

## Human resource management and employee satisfaction of Japanese farm businesses in Vietnam

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### Summary

These days, numerous Japanese investors looked to land in Vietnam as an alluring goal. So as, to put resources into a far-off nation, there are various challenges which they must face with. One component plays an important role for the success or failure of organizations which is human resources (HR), particularly in multi country organizations. This paper aims to study the general issues of Japanese farm businesses in Vietnam in human resource management (HRM) that influence employee's job satisfaction and working conditions of the employee in these businesses. We found that there are differences in employee's job satisfaction of the labourers in these businesses due to dissimilarities in how the farm are managed. Our comparison demonstrates advantages in some aspects as (1) Salary and Allowance (2) Management Method (3) Recruitment method (4) Training (5) Working hours (6) Human relation and (7) Working atmosphere of HRM of these organizations having higher employees' job satisfaction evaluation. Finally, based on the results of qualitative and quantitative evidence as well of the comprehensive interview, some suggestions were given to HRM in Japanese farm businesses on some problems they could meet in employee management. In more detail, in order to improve businesses' effectiveness, efficiency and meet new challenges in the future, a higher educated agricultural workforce in these companies is required as well as companies must enhance their managerial capacity.

**Key words** : human resource management, job satisfaction, Japanese farm businesses

### 1. Introduction

The pressure of regional integration and globalization in the world brings a huge of advantages and disadvantages in economics, political, social and technological arenas, which leads to the trend of oversea expansion investment (F.M.Hamdi, [1]). Japan is known as the country which has advantage technology in industry and agriculture as well (M.Hori et al, [2]). However, there are some clear difficulties in Japan such as a decline aging population and shortage of labour which result in greater demand for the foreign worker hired (Japan Spotlight, [3]). Due to the increasing challenges, they are facing in Japan, small and medium enterprises are looking for business opportunities in foreign countries (Kanakano Negishi, [4]). Especially, after the global financial crisis of 2008, the Japanese companies have increased investment abroad to survive (Martin Schulz, [5]).

It can be seen from Figure 1 that in 2015, 21.5% of

Japanese agricultural companies have interest in starting operations overseas.

In detail shown in Figure 2, with Japanese agricultural companies, there are many difficulties faced with such as an organizational structure business manner, language, which are related to HRM.

All over the world, there are many studies were conducted in HRM and job satisfaction. Murat KOÇ et al. [6], Alina Ileana Petreuscu et al. [7] implemented studies about the important relationship between HRM and employees' job satisfaction. However, these studies examined this relationship in developed countries as Turkish and British which are different from our research areas and methodology, as our deal with a qualitative method mainly to analyze the relationship of employees' satisfaction and HRM in Vietnam. In addition, some researchers targeted ongoing this issue in developing countries such as Md.

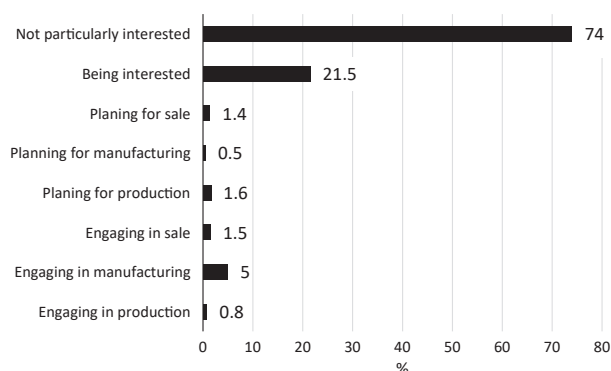


Figure 1. The situation about plan and engagement in expansion abroad of agribusiness in Japan  
Source: Japan Finance Corporation, 2015

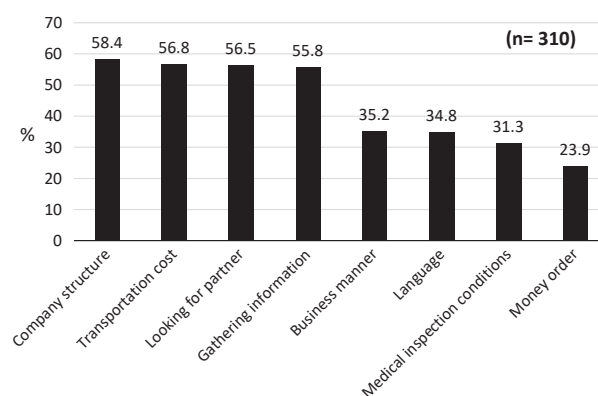


Figure 2. The issues when expansion abroad of Japanese agricultural companies  
Source: Japan Finance Corporation, 2015

Shamimul Islam [8], Imran Khan [9] to survey in Bangladesh, Pakistan. They focused on manufacturing, services as the bank, hotel, or education, which are not our concern. Closely related to our study, human resources in Japanese farm businesses in Vietnam, Hasegawa Kousei [10] revealed highly in legal of agricultural and human network in Vietnam and Nguyen Thi My Hoa [11] investigated the expansion of Japanese agricultural business and changing of the investment environment in Vietnam. However, those studies provide no information related the current situation of HRM and their employees' satisfaction in Japanese businesses.

Therefore, this study has been conducted to fill up this gap in this area to some extent. We already tried to analyze the relationship between HRM and employees' job satisfaction in Japanese farm business. On this paper, this study only attempts to analysis the satisfaction of employees in each factor and explain the reason why there are differences in the satisfaction of employees in each factor of 4 companies by qualitative method. Furthermore, some suggestions were given to improve HRM in the future, which results in the increase of employees' job satisfaction.

## 2. Material and Methods

### 1) Study areas:

The research was conducted in three areas including Da Lat, Moc Chau, and Ha Noi in Vietnam. Da Lat, a region with a temperate climate, is a paradise of temperate quality vegetables and fruits, while almost temperate and sub-tropical fruits are grown in Moc Chau. With the favourable



Figure 3. Map of research areas

condition as temperate climate, suitable soil conditions and the limitation in agricultural production, Da Lat is attracting many domestic and foreign corporations (Korea, Japan, France, Singapore, etc). Moc Chau will be known as “Da Lat of the North” in Vietnam. Besides that, Hanoi possesses no idea condition to produce agricultural products compared with Da Lat, Moc Chau. However, it is a capital and crowded city, which leads to the high demand for qualified agricultural products. Therefore, the Japanese decided to invest in agriculture in the suburban area.

## 2) Data Collection and Sample Description

Collecting data was conducted in 2019. In-depth interviews were used for employees and managers, conducted through questionnaires and standardization. The questionnaires consist of normal questions to get general information and 5-point Likert Scale questions (1-Strongly dissatisfy, 2-Dissatisfy, 3-Normal, 4-Satisfy, 5-Strongly satisfy) to determine their satisfaction evaluation in each factor and job satisfaction in general. Samples were surveyed from 4 farm businesses with sample size being 56 employees.

In detail description, company A is a Vietnam branch of Mother Company that was built in 1980 in Japan. It is a large-scale tea company with about 200 employees in Japan. It was such a long history of company A in development. There are 36 people in company A in the Vietnam branch with 51 ha being cultivated and produced tea products.

Company B started an observation in Da Lat city in 2012 for an experiment of cultivation. Then, they decided to establish officially in 2015 with 10.7 ha being agricultural land. Now the company has 17 people in total. They have expanded their companies because of the agricultural products' potential in Vietnam, other Asian markets.

Turning to company C, the newest farm belonged to big cooperation of Japanese in Vietnam. The main field of this cooperation is electronic. However, after recognizing the potential of the agricultural field in Vietnam, they decided to occupy the agricultural field by expanding a farm with 5 ha being cultivated organic vegetables. The number of

employees is 11 people from 2017.

Company D was found in 2015 with cultivating strawberry on 0.3 ha for selling products in Vietnam. There are 7 people in this company.

The firm size was classified by the total number of people. Small sized firms had less than 20 employees. In this study, three firm sizes are small, and one is medium (Table 1), so all 56 employees (including workers and engineers) of firm size were interviewed. Besides, to get general information about HRM practices, one manager of each company was chosen to interview.

## 3) Data analysis

The data was analyzed by qualitative and quantitative descriptive analysis. The analysis focused on making comparison HRM and employees' job satisfaction of Japanese farm businesses to find out the advantages and disadvantages of management methods and the relationship between HRM and job satisfaction.

There are numerous studies in HRM and employees' job satisfaction in different parts of the world and it is supposed that HRM has a tight relationship with job satisfaction (Ting, [12]). HRM is the way how to manage people in an organization. It was determined there are six dimensions affecting job satisfaction which are payment, the work itself, promotions, supervision, workgroup, working conditions (Luthan, [13]). Besides, other factors affecting employees' job satisfaction were mentioned as reward systems, health and work safety, work environment,

Table 1. The background of four companies

| Company | Establishment Year | Industry type                  | Location | Firm size | Total No of people in company | No of managers | No of engineers | No of workers | No of ethnic minorities | No of sample size |
|---------|--------------------|--------------------------------|----------|-----------|-------------------------------|----------------|-----------------|---------------|-------------------------|-------------------|
| A       | 2003               | Cultivating and processing tea | Moc Chau | Medium    | 36                            | 8              | 0               | 28            | 12                      | 28                |
| B       | 2015               | Cultivating fruits             | DaLat    | Small     | 17                            | 4              | 1               | 12            | 7                       | 13                |
| C       | 2017               | Cultivating vegetable          | HaNoi    | Small     | 11                            | 1              | 1               | 9             | 0                       | 10                |
| D       | 2015               | Cultivating fruits             | DaLat    | Small     | 7                             | 2              | 2               | 3             | 0                       | 5                 |

Note: In A company, one manager played as an engineer role.

job security, management and policy, human relation, communication (Lane, Essser, Holte, & Anne [14]). Because of almost the small size of Japanese farm businesses in Vietnam with the few numbers of employees, not all factors mentioned above are applied in HRM. According to our survey, the basic factors are implemented in all small – medium sized companies including payment (salary and allowance), management method, recruitment method, training, working hours, working environment (human relation and working atmosphere) to study their impacts on job satisfaction (Figure 4).

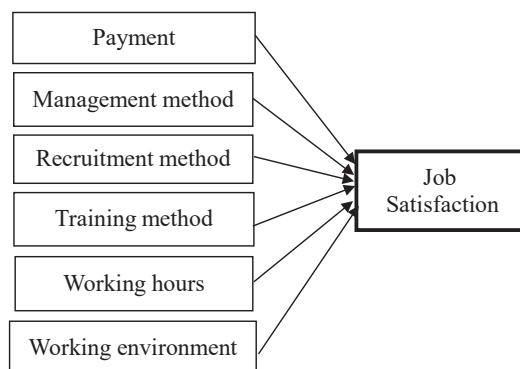


Figure 4. Concept framework

### 3. Results

#### 1) Differences in employees' job satisfaction of four companies:

“Job satisfaction can be defined as the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction.” (Armstrong, [15])

Table 2 indicates the average point of respondents to 7 factors of companies that explored their satisfaction level relating to HRM with 5 levels of Likert scales. There are differences in satisfaction assessment of respondents among 4 companies. However, overall, the A and B companies' respondents reported higher satisfaction than the C and D companies. It is noted that the respondents of C and D companies displayed 'neutral' at their satisfaction' level in all issues given. On the other hand, the A and B companies' respondents produced a level higher than their counterparts did. By dint of that, hypothetically, the A and B companies are expected to possess overpowering characteristics in management.

#### 2) Description and comparison HRM practices of companies:

There are 7 factors to deeply analyze in HRM practices and determine the effect of these factors on employees' job satisfaction.

##### ① Salary and allowance (Payment)

As usual, employers pay wages directly by cash or indirectly through a bank account. In general, it is sure that



Correlation coefficient  $r = 0.297$ ,  $p = 0.026 < 0.05$  showed that salary and allowance correlated positively with job satisfaction.

Figure 5. Salary and Allowance

Table 2. Mean of employees's satisfaction in each factor at four companies

| Company              | (Maximum: 5point) |     |     |     |
|----------------------|-------------------|-----|-----|-----|
|                      | A                 | B   | C   | D   |
| Salary and allowance | 4.1               | 3.8 | 3.4 | 3.3 |
| Management method    | 4.3               | 4   | 3.4 | 3.4 |
| Recruitment method   | 3.7               | 3.9 | 3.3 | 3.2 |
| Training method      | 3.3               | 3.8 | 3.4 | 3.4 |
| Working hours        | 4.3               | 4.1 | 3.5 | 3.4 |
| Human relation       | 4.3               | 4.4 | 3.5 | 3.8 |
| Working Atmosphere   | 4.2               | 4.4 | 3.6 | 3.8 |

the salary of engineers is 1.5 to 2 times higher than of workers. The salary will be decided by many factors like the year of working experiences, language ability, education level... Employers will take consideration once per year about raising the wage. It can be seen from Table 3, comparing to a regional minimum wage of each company in the year surveyed, the highest salary for workers belongs

Table 3. Salary and allowance of four companies

| Company                         |                        | A       | B      | C       | D         |
|---------------------------------|------------------------|---------|--------|---------|-----------|
| Salary                          | Engineering            | 10 – 12 | 6 – 10 | 8 – 10  | 7 – 8     |
| (Million VND)                   | Worker                 | 4.5 – 5 | 3 – 5  | 6 – 6.5 | 4.8 – 5.8 |
| Regional min wage (Million VND) |                        | 2.92    | 2.76   | 4.18    | 2.76      |
| Welfare                         | Social insurance       | ✓       | ✓      | ✓       | ✓         |
|                                 | Health insurance       | ✓       | ✓      | ✓       | ✘         |
|                                 | Unemployment insurance | ✓       | ✓      | ✓       | ✘         |
|                                 | Thirteenth salary      | ✓       | ✓      | ✓       | ✓         |
|                                 | Holiday/ traveling     | ✓       | ×      | ×       | ×         |
| Allowance                       | Housing support        | ✓       | ✓      | ✓       | ✓         |
|                                 | Transport cost         | ✓       | ✓      | ×       | ✓         |
|                                 | Meal/day (VND)         | 25,000  | 40,000 | ×       | 20,000    |

Source: own table

Note: ✓ - application, × - no application

✘ - 80% for this insurance deducted in salary.

to company D, which followed behind by A, C, and B companies, respectively. However, with the issuance issue, D company supported only 100% for social insurance and 20% for other insurance while remain companies paid a totally of three kinds of insurance.

In specific, regarding to the question “Do you satisfy with current salary and allowance policy?”, 42.86% and 7.89% people in A and B companies, respectively, are extremely satisfied while the dissatisfied employees with salary and allowance policy in D company possess 20%.

In B company, there are more engineers than other businesses. Only by owning 7 engineers and 5 manual workers, this is a unique company possessed a higher number of engineers than manual workers. It is a reason to explain that with the amount of salary being relatively low for the worker, compared to other firms, B company still was ranked at the second position of salary and allowance satisfaction (Table 2). The female worker – 37 years old at B company described this situation as followed:

‘If we criticize that the salary is low and design it, we will be disadvantaged. Because of the high number of unemployed, it is easier for an employer to find new manual workers while hardly can we get a job with a stable salary as here.’ (N.T.Tham - Interviewed on March 2018)

All companies support to pay for renting housing for their managers and engineers, even they built a dormitory

for employees living away from company. The transport cost for business trips and lunch meals are paid by companies, except C company. The manager of C company responded that it is unnecessary to offer separately transport costs as well as lunch. Because these costs are included totally in salary.

## ② Management method:

All businesses require having their organizational structure, which can bring growth and profit for the organization. On the other hand, not only does this structure ensure enough number of human resources with the required skill standards to attain the company’s targets but it also guarantees that the responsibilities of each employee, each department are described clearly. The Vietnamese male manager – 39 years old in company A shared:

“Reporting relationships are necessary for smooth operation. For me as a manager, I understand my responsibilities and know to whom I must accountable, my position in the company. For employees, they know whom they can report, direction or support.” (H.V.Hanh -Interviewed on June 2019).

In the production department of A company, there are 21 employees that were divided into 4 groups and each group has a leader. (Figure 6) The great point in HRM of A company is that the job description and its position were outlined detail and specific. In order to implement the works in the next week conveniently, they organize meetings one

time per week with team leaders and heads of departments.

B company also did the same. However, instead of having weekly meetings, daily meetings were handled by the farm manager of B company to convey the works for the next day to employees, which was expected to avoid misunderstanding at work. In B company, management by an object was approached to encourage and improve employees' performance which brings much profit for the company.

In B company, they recruited Japanese farm managers taking duty in management with a good understanding of management skills of Vietnamese labor. He can give a decision or become a consultancy for the director how to manage appropriately for the company and employees. Also, in order to discuss with workers or resolve their issues, it seems to be much easier because the Japanese farm manager speaks Vietnamese fluently. Explicitly, there is no barrier language in the case of a foreign company, B company in specific. Similarity, in A company, Vietnamese managers with a high-level of Japanese ability removed the language fence. The managers of A and B companies accumulated considerable experience in Vietnam and Japan working environment (Table 4,5) that can nurture their current job better than others without experience, even these companies including ethnic minorities.

Therefore, almost employees of company A and B satisfied in the management method. It can be seen from Figure 8, there are 53.57% and 23.08% workers expressing their extremely satisfaction with management methods of A and B companies and it witnessed a higher level of satisfaction on the management method of A company.

In C company, the farm manager only has a meeting with the engineer to discuss the situation on the farm one or two times per month. In addition, farm manager of C company also has responsibilities with other fields of cooperation as sale manager of functional food shop... In fact, the engineer burdened all works on farm. Although the engineer was a trainee in Israel for one year with experience in agriculture, he has no experience in HRM. (Table 6)

A mountain of works, even farm management made him overloaded. The male employee – 29 years old of company

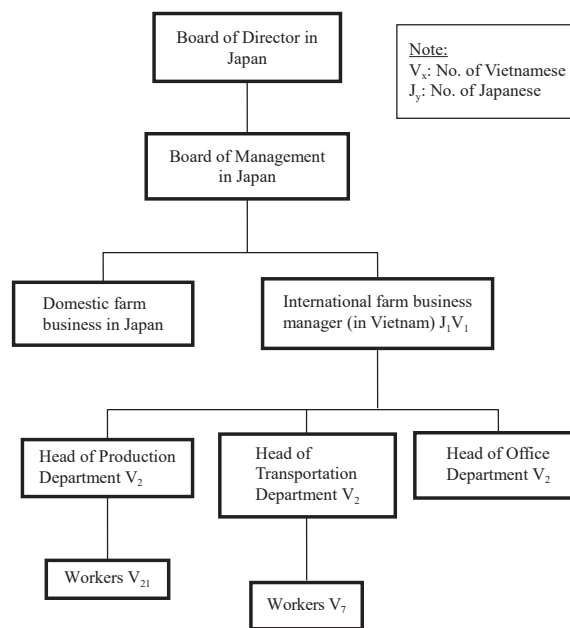


Figure 6. Organizational structure of A company

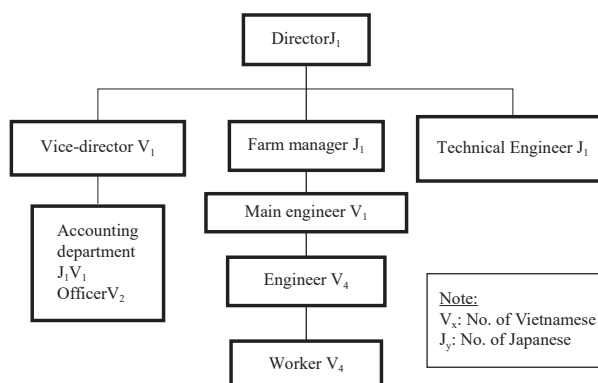
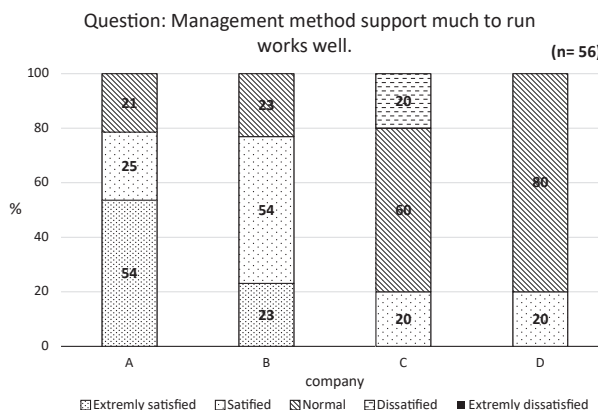


Figure 7. Organizational structure of B company



Correlation coefficient  $r = 0.413, p = 0.02 < 0.05$  showed that management method correlated positively with job satisfaction.

Figure 8. Management method

C said:

“...Because of the pressure of working, sometimes, he becomes difficult and irritable with us...” (P.V. Cuong - Interviewed on June 2019)

Therefore, it can be seen from Table 2 that the respondents of company C marked their satisfaction at the lowest level comparing to other businesses. Figure 8 showed that 20% people are dissatisfied with the management method in this company.

Comparing with A and B companies, higher satisfaction companies, the assistant director of D company who can speak Japanese well only focus on sale and marketing products and restrict to communicate with workers while the farm manager is limited in Japanese language. To operate business nationally or internationally, good communication is considered a key to success. Because of the language barrier, it leads to difficulties in management. With the Japanese director, he expected to follow the strict management as his farm in Japan. However, there are difficulties to implement it in Vietnam. The farm manager tried to explain to the director and find a suitable way to make a pleasure of the director as well as workers.

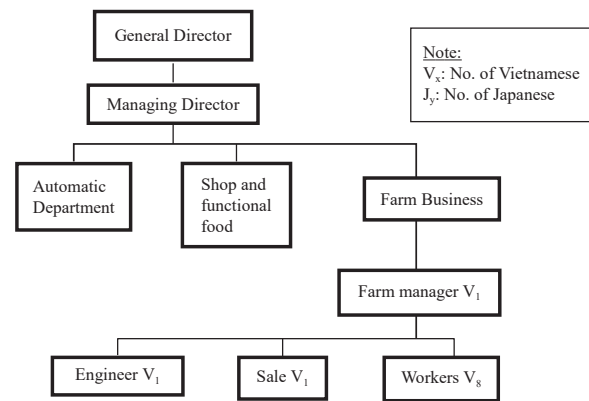


Figure 9. Organizational structure of C company

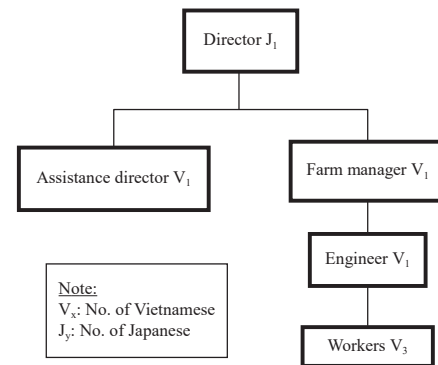


Figure 10. Organizational structure of D company

Table 4. Characteristics of A company’s manager

| Position       | Nationality | Working experience and training   |
|----------------|-------------|---|
| Manager (Male) | Japanese    | Work at the head office in Japan in management duty   |
| Manager (Male) | Vietnamese  | Trainee at head office in Japan for 3 years<br>Good at Japanese ability<br>Currently, taking duty in general management |

Table 5. Characteristics of B company’s manager

| Position               | Nationality | Working experience and training  |
|------------------------|-------------|--|
| Director (Male)        | Japanese    | Worked at head office in Japan in management duty  |
| Vice director (Female) | Vietnamese  | Studied master and PhD in Japan<br>Worked at head office in Japan<br>Good at Japanese ability<br>Currently, taking duty in the sale and general management |
| Farm manager (Male)    | Japanese    | Worked at Japanese companies in Vietnam<br>Be Recruited in Vietnam<br>Currently, manage on farm.<br>Good at Vietnamese ability                             |

Table 6. Characteristics of C company’s manager

| Position        | Nationality | Working experience and training   |
|-----------------|-------------|---|
| Manager (male)  | Vietnamese  | Japanese level: simple communication  |
| Engineer (male) | Vietnamese  | No Japanese<br>Graduated from Vietnam University in agriculture<br>Trainee in Israel for 1 year |

Table 7. Characteristics of D company’s manager

| Position                    | Nationality | Working experience and training   |
|-----------------------------|-------------|---|
| Director (male)             | Japanese    | Manager dairy farm in Japan   |
| Assistant director (female) | Vietnamese  | Speak Japanese well<br>Mainly on sale and accounting  |
| Farm manager (male)         | Vietnamese  | Japanese level: communication<br>Graduated from university in Vietnam<br>Works as trainee in Japan for 3 years<br>Take duty in managing |

Sometimes, he is impotent because of his Japanese ability.

Finally, it is undeniable that the organizational structure and the ability of managers play as key factors effecting employees' job satisfaction.

③ Recruitment method:

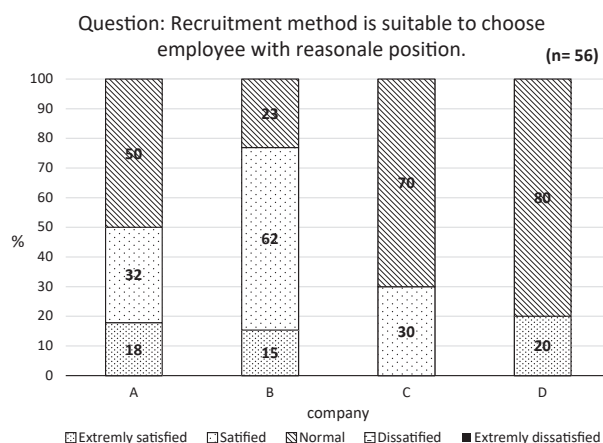
The Figure 11 describes the survey results from employees of 4 companies with the opinion "Recruitment method is suitable to choose employee with reasonable position". The percentage of employees satisfied with this opinion of A and B companies are higher than C and D with A company being 32.14% and B being 61.54%. The recruitment method applied by all companies is through acquaintances ordinarily to enlist manual workers. Besides, employers drew engineers who required higher skills and educational levels by recruitment website and agency. In B company, they focused on hiring trainees who worked in Japan for three years in the agricultural field as engineers. In Figure 11, 17.86% and 15.38% people choosing extremely satisfied mostly are engineers in A and B companies. They gave engineers a chance to visit the company for a whole day as an observer that engineers can get basically the information related to the company and their job. After that, they will let time take consideration before signing the contract. For manual workers' recruitment and selection, in A and B companies, the managers and candidates meet and discuss each other. The instruction and explicit explanation are necessary to avoid misunderstanding on both sides. The managers themselves in A and B companies have never viewed the manual labor recruitment matter lightly, which differ from C and D companies. It results to the high percentage of "normal" answer which can be seen in C and D companies with 70% and 80%, respectively (Figure 11). The questionnaires or even some simple questions are given to job seekers by an engineer or team leader in company C and D. It causes the feeling of manual workers about an unimportance role of their working. It can explain the order of satisfaction in this category of 4 companies in Table 2.

④ Training method:

Training plays a vital role in improving organizations' performance as well as increasing employee's job motivation, satisfaction, and commitment. (S. Zahra et al, [16]). By dint of understanding the important role of training, on-job

training method was registered for both engineers and workers in four companies. It spends one to three months for the training course. All courses are mainly trained carefully by Japanese and Vietnamese managers or experts.

With the benefits of training method opinion given, it can be seen from Figure 12 that the percentage of employees satisfied somewhat in C and D companies being 80% is higher 4 times than others satisfied being 20%. On the contrast, in A and B companies, the number of people satisfied with the contribution of training in their job are higher 2 times than the number of people expressed "normal" answer. In addition, B company witnessed there are several people strongly appreciated with the training method in this company. It can be explained that the most impressive in



Correlation coefficient  $r = 0.437, p = 0.001 < 0.05$  showed that recruitment method correlated positively with job satisfaction.

Figure 11. Recruitment method



Correlation coefficient  $r = 0.288, p = 0.031 < 0.05$  showed that training method correlated positively with job satisfaction.

Figure 12. Training method



the training course of company B is that one main engineer was chosen and trained in Japan for 2 months about technical cultivation. The farm manager of company B expected to continue sending other engineers to Japan for training courses. Due to their vision in the training of human resources, the employees of company B reported the highest satisfaction in 4 companies surveyed. It is clear to understand that Table 2 demonstrated a significant difference in satisfaction for the training issues between company B and the remain counterparts. It is proved the positive impact of the quality of training courses on employee satisfaction.

⑤ Working hours:

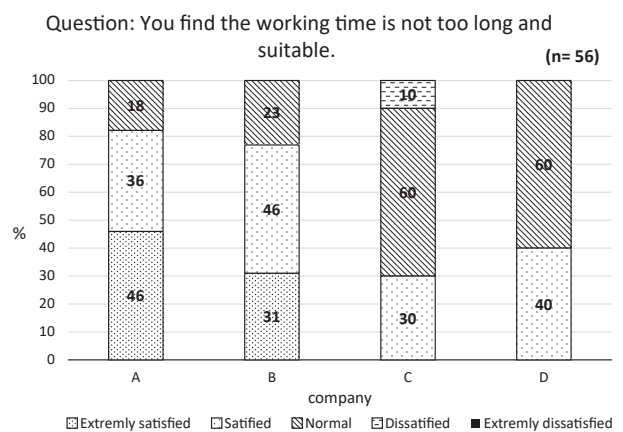
Following Figure 13, it is expected that the length of working time in A and B companies is more flexible than C and D which effect on the employee’s satisfaction. In total, more than 70% employees of A and B companies feel comfortable with working time while this number in C and D companies is lower than 50%. The fact is that the time to start, lunchtime and end working daily depend on each company to ensure 8 working hours per day and 6 working days per week. Each company applied different ways to manage employees’ working time. In more detail, A company used the magnetic card for labors while the finger reader was chosen by C company, and both B and D companies applied the traditional method – worksheet. No matter what employer uses to manage working time, it seems to be not affected job satisfaction. Another point to note is that workers in B company are granted 15 minutes taking a break every morning and afternoon, which is appreciated by manual labors as precious time to rest as well as get back the energy to continue working. On the other hand, A and B companies were trouble in setting up the day off being Sunday because of most the workers being ethnic minorities. They spend much time to take duty in their family and religion. Flexible working schedule is considered as a good method to manage the ethnic minority. Not only did A and B companies change the day off based on their priority but the company also can guarantee activities on the farm. By contrast, in addition to strict working time management, employees in C and D companies also sometimes work overtime or even on the weekends. Because of the limited number of employees, it is difficult for

manager to change the rest schedule for employees, especially in harvesting or cultivating season. Therefore, it was found that the employees of A and B companies seem to value this category with meaningful content more than their counterparts.

⑥ Human relation and Working atmosphere

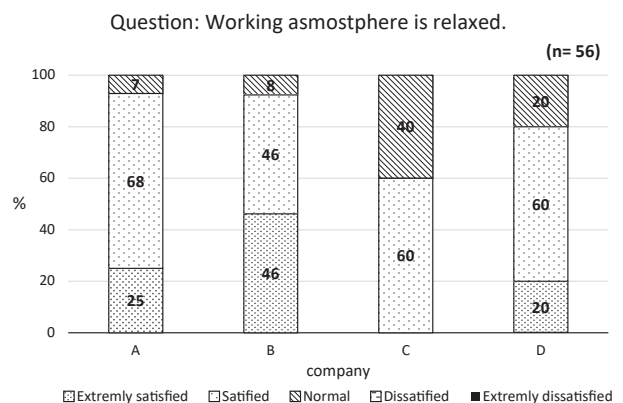
There is a tight relationship between human relations and the working atmosphere. Only by having a good relationship between managers and employees or among colleagues, employees can feel comfortable in the working environment, which leads to the efficiency of employee’s performance. Hence, there are similarities of the satisfaction level of human relation and working atmosphere (Table 2).

Figure 14 and 15 described that in A, B and D companies,



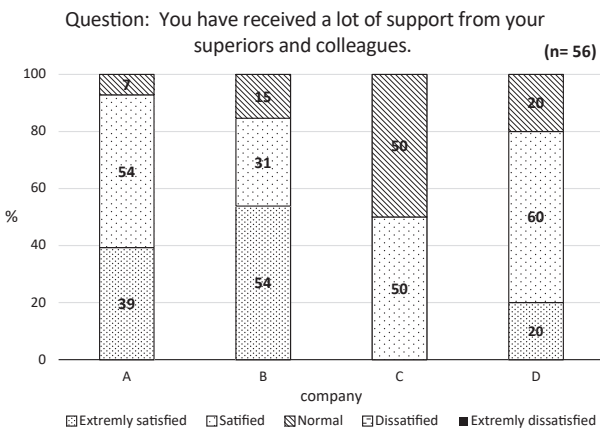
Correlation coefficient  $r = 0.463$ ,  $p = 0.000331 < 0.05$  showed that working time correlated positively with job satisfaction.

Figure 13. Working time



Correlation coefficient  $r = 0.572$ ,  $p = 0.000004 < 0.05$  showed that working atmosphere correlated positively with job satisfaction.

Figure 14. Working atmosphere



Correlation coefficient  $r = 0.491$ ,  $p = 0.000123 < 0.05$  showed that human relation correlated positively with job satisfaction.

Figure 15. Human relation

80% employees agreed with good working atmosphere and human relation opinion given. Generally, a health and safety working condition was built by 4 Japanese farm businesses.

In company B, they hire a woman as a permanent worker to prepare lunch for all employees. Due to having lunchtime, parties together, employees can easily communicate among managers, engineers. It creates a friendly working atmosphere and a close human relationship. In another way, extracurricular activities as a football or volleyball team, including managers' participation or traveling that company A granted their employees result in solidarity expression and deeply understand each other. On contract, in D companies, workers stated that they always feel having an invisible distance between managers and workers. However, with colleagues, there is strong conjunction in positive communication. The results showed that participants of D company expressed a lower level of employee satisfaction in these matters. However, with the lowest level of satisfaction in these issues, C company was considered to always exist communication barriers among all relationships as managers and employees or even employees and employees. The relationship between employees and managers in this company was explained detail in part 2.2. Management Method. Besides that, as mentioned, C company was built in Hanoi – the capital of Vietnam in the North of Vietnam. There are people from other regions in Central and North which lead to the problem of distinguishing regions. Therefore, it creates the wall to separate co-workers

from each other. The explanation shows that human relation and working atmosphere affect to employee's satisfaction.

#### 4. Advantages and disadvantages in HRM of 4 Japanese farm businesses:

Many workers assume that if their work embraces more of their personal desires, including a better salary and allowance, they would be happier. The most advantages of Japanese agricultural companies in Vietnam are salary and allowance. Because these four companies willing to pay the high amount of money for salary and allowance compared to Vietnamese local companies in general. Evenly, it can be seen from Table 3 that the monthly salary is 2 to 6 times higher than regional minimum monthly wage. Therefore, almost employees satisfied somewhat of salary and allowance issues in these Japanese agri-businesses in Vietnam. Salary and allowance can provide energy for workers to do job better. A and B companies offered the suitable salary and adequate allowance while insufficient allowance was seen in the rest companies, C and D. A and B companies has adopted a clever strategy in this issue. Only by paying appropriate salary and adequate allowance, it expressed that they give the guarantee for their benefits, especially in health care. It results in the higher appreciate from employees of A and B companies. The fact is that C and D companies decided to pay the relatively high salary compare to regional minimum wage of each company in survey year. However, the way they applied in allowance issue leads to the uncomfortable feeling from employees in C and D companies as 80% health and unemployment insurance fee deducted in their own salary and no support for lunch meals. From the beginning, instead of high salaries, C and D companies can be lower adjusted and fully support health, unemployment insurance or even lunch meals. It will bring a more satisfied feeling for employees. Therefore, the achievement of harmony between salary and allowance is very advisable.

In addition, to reduce management problems in A and B companies, firstly, all key members were selected carefully by employers. As an advantage, with the well – organization and skilled managers, it helps a manager to communicate with colleagues and know how to deal well with inferiorities, which promote for the simple progress of activities in the

organization. Moreover, flexible management was given in many cases without rigid or framework management. On the contrast, the poorly organizational structure and incapable managers in C and D companies impact not only employees but also company operations in overall. More precisely, because of insufficient staff in C company, the engineer suffers overlapping duties. As a further matter, language barrier and incompetent farm managers in D company caused poor communication, which effects on work progress, faces challenges relating to sub-ordinaries and keeping them motivated.

Last but not least, it is understood basically that the people who get along well with their managers and co-workers, usually commit to work such a long time in the organization. The good relationship and comfortable working environment in workplace bring not only the potential to make employees happy with their working but also a kind of motivation to make them become the most productive employees in the company. Only by understanding the importance of it, managers in A and B companies did well to create a friendly and healthy working environment. Otherwise, the manager - employee relationship cannot be pulled closer, which is caused by the strict management of the Japanese director and a language barrier in D company and the seldom meeting and appearance of manager in C company.

## 5. Conclusion:

HRM and employees' job satisfaction play an important role in Japanese farm businesses. This paper evaluates the differences of job satisfaction in HRM issues of 4 Japanese farm businesses. Making a comparison between companies having higher employees' satisfaction and lower ones expresses the advantages and disadvantages in HRM issues of those companies. Moreover, all HRM characteristics that we analyzed as salary, allowance, management method, recruitment method, training, working hours, human relation and working atmosphere have a positive impact on the employees' job satisfaction. We can confidently conclude that the better companies treat employees, the higher employees' satisfaction the companies get. It is sure that the better HRM leads to the high level of employees' job

satisfaction which makes the employees more committed and higher working performance for the company's benefit in the long term.

In order to achieve a good HRM practice and high level of job satisfaction in Japanese farm businesses, some suggestions were given. We recommend that Japanese farm businesses, and even Vietnamese local government, should foster higher education levels for workers as well as the managerial capacity for managers. Besides that, more studies on HRM practices in Japanese farm businesses should be implemented.

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## ベトナムの日系農企業による人的資源管理と 従業員満足度に関する研究

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### 摘 要

ベトナムは日本企業の投資先として魅力的な国として評価されてきた。1億人に迫る人口を擁する同国はGDPの伸びや労働力の確保のしやすさ、国内マーケットの拡大傾向にくわえ、安定した政治や治安も投資を後押ししてきた。投資部門の1つとしての農業関係についても2015年以降、日本企業の投資が急増し、その傾向は今後も続くと予想される。その反面、ベトナムへの投資を検討する日本企業においては、いまだ多くの課題に直面し足踏みしていることも見逃せない。その1つが人的資源管理である。人材の採用方法には当地の慣習が反映していることも多く、必ずしも企業側の求める人材の確保につながらないケースや企業方針を現地（現場）に浸透させる困難さ、現地と日本企業とを橋渡しする仲介役のマンパワー不足など解決すべき課題は多い。そこで、本研究は日系農企業4社における人材資源管理の差違を明らかにした上で4社の現地従業員の、労働条件と満足度との関係を分析した。満足度の指標は以下の通りである。(1) 給与と手当 (2) 管理方法、(3) 採用方法、(4) 教育 (5) 労働時間、(6) 人間関係、(7) 職場の雰囲気である。4企業合計56人の従業員に対面調査およびアンケート調

査を実施した。その結果、従業員満足度の高い企業に共通する要素は、管理職にあたる者が職場内の円滑なコミュニケーションを図ることに注力し組織内の作業進行を促す効果を発揮していた点である。このため、状況把握がスムーズに行われていた。他方、満足度の低い企業では農場管理者が言語の壁を抱えているため、従業員とのコミュニケーション不足を招き、作業の進捗に影響を与えていた。そのため従業員のモチベーションを維持する点で課題を有していた。ところで4社に共通する問題点も明らかになった。それは従業員の教育レベルが低い点である。企業は人件費コストを最小限に抑えたいために低給与で済む低学歴の従業員を雇用する傾向にある。ただし、彼らの離職率は高く、採用までの労務および教育時間の浪費、新入社員の再教育のコストなど、長期的には人材管理に悪影響を与えている。教育水準の高い労働者は仕事に積極的で優れた業績を上げており、生産力を高めている。したがって人的資源管理の面では日系企業はより高い教育を受けた従業員確保へ関心を高める必要がある。

キーワード：人的資源管理、従業員満足度、日系企業、農企業