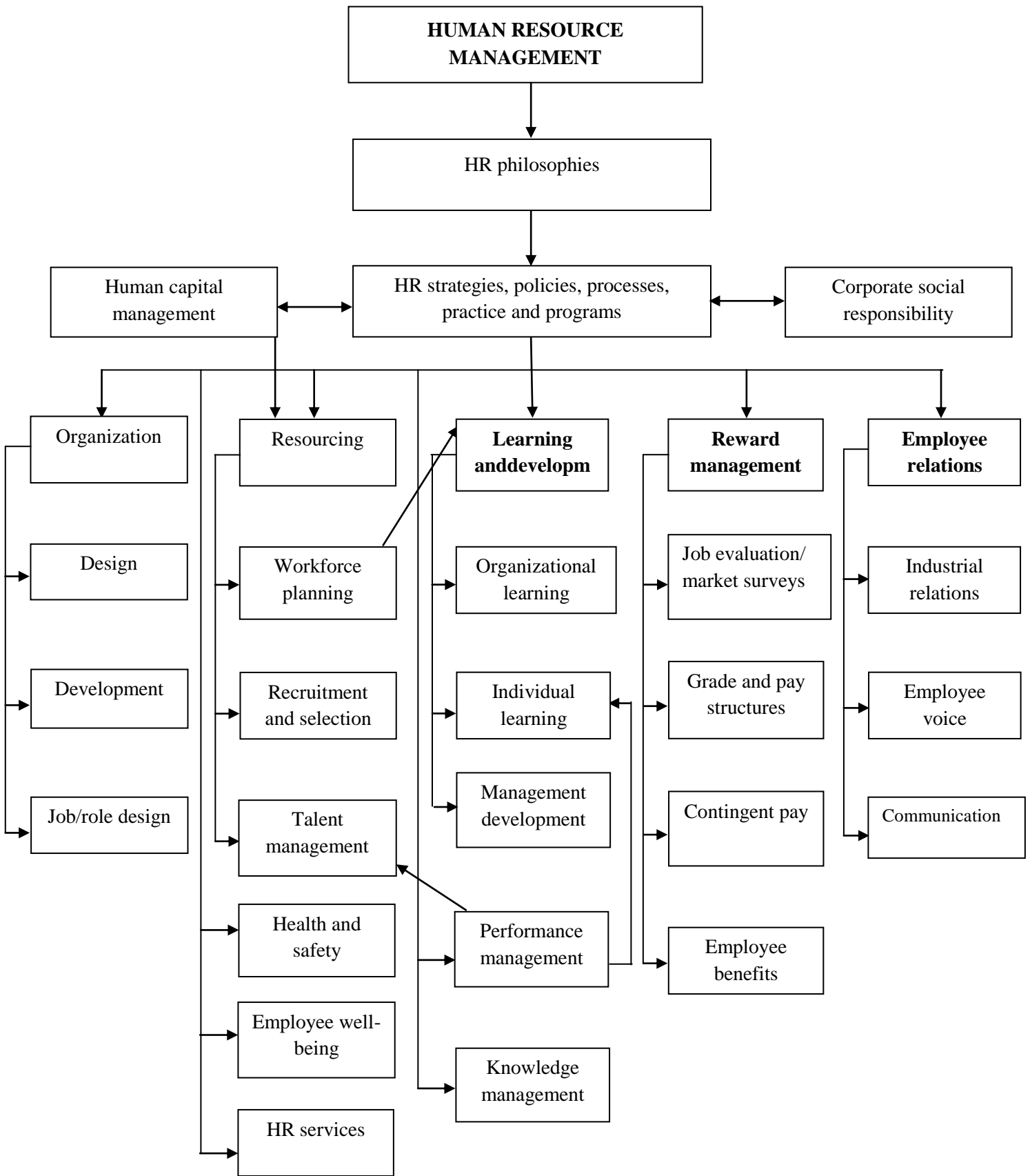
Employee voice

Communication

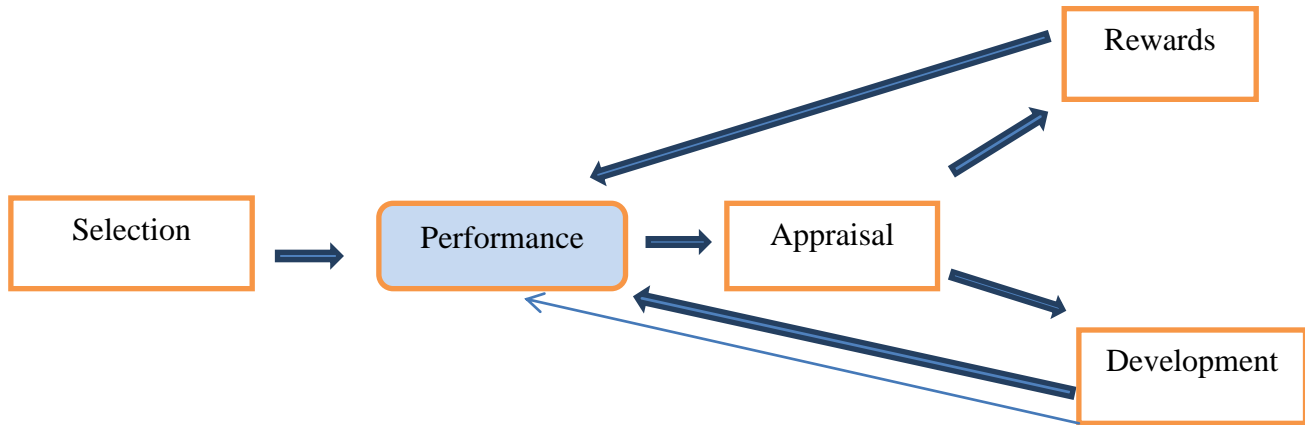**Figure 2.2 HRM activities, Source: Armstrong (2008)**

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Figure 2.3: Human resources cycle and practice

Source: Fombrun et al (1984)

For Milkovich & Boudreau (1998), HRM activities cover four dimensions: Staffing, Training &Development, Reward, Labor relationship. This content may be suitable for a study of Armstrong & Taylor (2017) as they mention about HR activities with two kinds. First of all, strategic activities related to developing organizational effectiveness, alignment, implementation and business strategy and the second kind namely transactional activities cover four fields: resourcing, learning and development, reward and employee relations. Although HRM has been developed in various ways by many researches and implemented in various organizations but the study intends to focus on four dimensions as vital aspects in activities of HRM as mentioned by Armstrong and Taylor (2017) including: Resourcing, learning and development, reward and employee relations

2.2.1 Resourcing

Resourcing seen as the first element among HR activities due to it decides the personnel structure of an organization. Accordingly, the leaders of that organization have to consider how many people needed to recruit and they should possess which skills, capacity and experience to meet the requirement of job then the time of job rotation, recruitment, dismissal should be defined and how can to do that. Furthermore, the vital content conducted is that defining the best way to recruit a person suitable for the position in a specific case.

The popular traditional pattern is the identification of suitability between individuals and work to provide the basis for selection, training and remuneration. At present, the flexibility concept of role has emerged. Instead of a fixed job determined by rigorous organizational regulations, the assigned roles or duties are determined by the employee's professional level. In addition, the spirit of solidarity promoted, the team rather than the individual becomes the basic structural block in the design of the organization (Milkovich& Boudreau, 1998).

Furthermore, Armstrong (2008) added that employee resourcing not only choosing the number of qualified employees but also they have to fit with the culture of organization and meet requirements of strategic organization. Additional, these people have a wider and deeper skills and they will maximize their contribution to organization and vice versa the organization attract them by giving better opportunities and reward corresponding to their contribution.

In summary, if an organization conducted a good resourcing strategy they have better advantage competition comparing the others.

2.2.2 Learning and Development

All we know that knowledge brings a lot of benefits for individuals, teams, organization and society. Of course knowledge surely comes from the learning and training. And that is the long-term process to attain necessary knowledge and skills. Armstrong (2008) indicated that learning and development strategic ensure an organization having the talented and skill people and they can get opportunities to improve knowledge, skills and levels competence through planned and implemented activities. So it is easier to understand that many organizations have spent a lot of money for training and development. For instance, in France the average training cost accounted 3% for the total salary in 1990, for the companies have more than 2,000 employees that cost was 5%. And Japan has spent 6% wage fund (Milkovich& Boudreau, 1998). Furthermore, in a recent industry report by the American Society for Training and Development (ASTD) organizations in USA alone spend more than $126 billion annually on training and development (Paradise, 2007).

Moreover, there is a distinction between training and development. Milkovich& Boudreau (1998) believed that training is the systematic process aims to accumulate skills, principles, concepts or

attitudes that lead to better proportion between characteristics of workers and the job requirements while development is a long-term process aims to enhance capacity and motivation of employees to help them become precious members of the organization in the future. Development not only includes training but also having career and experience. Similarly, "Training" refers to a systematic approach to learning and development to enhance individual, team, organizational effectiveness (Goldstein & Ford, 2002 cited in Aguinis&Kraiger, 2009)and they also show that learning refer to activities related to improve people's growth via attaining new knowledge and skills. Additionally, in the content of HRD, the thesis showed the elements of constructing HRD in which Armstrong also indicated clearly the meaning of training and development.

In general, all of organizations desire to improve their products and services so the reality has shown that one of the approaches to attain ideal results is training and development because they ensure to create knowledge, skills and capacity of staff. However, how can an organization gain an appropriate training program require a plenty of factors from design, implement, evaluation that will be presented in the following part. But the effectiveness of training depends on various aspects. For example effectiveness of training depends on: (1) Policy and design, (2) Education system, (3) Trained personnel, (4) Human policy and system, (5)Cultural administration in which Education system, Trained personnel and Policy &design associate with quantity and quality of training while Cultural administration and Human policy and system create training needs (Paul, 1984).

2.2.3 Rewards

To conduct the reward policy, an organization need to build reward strategy due to its benefits as Duncan Brown (2001) said that " Reward strategy is ultimately a way of thinking that you can apply to any reward issue arising in your organization to see how you can create value from it" (cited in Armstrong, 2008, p.183-184). Also reward management aims to enhance motivation, job engagement and commitment (Armstrong, 2008) but he indicated that although designing reward strategy is necessary but it hardly goes on a logical and linear ways because the continual changes of the organization's requirement that almost happens all the time. However, with experience practices, Armstrong has created wonderful principles of guiding that an organization can use them to dealing with reward as following matters:

(1) Developing reward policies and practices that support the achievement of business goals;

(2) Providing rewards that attract, retain and motivate staff and help to develop a high-performance culture;

(3) Maintaining competitive rates of pay;

(4) Rewarding people according to their contribution;

(5) Recognizing the value of all staffs who are making an effective contribution, not just the exceptional performers;

(6) Allowing a reasonable degree of flexibility in the operation of reward processes and in the choice of benefits by employees;

(7) Developing more responsibility for reward decisions to line managers.

Furthermore, Armstrong pointed out it should create the balance between financial and non-financial reward while Mikovich&Doudreau believed that expenditure on employees account for a significant share of total operating expenses in an organization and they also argue that it is increasingly common to shift the focus to understanding the effects of wages and job security on total labor costs and the reinforcement of linkages between wages and performance job

In summary, reward reflects the results of performance employees and it also creates encouragement for both spiritual and financial for them thereby contributing to improve productivity and quality of products or services made by workforce. That's the result why there are many organizations always study about the reward policy of competitor that aim to avoid losing high-qualified employees. And basing the principles of Armstrong as mentioned above, organizations can attain the desired purposes due to building appropriate reward policy.

2.2.4 Employee relations

From Mikovich and Boudreau's perspective, employee relations' activities promote the relationships between executives and employees. In addition, collective agreement and contract management are the most prominent aspects of employee relations. Furthermore, some managers argue that maintaining relationships with employees reduces hostility or dissatisfaction. If putting a higher goal, the design and management of human resources activities ensure that all employees receive fair

and equitable treatment. They also argue that workplace governance is nowadays involved in joint management, worker councils, and dispute resolution procedures and the program of life quality.

In 1993, Industrial Relation Service (cited in Armstrong, 2008) has defined that there were four approaches to employee relation:

1. Adversarial – Employee just show their power by refusing to cooperate because an organization decide all of things they want and employees must accept to do it.

2. Traditional – Employees choose a representative to react decisions made by an organization in day to day working relationship.

3. Partnership- while conducting the organization's policies they still have right to manage

4. Sharing power- employees participate on making decision while they still have to do mission every day.

Among these four approaches, it can say that Partnership is very valuable as Roscow and Casner-Lotto (1998) has set down about its values such as: (1) Mutual trust and respect, (2) a joint version for the future and the means to achieve it, (3) continuous exchange of information, (4) recognition of the central role of collective bargaining, (5) develop decision making.

Armstrong also listed a series approaches to maintain good relationship between employee and organization for instance winning "the heart and minds" of employees, sending a message "we are all in this together", working arrangement become more flexible, team working is more concentrated, etc.

In conclusion, the relation between employees-organization-union always needed to maintain in a good state to help the organization achieve the desired goals.

2.3 The planning for the development of human resources through training:

2.3.1. Analyzing and assessing training needs.

Aguinis & Kraiger (2009) pointed out that there are amount of clear benefits from training work organizations for individuals and teams, organizations, and society. Thus to attain these benefits, the first step is to analyzing and assessing training needs to plan effective training programs. Experts have identified that needs assessment should be based on three main factors (Danh, 2011). Firstly, that is the organizational analysis means identification of the vital knowledge, skills, and abilities/attitudes

(KSAs) that are relevant to a particular field. This concept also is applied by Nicole & Tarek (2017)as they mention about the content of evaluation competencies. It helps the organization be adaptable to changes in the future. And some issues to consider including the current obsolete technical level of staff, under-trained staff. Furthermore, it needs to analysis continuously to identify weaknesses of the organization that needs to be trained. For example, the department has a high rate of leave, low productivity that can be determined by factors such as customer complaints, observations, exit interview, etc. Next is to task analyses. It means understanding of task requirement in the organization and this shown through job description sheet and job standards sheet that supply the information of expected performance and skills required for the employee to complete the job. It then compares the requirements of the job with the knowledge, skills and competencies of the staff to determine the training needs. Lastly is employee analysis in order to determine which employees need training in specific areas and this can be done through questionnaires, skill tests, attitude surveys or role-playing.

2.3.2 Selection and design training programs.

We all know that to make a training program successful it is necessary to design effective training program. This is a core step to support training process as Ritzmann&Hagemann(2013) argued that training design as antecedents of training outcomes. It proven by many researchers for instance Gagnéet al (2005) claimed that by instructional activities, training design helps participants learn more effectively. In theory aspect, Merrill tried to explain there are five basic factors to instruct a training design considered namely problem-based learning, activation, demonstration, application and integration. They called "five first principles of instruction"

2.3.3 The training approaches

There are some training approaches for organization to choose as implementing training for employees and after studying from many executives, Danh (2011) has made the following learning forms as follows. First of all, that is on the job training (OJT) and it was introduced in the 1980s then expanded by many researchers. In the study, Jacob (2003) applied this form by using experienced employees novice in the workplace with actual situation (Jacobs & Bu-Rahmah, 2012). Secondly that is

simulation using the same training context as a real workplace to help employees avoid the pressure of production schedules. This learning style is assisted by information technology such as computers, audiovisual equipment or video. Next is cooperative training consists of internships and apprenticeships. While internships form is a combination of job training and teaching in classroom in trade schools, high schools, colleges and universities that giving practitioners an opportunity to experience the real world which is close to an organization, the internship program for apprenticeship provides staff with on-the-job experience under the guidance of a certified staff member, who is often used extensively to train people in the field of craft skills such as carpentry, builders, engraving, typesetting, welding. It often takes apprenticeship from two to five years and they receive lower salaries than certified employees. Another form is behaviorally experienced training that focuses on behavior, perception and interpersonal issues rather than physical skills. There are some popular forms of behaviorally experienced training consists of role playing, business games, sensitivity training, diversity training, in-basket exercises and case studies. Furthermore, there is training in class and seminars in which thematic meetings, courses and presentations can be used in both skills training and development training. Short-term training courses, lectures and conferences conducted by the company often taken place in-class. Some large companies also set up "private universities" to provide classes and training employees such as Motorola University, Equifax University and FPT University (Vietnam).Lastly is the form of distance training is used by universities and colleges to interact with two-way television to present to the classroom. This facility allows a trainer in one place to observe and take part in a class in multiple locations. If the system is fully configured, employees can access educational material anywhere in the world on a satellite and internet basis. Evaluation of training effectiveness mostly depends on technology and facilities.

There are some factors affecting the process of choosing training approaches as illustrate in Figure 2.4

Cost

Individual or team

The number of learners

Schedule times

Divided time

Choosing the training methods

The subjects

The purpose of training

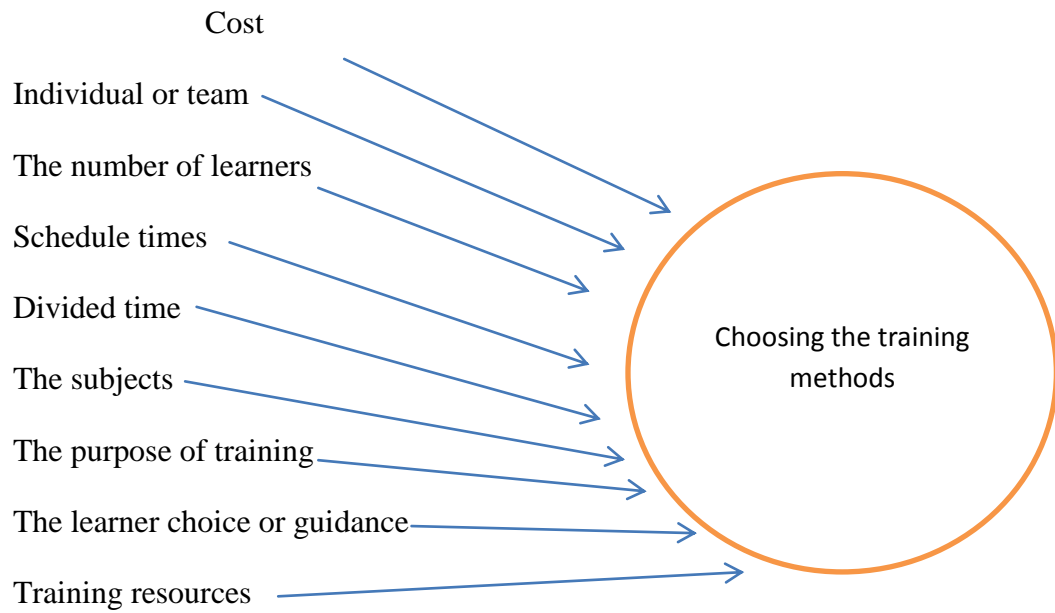The learner choice or guidance

Training resources

Figure 2.4: Considerations when choosing a Training Method

Source: Danh (2011)

Chapter Three –The Research Methodology

3.1 Description of the study area

An Giang Customs Department was established under the Decision No. 248 / BNgT-TCCB in December 14th1977 by the Ministry of Foreign Trade with the initial name of Customs Sub-Department of An Giang province and has officially come into operation since March, 1979. The original organizational structure consists of only 2 departments (General and administrative); 3 Customs units (located in Tinh Bien, VinhXuong, KhanhBinh district) and one mobile control team. The head office of An Giang Customs Department located in Chau Doc city, An Giang province and has following duties:

1. To organize, direct, guide and implement the state regulations on customs in the geographical areas under the management of Customs Department, including:

a) Customs procedures, customs inspection and supervision of export or import goods, border-gate transfer, transit and transport means on exit, entry or in transit at customs operation area and other places as provided by law;

b) To organize to conduct the professional risk management methods in customs operations;

c) To apply customs control measures to prevent and combat smuggling and illegal cross-border goods transportation; drug prevention and fight; and protection of intellectual property rights within the scope of their assigned functions, tasks and geographical areas according to the provisions of law;

d) Organizing the implementation of the law on taxes and other revenues on imports and exports;

e) Post-customs clearance inspection of imports or exports under the provisions of law;

f) To organize the implementation of preferential regimes for enterprises according to the provisions of customs legislation;

g) To apply measures to enforce administrative decisions falling under its competence according to law provisions;

h) State statistics on customs on exports, imports, transit and means of transport on exit, entry or in transit under the management of the Customs Department according to the provisions of law.

2. To guide, direct and inspect Custom branches, Enforcement unit and their equivalents in organizing and implementing their assigned tasks.

3. To inspect and examine the implementation of customs policies and legislation according to the provisions of law.

4. To handle administrative violations or prosecutions of cases of smuggling or illegal cross-border goods transportation in accordance with law; To settle complaints about administrative decisions of attached units and settle complaints and denunciations under their competence according to law provisions.

5. Recommendations on matters which need to be amended and supplemented by the state regulations relevant to export, import, exit, entry, transit activities and tax policies applicable to export goods, import; regulations by General Department of Customs regulations on professional and internal management; To report to the General Director of Customs on arising problems and matters falling beyond the rights of the Customs Department.

6. To organize the application of modern scientific and technological advances and methods of customs management into the operation of the Customs Department.

7. To coordinate with units in localities, state agencies and related organizations in performing their assigned tasks.

8. Propagate and guide the implementation of customs policies and laws in the area.

9. To guide and explain issues falling within the scope of its management according to the provisions of law.

10. To undertake international customs cooperation in accordance with the provisions of law and under the assignment or authorization of the General Director of Customs.

11. To review and evaluate the situation and results of operation of the Customs Department and implement the reporting regime.

12. To manage, use, train civil servants and employees according to the provisions of law and the personnel management decentralization of the Ministry of Finance.

13. Managing, keeping records, documents, tax prints; To manage and use the technical means and equipment and operation funds of the Customs Departments according to the provisions of law.

14. To perform other tasks assigned by the General Director of Customs and according to the provisions of law.

3.2 Study design

This study uses a qualitative research method as it helps to clarify the actual situation through the presentation of view of participants in their organization by asking broad and general questions. And collecting data mainly generates from the perception, point of view and choice of managers and staffs who are experienced and interesting in the subject of study. The qualitative design aims to supply the suitable method to collect adequate in-depth information on HRD and find out vital elements to assess the process of HRM and HRD toward sustainability of an organization. Such a research design also proven is to support of dealing with processes (Creswell, 2005 cited in Abebe, 2014). After necessary data was collected, the study conducts synthesis, analysis to clarify the problem research. Furthermore, the study uses some numerical data from the reports to illustrate the size and growth of organization in term of HR and comparison on some different features as well through simple way to be understandable.

3.3 Data collection

This study took one case public department as an example to solve the research problem. Also the study examine of HRM activities to evaluate management effectiveness of this organization in term of HR whereby giving some identifications of actual situation of one organization with more than two hundred employees that enough to represent and create the trustworthiness. Research data was gathered mainly from the interviews. People who took part in are in position of managers and staffs with experience in the field of HR. The interviews were conducted by email structured questions related to research subject because sending questions before performing interview helps

participants have enough time to prepare in answering in the best way hence it save and control time. Furthermore, interviewees have the right to decide the order interview themes were discusses as well as they allowed to emphasize and spend more time on the content they feel important and relevant. In order to collect various and adequate information, questions are not only structured in the form of yes-no questions but open-questions also. With the aims of creating an atmosphere where the participants feel comfortable and confident to discuss about the research themes, participants will choose the place where the interviews taken place. Also the interviewer didn't try to instruct or lead interviewees (Marsall&Rossman, 2006 cited in Biggam, 2011) so information collected from the interview will be more objective. In effect, interviewing is 'a conversation between interviewer and respondent with the purpose of eliciting certain information from the respondent' (Moser and Kalton 1971: 271inBiggam, 2011).Of course participants who would have some criteria such as: Experience in doing personnel work, Experience in managing human resources, General interest towards the research topic and Interest to be interviewed for the research (Tuomi&Sarajärvi, 2009 in Soikkeli, 2013). The interviews took place in the following order: Firstly the interviewer introduces the name and purpose of the interview. Next, the interviewee also introduced their name, current job, and their perception of the questions sent by email about two weeks prior to actual interview. After that, interviewees will be free to talk about the content they are interested in, sharing their experiences and understanding of the topic of HR as well. In the process, the interviewer occasionally asks for more information to collect the necessary information related to the research topics. Also interviews were done as individual interview. And six in-depth interviews were conducted in An Giang Customs Department with:

- Head of Personnel Division. It lasted for two hours and twenty.

- Head of General Affaris Division. It lasted for one and half hour.

- Deputy Head of Anti-smuggling and Offenses handling Division. It lasted for about three hours

- Customs Official of Personnel Division. It lasted two hours and ten.

- Head of Supervision Team. It lasted for about one hour

- Customs Official of VinhXuong Custom Branch - MBA

Besides, information collected by analysis documents such as: performance reports, national policies, proclamations, strategic plan, and other relevant documents in order to gather fully relevant

contents towards solving research problem. In the other hand, the study also uses a case study as a research method.

3.4 Method of data analysis

The collected data was analyzed by using a qualitative analysis method and mainly basing on the theory of Tuomi&Sarajavi (2009) because of the suitability of this method for the research. Tuomi&Sarajavi pointed out that content analysis gives remarkably more information about the data than mere breakdown of the content (Soikkeli, 2013). Therefore, the study tries to recognize knowledge and sharing of experienced interviewees whereby select appropriate information to analyze. Especially while analyzing data, the researcher would like to use personal experience to removes unrelated raw data and does not serve the purpose research. In order to overcome the limitations of the lack of connection between empirical data analysis and theoretical framework (Eskola, 2001cited in Soikkeli, 2013), this study will frequently compare collected data with theoretical requirements to avoid getting to unrelated conclusions from data analysis. Data analysis will take place as follows: First of all the information obtained from the interviews will be categorized and arranged according to the topics then they were processed on the excel file with each subject being a worksheet and the name of the interviewee will be encrypted. For example, Nguyen Van B will be interviewed 01 and will come to interview 06 respectively. You could find this Excel sheet as an attachment in the end of this thesis. The sheet will consists of translated, direct quotes, simplified expressions drawn from those quotes. Because analysis of qualitative data requires an iterative approach to capturing and understanding themes and patterns (Miles and Huberman 1984; Creswell 1997cited in Biggam, 2011), the researcher will apply this idea for analyzing. In particular, Figure 2.4 shows clearly all the steps taken for the qualitative analysis process in the case study at An Giang Customs Department. Lastly, the study also use document analysis as a research method to collect data aim to address research question.

```
┌─────────────────────┐
│ Qualitative Analysis │
│      Process         │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│ Collected data under │
│   specific themes    │
│    (interviews)      │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│    Describe data     │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│  Group themes and    │
│       issues         │
└─────────────────────┘
           │
           ▼
┌─────────────────────┐
│ Perform analysis. i.e.│
│   interpret what is  │
│      happening       │
└─────────────────────┘
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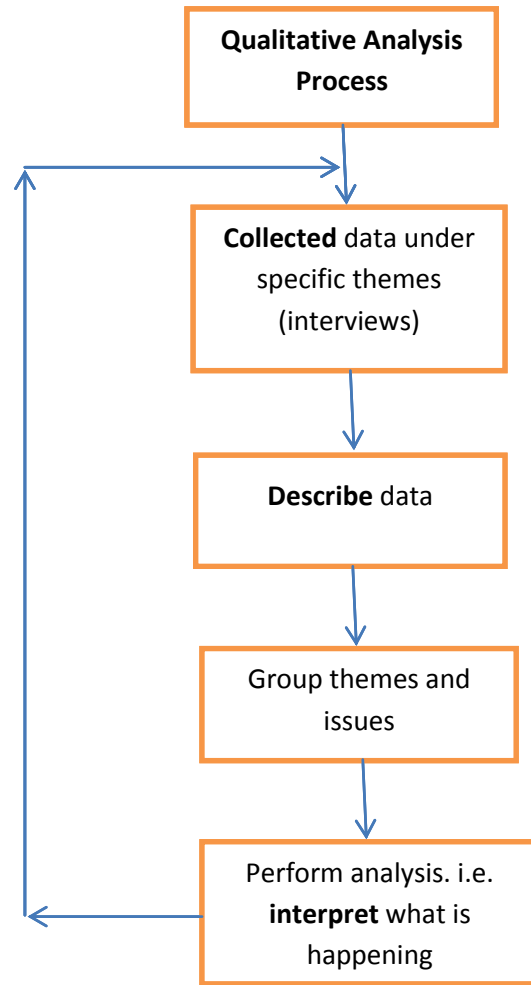
Figure 3.1 Qualitative analysis process

Source: Biggam (2011)

3.5 Validity and reliability

The study attempted at its best to acquire the validity and reliability aiming to convince readers on the basis of compliance with scientific requirements because both of principles play an important role in creating trustfulness and believability of findings.

To attain validity the study attempted at its best to present a fair and honest of the process of HR development of An Giang customs department through interviews. By which data related to themes collected on the basis of participant's perception and understanding as well. Because the validity requiring trustfulness so researcher tries to use only and quotes all the opinions and views of respondents and will not attempt to arrange or create the virtual data suitable for the purpose and personal ideas of the writer. The planning of the interview questions is always closely linked to the content of the relevant theories in order to better address the research question by techniques such as in-depth interviews and document analysis. The study also respects an authentic insider view of respondents toward to achieve validity as requirement.

Besides maintaining consistency and independence will be a challenge to research. However, by techniques of in-depth interview and document analysis, collected data ensuring to achieve reliability and settle properly research matter as well. In the other hand, it is hard for study to avoid result difference due to the difference between researchers and methods.

3.6 Limitations

Like other studies, the thesis will inevitably have certain limitations. Because the interviews have conducted for 6 of more than 200 customs officers, it may not represent the entire civil servants in An Giang Customs Department whereby it also may not accurately and fully reflect all the views on HRD of officials. Therefore, it can be said that the thesis will be better if the number of people interviewed are more than that. The analysis of the data is based on the experience and knowledge of each individual interviewee so it may contain comments that are sensational and difficult to measure as well as know the accuracy of the gathered information.

Furthermore, due to study is conducted in a public unit with the nature is the department of the armed forces, so the conclusions related to HRD may not be appropriate in other administrative units and private enterprises. In addition, due to lack of research experience, it also partly affects the quality and results of research.

Chapter Four –Analysis and Findings

4.1 Criteria of assessing civil servants and HRD project in Viet Nam

4.1.1 Criteria of assessing civil servants in Viet Nam

The assessment of civil servants will be done at the end of the year and the evaluation of the performance quality reviewed in the time of 12 months. According to the decree of the Prime Minister on classification of civil servants, there are four levels, namely:

** **Excellent level:*** A person will attain excellent completion level of the task if he/she applies all of the following criteria including:

1. Always be a good example in conducting guidelines and policies of the Party and laws of the State;

2. Having good political and ethical qualities and they have life style in a good way.

3. Maintain discipline in agencies, organizations and units where they work andnot make violations of disciplines and law within the scope of management;

4. Working hard; dare to think, dare to do and dare to take responsibility in organizing as doing the assigned tasks;

5. To lead, direct and manage the agencies, organizations, units or branches and fields in charge of the excellent completion of the assigned tasks;

6. Agencies, organizations and units assigned to manage 100% of their tasks according to their annual programs and plans; completion of extraordinary tasks excellently

7. Leading, directing administrative reform and achieving good results that directly impacts on improving efficiency and effectiveness of agencies, organizations or units; of the branch or field in charge;

8. Having initiative and solutions applied that raising the efficiency and effectiveness of activities of agencies, organizations or branches or fields assigned to manage and be recognized by competent authorities

* *Good level*: Besides meeting criteria 1,2,3,4 at excellent level, a person needs to apply the following requirements to be assessed at good completion task

1. To lead, direct and manage agencies, organizations, units or branches or domains in charge of the accomplishment of their assigned tasks;

2. The agencies, organizations and units assigned to manage 100% of the tasks according to the annual programs and plans; successfully fulfilled unexpected tasks;

3. To lead and direct the administrative reform, the reform of the public-service regime and civil servants within organization achieve good results, which raising the effectiveness and efficiency of the operation of agencies, organizations, units or branches, assigned fields.

* *Accepted level:* Besides meeting criteria 1,2,3,4 at excellent level, a person needs to apply the following requirement to be assessed as completion task

1. To lead, direct and manage the assigned agencies, organizations, units or branches or domains in charge of the accomplishment of the assigned tasks;

2. The assigned agencies, organizations and units have to complete from 70% to less than 100% of their tasks according to annual work programs and plans; Completing unexpected tasks;

3. Leading, directing administrative reform, and reform of public servant regimes achieving results.

* *Not finished task:* A person violates one of the following failure called not complete the task

1. Not to commit or violate the Party's guidelines or policies or laws of the State which are seriously criticized or disciplined by competent authorities according to regulations;

2. Violating discipline or working regulations of agencies, organizations or units;

3. To cause discord in the agencies, organizations or units assigned to manage and be disciplined but not to the extent of being disciplined in the highest form;

4. The task of leading, directing and executing the assigned agencies, organizations or units shall be assessed as failing to fulfill their tasks;

5. The task of leading, directing and organizing the performance of tasks commits wrongdoings so far as to take remedial measures and must make review to admit these failure before agencies, organizations or units;

6. Agencies, organizations, units or branches in charge shall be responsible for completing less than 70% of their tasks according to annual work programs and plans;

7. Directly related to negative, embezzlement, corruption or waste at the agencies, organizations or units assigned to take charge.

4.1.2 HRD project in Vietnam

Recognizing the importance of human resources for national development, the Government of Vietnam issued Decision No. 579 / QD-TTg relevant to the Human Resources Development Project 2011-2010 with following objectives*:*

* General object: The overall objective of human resources development in Vietnam 2011-2020 is to make Vietnam's human resources become the most important foundation and advantage for sustainable development of the country, support for the process of international integration and social stability by which improve competitiveness of human resources in Vietnam to be able to compare with countries in the region, in which some aspects reach the level of developed countries in the world.

*Specific objectives: From 2011 to 2020, the Government of Vietnam intends to achieve the following specific objectives related to human resource development:

1. Vietnam human resources have good health, increase in stature, strong will, intelligence, capacity and ethics, self-learning capacity, self-training, active, creation, knowledge and high professional skills, able to adapt and quickly create the initiative in the living and working environment.

2. State professional administrative management personnel meet the requirements of the socialist republic of Vietnam in the world of integration and rapid change;

3. To build a scientific and technological human resource, especially a group of leading specialists with professional qualifications equivalent to the advanced countries in the region and

fully capable of studying and receiving, transferring and proposing scientific and technological solutions, basically solve the development problems of the country and integrate in the trend of the natural sciences development, social sciences and technologies in the world.

4. Buildings up a team of business professionals, experts in business management professionally, who have skills and business proficiency in the country and internationally, to ensure that Vietnamese enterprises and the economy of Vietnam have the high competitive capacity in the world economy.

5. Vietnam human resources meet the necessary elements of occupational behavior, behave capacity(ethics, professional conscience, working style, labor discipline, spirit of cooperation, accountability, citizen awareness ...) and dynamic, self-reliant, responsive to the requirements of workers in industrial society;

6. By planning of Vietnam Human Resources Development from 2011 to 2020 to build Vietnamese human resources with appropriate level of qualifications, occupations and regions. Concentrating on the development of high-level human resources to attain international level, enhancing the development of human resources at various levels to meet the development requirements of regions and localities;

7. To build a learning society, ensuring that all Vietnamese citizens have equal opportunities in studying, training with the objectives that learning to be Vietnamese in the integration period; learning to have a job, to have an effective job; learning to make yourself and others happy; learning to contribute to the development of the country and humanity

8. To build a system of advanced, modern and diversified human resource training centers, a synchronous, multi-level, dynamic and diversified vocational training structure between various levels and training fields in the country and in the world. It is widely distributed across the country, contributing to the formation of a learning society, meeting the lifelong learning needs of the people.

The following are main specific indicators for each 5 year period

Indicators	2010	2015	2020
I. Improving intellectual faculties and labor skills			

1. Rate of trained workers (%)	40,0	55,0	70,0
2. Rate of occupational trained workers (%)	25,0	40,0	55,0
3. Number of university – college students per 10,000 people (student)	200	300	400
4. Number of international vocational school (school)	-	5	> 10
5. Number of international excellent school (school)	-	-	> 4
6. Human resources have high level in the breakthroughs areas (people)			
- State management, policy making and international law	15.000	18.000	20.000
- Lecturer in university and college school	77.500	100.000	160.000
- Science - Technology	40.000	60.000	100.000
- Health care	60.000	70.000	80.000
- Finance - Bank	70.000	100.000	120.000
- Information technology	180.000	350.000	550.000
II. Enhancing physical strength			
1. Average expectancy life (year)	73	74	75
2. Average youth height (metre)	> 1,61	> 1,63	> 1,65
3. Under - five malnutrition rate (%)	17,5	< 10,0	< 5,0

4.2 The management of HR and the process of HRD in An Giang Customs

4.2.1 The data related to current HR

First of all, the study introduces some general information related to HR in An Giang Customs Department including: the Gender, the Age, Educational of level, Material status, Hierarchical level of employees, etc... These data are shown aim to evaluate HR status in this department. And corresponding to each theme above is an illustrated chart.

In specific, there is a big difference in gender as while the percentage of males is 72%, females only accounted for 28%. This can be explained by the fact that this department is a semi-armed unit and many Customs branches located at the border gate and the anti-smuggling task is one of the main tasks of this organization. Besides age structure was 6%; 28%; 31%; 35% for under 30; 30-40; 41-50; 51-60, respectively by which it shows that the average age of this agency is 46. This number reflects this organization has experienced workforce but also faces aging workforce in case of not having appropriate recruitment policies.
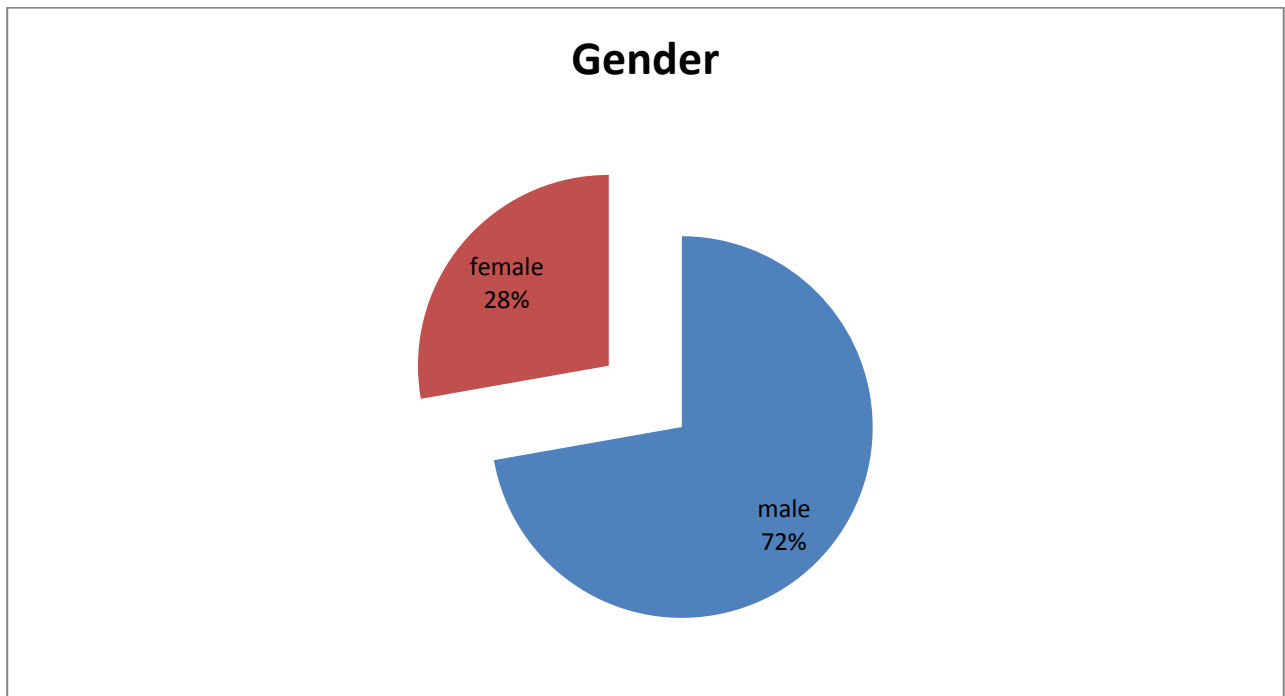

Figure 4.1: Gender of employees

Age

■ Age

```
                                                    35%
            28%          31%
                                                 ▮
  6%      ▮           ▮                         ▮
 ▬                 
under 30
          30-40
                   41-50
                              51-60
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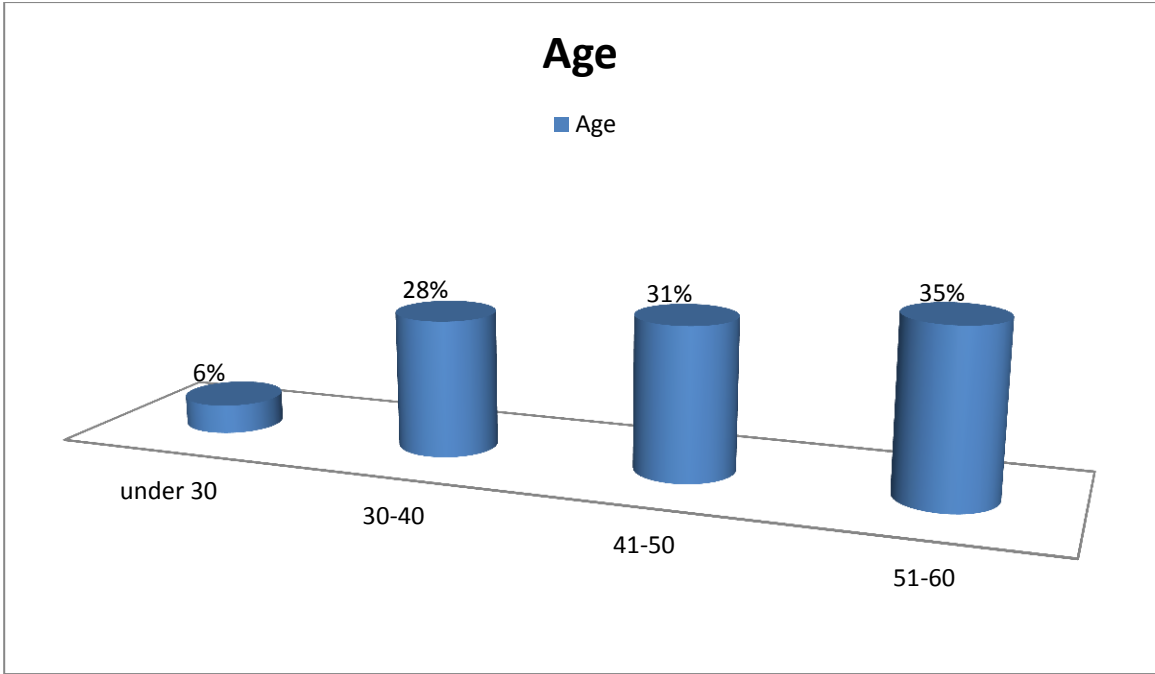
Figure 4.2: Age of employees

There are good educational levels in this agency. The people who have Bachelor degree accounted for 88%. Employees with postgraduate level, and intermediate accounted for 2%, and 10% in that order.
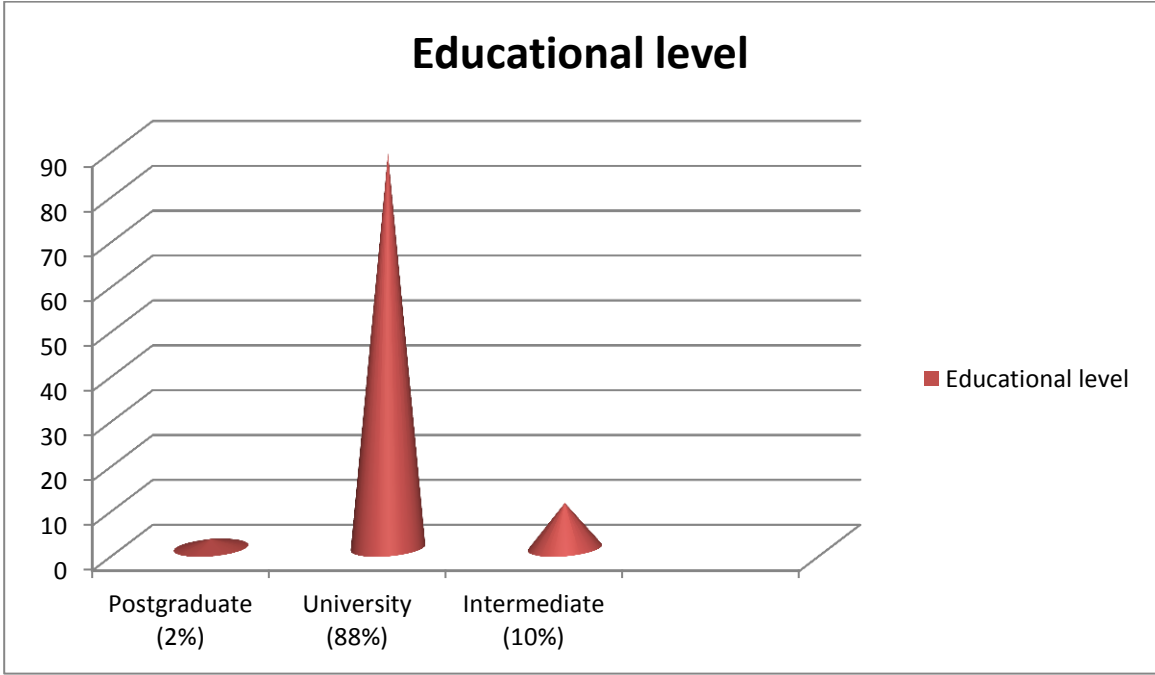
Educational level

```
90
80
70
60
50                                              ■ Educational level
40
30
20
10
 0
   Postgraduate   University   Intermediate
      (2%)          (88%)         (10%)
```

Figure 4.3: Educational level

In term of marital status, most employees belong to marriage group up to 90%, followed by 10% for single group
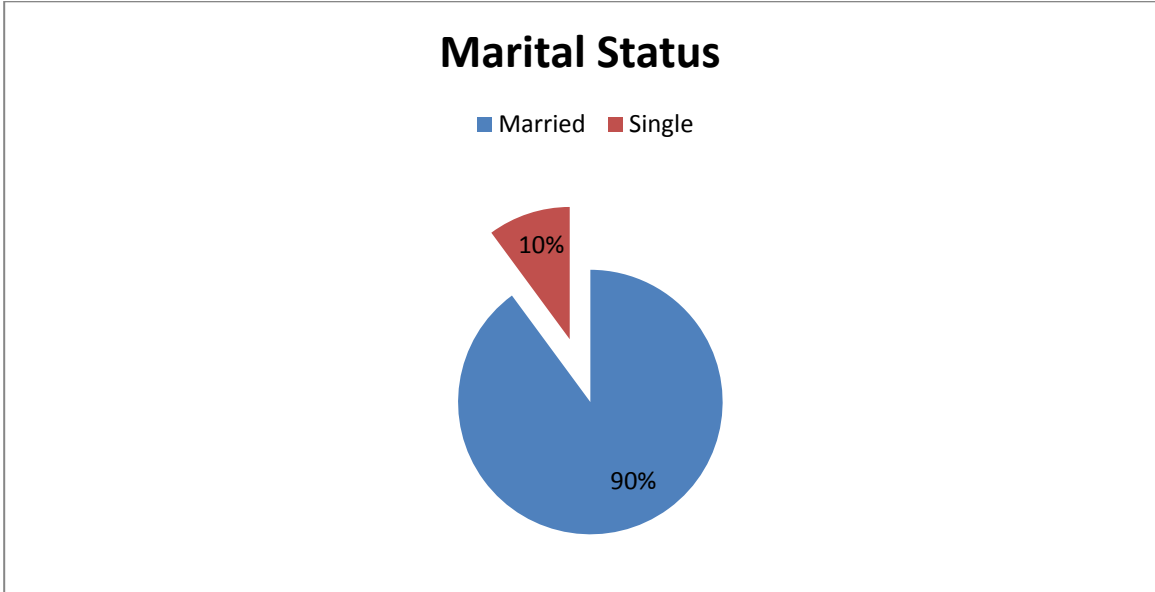
Marital Status

■ Married ■ Single

10%

90%

Figure 4.4: Marital status of employees

The next term considered is the Hierarchical level of employees. The number of Civil servant accounted for 59% whereas the staff group and others have the same percentage are 20% and the last portion is Manager with 1%
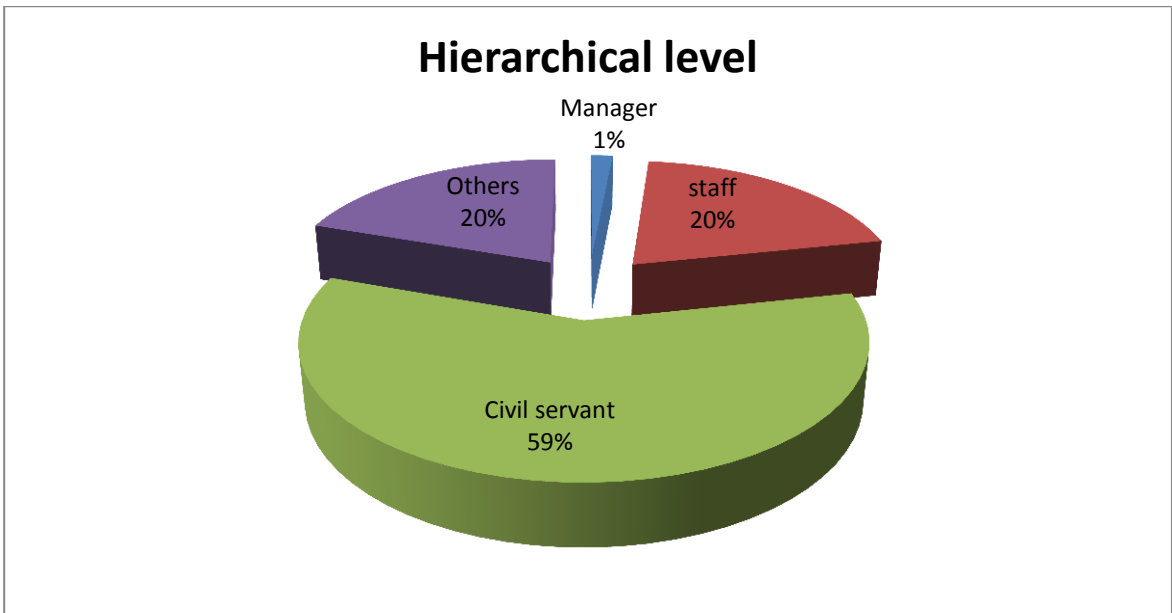
Hierarchical level

Manager
1%

Others
20%

staff
20%

Civil servant
59%

Figure 4.5 Hierarchical level

In term of organizational tenure, above 11 years had the largest percentage with 75%, then from 3 to 6 years with 21% and the next was from 7 to 10 years with 3% and the last part is percentage and from 1-2 years were 1%
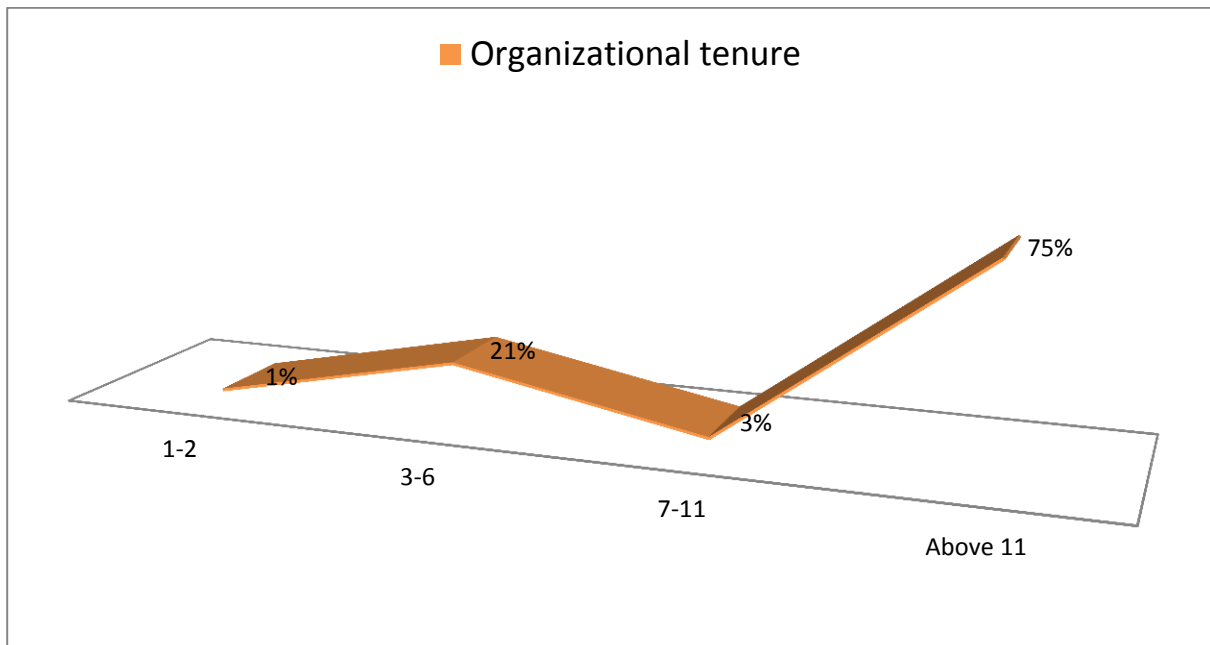

Figure 4.6 Hierarchical tenure

Most of people working in An Giang Customs Department have high income comparing public sector with 41% for the group of above 15 million VND per month. In the next place group of from 10 to 15 million seized 29%. Then next two group accounted 26% and 4% for income from 5 to 10 million and under 5 million respectively
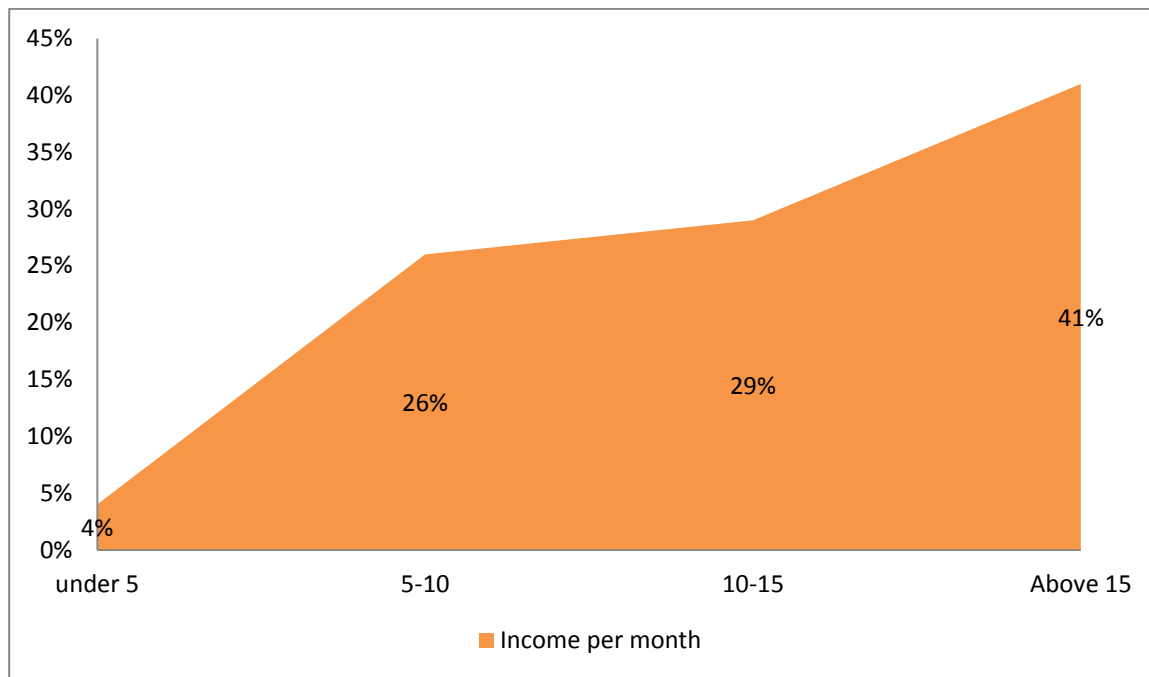

Figure 4.7 Income per month

Taking into account the results of budget collection of An Giang Customs Department, there was exceed expectation by reaching142% in 2014 then it accounted 106.5% in 2015 but drop at 86% in 2016 comparing to the plan.
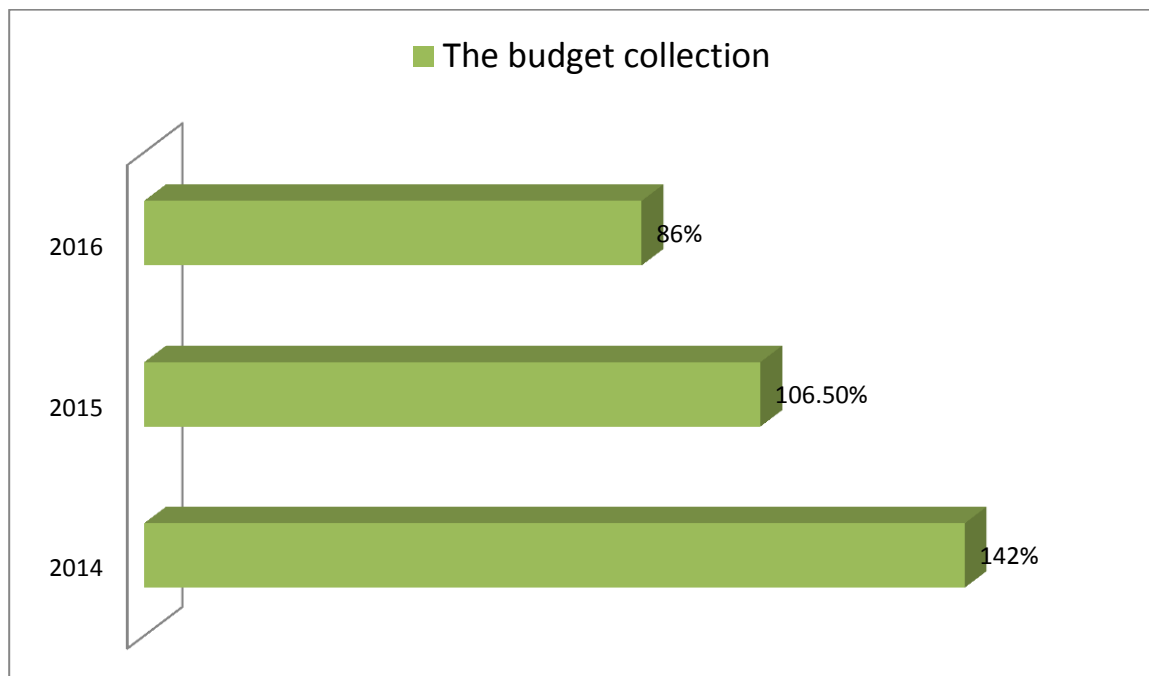

Figure 4.8: The result of budget collection

Periodically, at the end of the year, the Customs Department conduct the classification to evaluate the performance of employees by which considering the commendation. In 2014, 33% of employees accomplished their task at the excellent level, which is higher than that of 2015 and 2016 at 18%. In term of finishing task at good level, the percentage in 2016 was the highest rate with 61% compared to 56% and 38% in 2015 and 2014, respectively. While the completion rate reached only 2% in 2014, it has risen to 12% in 2015 and continued to increase in 2016 with 17%. Finally, the percentage of employees who do not complete the task was 27% in 2014, it felled to 14% in 2015 and continued to decrease in 2016 at 4%.
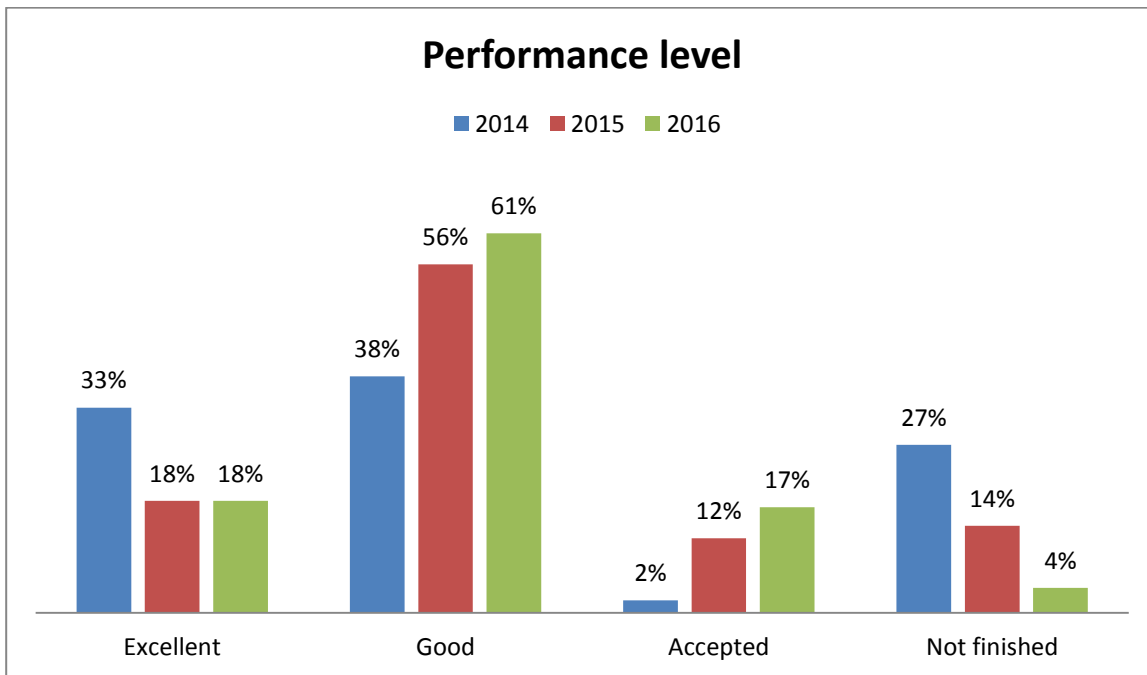
Performance level

■ 2014 ■ 2015 ■ 2016

	Excellent	Good	Accepted	Not finished
2014	33%	38%	2%	27%
2015	18%	56%	12%	14%
2016	18%	61%	17%	4%

Figure 4.9: Performance level

Every year this agency carries out the job rotation, the following data illustrate this issue from 2014 to2016. The chart below shows the number of people rotated reached a peak at 35% in 2015 while the percentage of that in 2014was 35% and falling to17% in 2016.
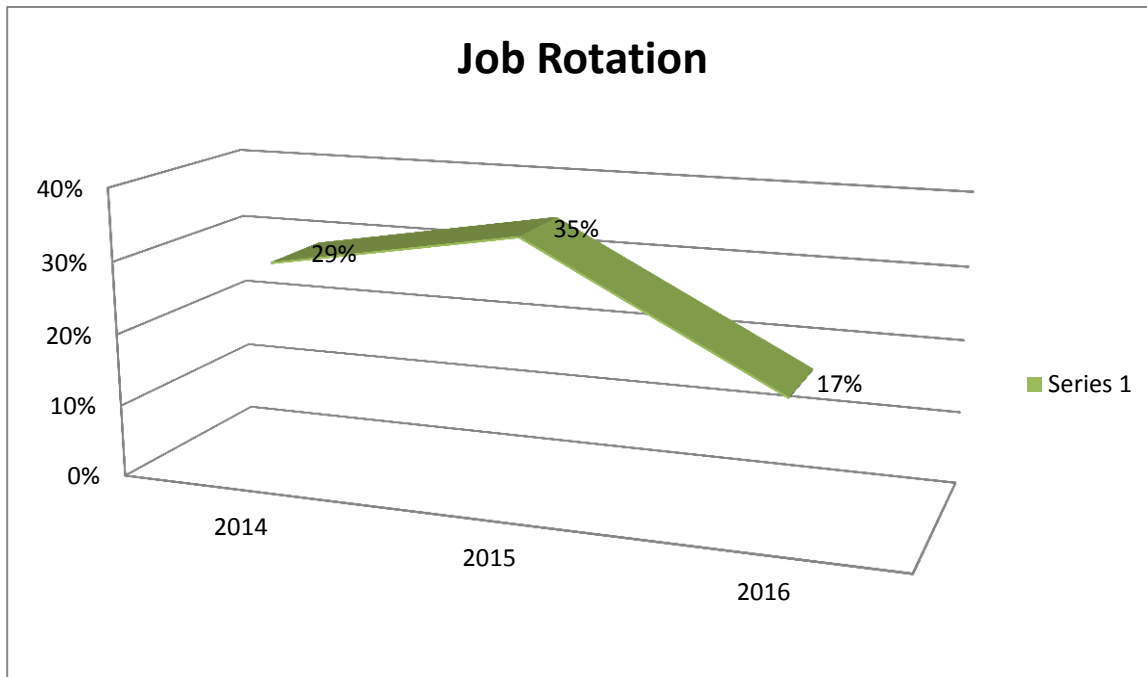
Job Rotation

29% 35% 17% Series 1

40% 30% 20% 10% 0%

2014 2015 2016

Figure 4.10: Job Rotation

4.2.2 The status of HRM and HRD in An Giang Customs Department

There are about 200 employees working at An Giang Customs Department and like other organizations, the allocation and arrangement of employees depend on the functions and tasks of each subordinate unit and basing on their appropriate professional qualifications so the number of person working on each unit will be different. The management responsibility of staff is assigned to the head of the unit. It means that he have to manage, assign tasks to employees appropriately aim to complete the professional tasks. Basing on that, the head of the unit will decide on which reward for good performance and introduce candidate for manager position if he / she has enough necessary

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professional and management ability and the head of the unit also proposes to discipline the offender in case of they have failure or not fulfill assigned tasks.

In the other hand, all issues related to personnel such as recruitment, training, reward, appointment, discipline, etc. are assigned to the Personnel and Inspectorate Division. After planning the issues related to human resource management and development, this Division will report to the Board for making decision. In addition, calculation of wage, procurement essential items for employees used for working will be conducted by the Finance and Logistics Division

In term of the human resource development aspect, every year, the Personnel Division plans to train and foster the necessary fields to ensure that the performers have sufficient capacity and knowledge to complete the assigned tasks. Besides short courses, the Customs Department also reviews special cases for long-term training such as university or postgraduate studies. Each year this agency spends about VND 200 million on training. However, since its foundation this agency has never paid for people who follow postgraduate program exception of facilitating in term of time.

At present, this organization is implementing the project of "position – employment" that presents scientifically calculate the number of people, the number of assigned tasks by which specifying the number of people necessary for a division or equivalent unit. This is the general program of the General Department of Vietnam Customs and it built by requiring the local Customs Department basing the specific tasks of their agency to make a table show the number of people needed for a workflow then submitted it to the General Department of Customs to issue the project officially. However, this program is still in the process of construction and has not been put into the practice.

4.3 Discussion of research findings.

4.3.1 Findings through collected data from documents

Vietnamese workforce is now abundant and the Government of Vietnam has drawn up a detailed roadmap related to Human resource through Decision 579 / QD-TTg on human resource development from 2011 to 2020 in which the training goals was emphasized and seen as a main tool to a attain development: "To build a learning society in the integration period; learning to have a

job, to have an effective job; learning to make yourself and others happy; learning to contribute to the development of the country and humanity and To build a system of advanced, modern and diversified human resource training centers…".". However, this project has too many criteria and in some certain extent it did not really considered all available resources to conduct all of these goals. In addition, when assessing the performance of civil servants, there are many general criteria that are difficult to measure such as requirements relevant to moral quality, lifestyle, etc., which leads to the phenomenon that not evaluate the real ability of workers by which it limits creativity and contribution of employees as a result it is hard to improve productivity.

Next data related to the human resources of An Giang Customs Department shows that this agency possesses an abundant human resource with more than 75% of experienced staffs working over 11 years (Figure 4.6), highly qualified human resources with 88% staff have university degrees (Figure 4.3). In addition, while the current average income of Vietnamese people is about VND 4 million per month, 26% customs officers have income 5-10 million, 29% at 10-15 million and 41% over 10 million. This is really high salary compare to other civil servants in other agencies. This shows that the compensation of this agency is good.

In addition, the An Giang Customs Department has completed the state budget collection task for two consecutive years (Figure 4.8). This organization also pays attention to working rotation to bring more innovation. In the other hand, annually the Department devotes a certain amount of training costs (VND 220 million per year) and takes different forms of training. The assessment of the ability of the civil servants to complete the work also noticeable changes for example the rate of not task completion and excellent rate are decrease. Meanwhile, the proportion of good and acceptable level tended to increased (Figure 4.9).

However, the data shows that the human resources of An Giang Customs Department also have certain limitations. First of all, there is a gender imbalance in the workforce as only 28% of civil servants are female (Figure 4.1). The organization is also confronting the aging of the workforce with 31% of that are at 41-50 years old and 35% at 51-60. Furthermore, only 10% of the unmarried labor force by which it may affect to productivity of employees due to not reach the maximum level. The rate of job completion at excellent levels is declining and the ability of collecting tax in 2016 is only 86% comparing to the plan. The training has been implemented but the result against the plan because it is unstable and there are big differences among training fields for example, training

results in 2016 showed that IT training was only 10% while training in political theory reached 290%.

Moreover, the position-working project will face major challenges. First of all it is so difficult to make human resources meet all requirements of each position. The process always requires a civil servant have good knowledge of specified subject but this issue is controversial because of the rotation time between positions as it takes a long time for a person to adapt to a new field.

4.3.2 Findings through in-depth interviews

This section analyzes data collected by implementing six in-depth interviews with various civil servants from officer to manager and conducted at An Giang Customs Department. The content of interview focus on three subjects and depend on the position of interviewees, the interviewer ask different questions.

* Defining HR and HRD

First of all, the general information background relevant to HR and HRD was the first subject. Of course the interview started by the description of their work then they shared the idea of HR and HRD as well. All of interviewees supposed that HR was physical and mental power of a person. Two of interviewees thought that mentioning about HR of an organization is to consider the quantity and quality of employees. One interviewee believed that HR has to comprise the virtue of a person. Furthermore, all of them confirmed that human resources will create the strength of the organization and the competitive advantage of the organization. This was mentioned by Karen Legge, 1995 and Amstrong, 2008.

One interviewee emphasized the role of human resources in the organization in a particularly interesting way:

"Considering under different angles there may be different concepts of human resources. However, I personally think that human resources are invaluable resources and if you know how

to invest, care and exploit, it will generate huge profits that nothing can compare." (interviewee 5)

An interviewee put her feelings about the conception of HR as following:

"Human resources are the health and wisdom of a person and he uses it to bring good results to community and society." (interviewee 6)

With breakthrough thinking, the interviewee understands human resources as follows:

"Every individual engages in any activity of the organization / unit / enterprise with the desire that organization / unit /enterprise have achieved the results as set out. And any organization / unit created by different individuals and gathering all of these individuals is called human resources." (interviewee 3)

Referring to the HRD, 4 out of 6 interviewees said that training is an important factor for the organization to develop HR. One interviewee thought that

"Training (to be understood as training conducted for the right subjects, be suitable for the requirements of the task) will improve the professional level for the staff to perform their tasks, update regularly relevant knowledge by which it presents the motivation, commitment of the organization to each individual; Furthermore, training will also increase the sense of responsibility of civil servants to perform their duties. Also training creates the motivation for every individual in my organization to strive seriously." (interviewee 3)

Having the same way that training supports effectively for the HRD but the interviewee 6 referred it in another aspect:

"Training plays an important role in the development and this factor is being considered as a way to rapidly develop HR in which basic education is the foundation for developing the skills needed to engage in high valued economic activities."

However, two interviewees have different views on HRD. They argued that job engagement is the key to develop HR because of following reasons:

"Job engagement helps to promote the ability and sense of responsibility of the employees and make them interesting, take part in the work. Also they become self-conscious and coordinate well with other individuals by which enhancing the ability of creation and improve the quality of performance" (interviewee 5)

In certain extent, above quote is in accordance with the view of motivation through participant of employees as Nielsen & Randall (2012) pointed that there is a link between the participation of employee and important outcomes or in the other hand the coordinating well with other individuals is the form of teamwork. And this following statement also related to satisfaction of employees by letting civil servants participate in the job. Thanks to this, the employees feel they have contributed a part of their effort directly for the development of the organization:

"When employees are satisfied with their work, they are more motivated, engaged and loyal. It helps to promote the ability and try to devote." (interviewee 2)

In general, the opinions and views of human resource showed by interviewees have many similarities in which human resources are extremely important in the resources of an organization. This is consistent with many previous studies. However, for human resource development, interviewees often focused on two factors: motivation and training so two these topics will be presented in more detail.

*** HRD through Motivation**

The research assumes that in order to develop human resources, there are two factors play a vital role including: Motivation and Training. As stated in the Literature review, there are many different

forms of motivation and basing on these related contents, the interviewer gave questions relevant to motivation. The following are personal views of interviewees on the motivation of the organization where they are working.

In all of the interviews conducted in this research, motivation is a theme received a lot of feedback from respondents, they have presented different views about the motivational forms of the organization.

When discussing motivational issues through rewards, four out of six interviewees said they had a good chance of getting rewards that matched what they were doing. The remaining two interviewees thought that they did not receive a reward corresponding to what they have done with the same reason that they had to do too much. The next reason is that sometimes respondents have to do the work that is supposed to be done by others because of their limited capacity. So the unit needs interviewee's support but this is not clearly stated in the task assignment

Another form of motivation discussed by the interviewees is motivation through job design. The number of times a person moves depends on the number of years they work. According to regulation, every 3 years an employee have to move to another position. According to the general opinion, 05 out of 06 interviewees said that rotation is good for them because of the following typical explanation:

"That is very good, giving me the opportunity to experience, to capture many different positions to improve professional skills" (interviewee 4)

Or another statement with different reason as follow:
"Job rotation not only helps me to learn new skills but also promote creativity and avoid laziness" (interviewee 6)

The interviewee described the rotation is not good for her in the following way:

"This is not good for my current position as this is the last stage of state management in the customs field. To do well and accurately, it not only require self-study by an individual but also I need to be trained, and especially must have accessed to previous stages such as the implementation of customs procedures, anti-smuggling"

According to this quote, for nearly 10 years she has been moved only one. And the organization explained that they haven't found another one to replace her position. So this clearly contradicts the regulations promulgated

*** HRD through Training**

As presented in detailed in the Literature review, training is an effective way for an organization to develop HR and an organization has to fully meet the requirements of a training process includes: analyzing and assessing training needs, selecting and design training programs, training approaches and evaluation of training.

Designing training programs

Basing on this, the interviewer also discussed about these contents. In term of design training program, most of the respondents said that this is a very important issue and directly affects effectiveness of training. And one respondent has his own opinion as follow:

"The training classes have contributed to the addition of knowledge on the practical subject and theoretical knowledge" (interviewee 1)

With the above quote, respondent did not answer directly to the content of the training programs but only commented on the results of the training program. However, another interviewee has made more objective and detailed comments on the training program

"I personally attended the training program organized by my department, I found that the program is meaningful because the basic knowledge of the program are applied in the process of performing tasks effectively" (interviewee 3)

Thus, the design of the training program from the point of view of the interviewee 3 is perfectly suited to her current work needs because she applied knowledge after training to the work and bring the expected results.

Similarly one interviewee has shared his view about this as follow:

"The training program has clearly defined the relevant content so I myself have planned to apply knowledge received after training to the appropriate field of work." (interviewee 5)

Asking whether you have received fully the basic skills and necessary knowledge from the organization's training to start a job, three interviewees said they had received enough skills, one supposed that it was not and two interviewees have the following opinions:

"Not enough, I have to learn more from many different sources to improve my professional skills." (interviewee 4)

And below is the contrary idea about this matter:

"Basically I can be able to handle most of the work in the organization after training" (interviewee 5)

Accordingly, there are very different perceptions about designing training program. Whether this is due to the training policies is different for each stage. Hence a person will receive various training opportunities. It may be the training program for each topic is suitable for this position but not for the other positions. Another reason comes from the perceived ability of each person because different basic knowledge and learning capacity will lead the different perceptions and training results.

Analyzing and accessing training needs

According to a logical principal, the interviewer have to present in turn the order of the training process but the study supposed that it is better and be more objective if beginning with the design of the training program. Experiencing different views of the interviewees on training program, it showed that this organization seem not to have done a good job of analyzing training needs. When discussing with the competent person who does the training function, he suggested that first of all, the organization

undertook the training needs assessment. Specifically, we analyzed the weaknesses of the unit to identify which skills need to be trained. The organization then analyzes the task through the Job Description Sheet (this is also done in accordance with the requirements by standard of ISO 9001). Finally, the organization also analyzes employees based on attitude surveys or role-playing.

It seems that this agency has done all of steps of training process but the real problem lies in the actual implementation. The interviewees also frankly admitted that sometimes they recognize the weaknesses of the agency but they cannot overcome because of shortage of qualified people, lack of young people who are enough ability and energy as well to be arranged into appropriate position. It means this department cannot recruit employee so although they recognize which position or employee need to be trained but they don't conduct training because of lack of people to do work daily. This occurred due to recruitment is the right of the superior agency. Through sharing of an interviewee, the study knows that this agency has sent their requirement of this problem to their superior but until now this problem has not been solve. Furthermore, the job description is available but a newcomer assumes the task (as job rotation term) is incomprehensible and starts to do new job in a good way due to lack of experience. In addition, An Giang Customs Department has never conducted tests to check person's actual ability because just by observing may not reflect the capacity of the person fully.

Training approaches

Another important factor in the training process is training approaches because Applying suitable training approach will help the organization achieve high performance in training. Among training approaches as presented in the Literature review section, there are some main types of training that this agency often uses. That is the job training (OJT) whereby any person employed in the agency will be guided by an experienced person in the unit to support them overtake their mission and can do it in the best way. The end of the training time (usually 12 months) will be have a comment board on the how the newcomer do his job by which making decision about whether the person is officially admitted to the institution. Another form is training in class and seminars and next is the short-term training courses. Besides the form of distance training is followed by two people by themselves that means this agency doesn't spend for this method. When asking interviewees which training approach is the best and suitable for them, two people thought that short-term training courses is their top choice because of its superiority such as saving time, immediately add missing knowledge. Two respondents believed that

training in class and seminars that help them feel comfortable to share experience and learn from another as well. One interviewee described this matter in the following way:

"I always feel grateful to the person who guided me the first day when I went to work. He not only communicated the experience but also inspires me to work hard. Therefore, I personally think that the job training should always be maintained and continued doing in the future" (interview 3)

According to one of the interviews each form of training would be appropriate for each stage of the department's development and appropriate for the type of knowledge to be communicated and received. Therefore, this feature should be noted for proper application.

There is an interesting coincidence that all 6 interviewees thought that the distance training is ineffective. This may be due to personal views or it may be ineffectiveness of this method.

Training evaluation

In term of the result of training, the interviewer asked if the training results improve the ability and gain new skills to perform different tasks or earn more money after being trained. As a result all of them answered that they didn't earn more after being trained because it may they work in a public agency. It means they must be in manager position or they have to wait for time to be paid (raise salary level) periodically every 2 or 3 years depending on the category of civil servants or to achieve excellent performance to raise wages ahead of time. And there was only one thought that she didn't improve her skills after being trained. The rest of the participants said that training helps them to improve their skills as well as their ability but each person has various view about this issue

"In the trained skills, I found that the training of teamwork skill was very practical because I used to work alone, but after learning the skills of teamwork I realized that it helped me to improve efficiency, time to complete tasks is shorter, higher work quality; Interaction with colleagues is motivating for me to expand my social relationships by which my spiritual life is enriched." (interview 4)

Besides, almost the training evaluation aim to receive the learner's perceptions through questionnaires because of the suitability of the method in short-term training courses in this agency.

Discussing about the changes created by training in term of behavior, four interviewees agree that they have changed their behavior much after trained because all of things they learn affect directly their thinking about job. One interviewee supposed that he just changed a little after trained. The last one indicated that

"It is hard for someone change their behavior after a short-term training program, especially when they are over 30 years old. That is my case I suppose every change I have come from mainly observation the surround life and from my failure" (interviewee 6)

According to this description behavior changes made by training is only suitable for special case and for people over 30 years old. Especially she supposed a short-term training program does not bring benefits of behavior change.

As we know that many researchers had constructed four criteria to evaluate training effectiveness in which behavioral change will affects the outcome of organization. With regard to the impact of training on behavior change, this organization has largely achieved the ultimate goal of training.

Although all organizations now recognize the importance of human resources but how to do to manage, develop HR in the best way to bring great develop is always a challenge. This requires each organization to work constantly to overcome the constraints that are causing the loss of this precious resource. Therefore, the interviewer mentioned this content in the interviews in order to find suitable solutions for the development of human resources.

* Challenges for HRD

Discussing about the challenges for HRD, the interviewer mentioned which activities are causing difficulties in the management of human resources. As a result, three respondents pointed out the difficulties of organization are training. However, each person has a different way to express their view:

"The problem is not choosing the right subjects for training and the mistake is not to arrange the knowledgeable person into the position in accordance with what they have learned" (interview 3)

The interview also emphasized:

"There is no proper training plan, especially lack of process of analyzing and assessing training needs" (interview 6)

According to description of above challenges of interviewees it showed that Human resource development through training is indeed the content that receives much attention from the civil servants. Besides there are some other ideas about the HRD challenges, that is the problem of qualified employees. One interviewee indicated that there are a limited number of civil servants who have such characteristics as lazy, lack of knowledge, inability to adapt to changes. Another interviewee said that the biggest difficulty of the agency was the shortage of personnel that affected the whole operation.

Once the challenges have been identified, the interviewer also discussed about the solutions to the problems mentioned above. Each suggestion for human resource development solutions of the An Giang Customs Department has its own meaning and it has expressed in different angles. The interviewer will then present all the solutions of each respondent. At first, the interviewee 1 considered that the answer is in the recruitment that selects qualified and well-educated people in the right position. Similarly, the second interviewee said that it was necessary to build up a competent team to fulfill all assigned tasks and emphasized the vital issue is construction of attraction and treatment policy for talented people. This proposal involves the management of human resources in resourcing. The third interviewee said that the agency need focus on human resource management in the direction of fairness and frankly critique the case of wrongdoing and this is really a topic of employee relation. The fifth interviewee supposed that good training should be done on the spot, choosing the experience and good quality people to guide and set the example for the apprentice. This matter related to the OJT in training approaches part.

In addition, the fourth interviewee presented five important solutions for sustainable human resource development. First of all, the state needs to reform the salary system to attract talented people, then that is the organization's commitment to motivate employees through reward (promote position) to

stimulate them work hard. Thirdly, there is a need for appropriate training policies in all respects to enhance the capacity of the workforce. The fourth is the management of working time to avoid waste and finally, this agency should organize more movements to improve the spiritual well-being of civil servants thereby enhancing productivity.

Furthermore, aim to the development of sustainable human resources in An Giang Customs Department, macroeconomic policies should first be considered. It is a matter for the Vietnam Government which needs to focus on policies related to education. Basing on that sharing, the interviewer restated this content made by the personal point of view of the sixth interviewee. That is to develop high quality human resources, Vietnam needs to focus on the fundamental and comprehensive reform of Vietnamese education tend to standardization, modernization, democratization and international integration. In which the educational management mechanism, the development of teachers and management staff are the key. To focus on improving the quality of education and training, especially in term of ethical education, lifestyles, creative capacity, practical skills and ability to make a living then to renew the contents, programs and teaching and learning methods as well with particular attention being paid to the development of the university-based education.

Chapter Five – Conclusion and Recommendations

The study tries its best to find out the appropriate theory framework related to the research subject. By researching many various materials the study has constructed contents of literature review part. Theoretical framework is supposed as the basis that governs the whole content of thesis. Specifically, the study mentioned definitions of HR, HRM, HRD, sustainable development. But it didn't only repeat concepts of the scientist but also presented its own understanding of these issues. Next is the content of the human resource management activities in which the study mentioned some matters such as: Resourcing, Learning and Development, Reward, Employee relation. Then to develop HR the research supposed training is the essential factor helps to gain HRD in which training process must go through stages: analyzing and assessing training needs, selecting and designing training programs, the training approaches and evaluation of training.

Furthermore, motivation also plays an important role to create development of human resource. At first, the study presented some theories of motivation next it indicated the forms of motivation including: motivation through designing job, motivation through rewards and motivation through the participation of employees. Because the subject of this study is to develop HR toward sustainability, the study mentioned about the relationship between development of human resources and sustainability.

Moreover, on the basis of findings made by experts, scientists and real situation of HRM and HRD at An Giang Customs Department, the study has attained some certain results. After researching data related to HR, the study has shown that the An Giang Customs Department is facing the aging of the labor force because there is no specific plan for new recruiting. Furthermore, it should have a balance of age in the workforce but this agency is in serious shortage of young people who need to be trained and accumulate experience to meet the requirements of tasks. Also the majority of older civil servants have not been trained basically and systematically that make the problems more seriously.

In addition, the indicators related to gender, marital status partly affects productivity. Also the evaluation of human resources quality is largely based on the observation of lifestyle causes labor productivity losses. And through the analysis of the information collected by 06 interviews has indicated training indeed plays an important role for the development of HR in which all of stages of this process should be considered carefully. It depends on the actual situation of the organization to

focus on each stage of the training process. However, the training process of An Giang Customs Department did not carry out carefully for example analyzing and evaluation training needs and the post-training evaluation were not well implemented that make this activity become weak and doesn't bring expected results.

Although most interviewers said that they have the opportunity to receive rewards in accordance with what they have done but there is a truth that treatment regime have not really attract and encourage talented people. So it doesn't contribute much to stabilize the life of civil servants. Furthermore this is especially a sensitive area in which customs officers are easily committing a crime of collusion with smugglers in order to commit commercial fraud because the proceeds of these crimes are so large comparing the salary they earn every month. Similarly motivation through job design in the term of rotation despite receiving much support from civil servants, but also there is still a case of not considering the process of work to arrange personnel according to reasonable way. This causes difficulties for the rotated person and it does not help the organization to improve labor productivity. Analytical results also show that the challenge of An Giang Customs Department is now a training issue and this agency should overcome this constraint to develop HR toward sustainability.

In order to build qualified civil servants who are talented and capable to meet the task requirements and international integration as well, An Giang Customs Department or other public agency in particular and Vietnam Government in general should create a strong change in the quality and effectiveness of training. The following solutions should be implemented:

Firstly, the Government of Vietnam should continue studying and promulgating the system of legal documents on training and retraining of civil servants, staffs and officials. Secondly before sending civil servants and employees to participate in training courses, agencies and units should well perform the work of statistics. Also it is called the stage of analyzing and evaluation training that aim to draw up reasonable training plans at the right time and be suitable for the training policy. Then to regularly renovate programs, contents and approaches of training for civil servants and employees. This means that it is necessary to develop content and training programs for each subject in the whole country. Furthermore, that is the renovation of training management because this issue has not been focused in the past time that leads ineffectiveness of training program. In other words it

leads to phenomena of overlapping knowledge and civil servants have attended classes, seminars are not serious or use up training costs as planned.

In addition, the construction of motivation policies is extremely important for improvement of the quality of human resources, especially the salary system must be able to attract talented people. Next implementation of job rotation should pay attention to promote the capacity and skills of civil servants. The next step is to create a link between the workforce and the organization by asserting the right to participate, contribute to each individual then showing them how their contribution means to the success of the organization.

The results of the thesis have the great means for the An Giang Customs Department because until now there has not an official scientific research related to the human resources at this agency at all. The data collected and analyzed clearly showed positive aspects for this unit to continue to develop and especially to point out remaining constraints that have caused disadvantages for human resource development. In addition, the research has carried out relatively full contents of the theoretical framework related to research topic. This would be extremely useful for later studies on human resource development in a public sector.

Considering a wider context, research results have an important mean because all related theories are exploited from well-known experts and scientists and then they have been compared and contrasted in a complete and clear way. Moreover, the data is reliable due to their reliability and validity. All of data collected surely are in a particular unit. Therefore, in the larger context, if having similarities of nature and size, the results of the study still have a certain meaning so this framework can be applied. Basing on this, there is an objective view of HRM and HRD so that organizations can draw on the experience lesson in the field of HRM and HRD.

In order to be able to meet the research objectives as well as answer the research question, the thesis searched all relevant sources related to the research topic then uses the synthesis method to build a theoretical framework. After finishing this step, the study conducted the analytical method to find out what is advantaged and disadvantage of the organization. The thesis also mentions the reasons why there are limitations to provide suitable remedial direction. In term of answering the research question, thesis has done according to the following structured way. Firstly using chapter 2 – Literature review to answer the first question (what are activities related to HRM and HRD), then chapter 3 (the Research methodology) and chapter 4 (Analysis and findings) to answer the second

question (How does the An Giang Customs Department do to manage and develop HR as well) and Chapter 5 (Conclusion and recommendation) to answer the last question (Which challenges need to be solved to develop human resources toward sustainability). Thus, the initial goals have been finished.

However, the thesis also contains certain limitations such as the knowledge and experience of scientific research is not really good, the sampling is limited so the results may not be representative for all organizations. Also the interviewees' ideas are sometimes emotional and they do not have evidence to support their viewpoints so sometimes the accuracy is not high. In the future, if continuing to research the subject of human resources, the thesis will focus on the issue relevant to Motivation through internal rewards, because the human spirit will create tremendous strength that there are no scientist has proven its limits.

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