

**THE MODEL FOR HIGH QUALITY OF WORK LIFE IN
AGRICULTURAL INDUSTRY IN SOC TRANG
PROVINCE, VIETNAM**



**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL
STAMFORD INTERNATIONAL UNIVERSITY
MASTER OF BUSINESS ADMINISTRATION
ACADEMIC YEAR 2015**

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**The Research has been approved by
Stamford International University
The Graduate School**

Title: The Model for the High-quality of Work Life in Agricultural Industry, in Soc Trang Province, Vietnam

Researcher: Dam Thai Thu

The Independent Study Committee:

Advisor

.....
(Dr. Rachaya Pakdeejit)

Committee Member

.....
(Dr. Donn Pjongluck)

Committee Member

.....
(Dr. Apitep Saekow)

.....
(Dr. Apitep Saekow)

Dean of Graduate School

February 2015

Title: The Model for the High-Quality of Work Life in Agricultural Industry, in Soc Trang Province, Vietnam

Researcher: Dam Thai Thu **Student ID:** 013370018

Degree: Master of Business Administration

Advisors: Dr. Rachaya Pakdeejit

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Abstract

The objectives of this study were (1) To understand current HR management situation in agricultural industry, in Soc Trang province, Vietnam; and (2) To create the model for High-Quality of Work Life in Agricultural Industry, in Soc Trang province, Vietnam.

Research Methodology: The sample consisted of 10 key informants (Chief Executive Office, Director of Human Resource Management) by in-depth interview and interview 5 focus groups in 5 agricultural organizations. Content analysis is used to analyze data to achieve research objectives.

Research findings were as follows: (1) Career development is important, but it is difficult in identifying the right person. (2) Compensation for labors is quite adequate and fair. (3) The current of training and development employee program still is not bringing good results. (4) Almost all agricultural organizations has safe and healthy environment. (5) Social integration is necessary for the development of organization and they also are doing well this issue. (6) Employee involvement and fairness is difficult to achieve because the influence by the close relationships. (7) Organizational pride is average level by lack of supporting policies of local government. (8) The life space, welled balance depends on the family members and accommodation

Keywords: High-Quality of Work Life, Agricultural Organizations.

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CHAPTER 1

INTRODUCTION

1.1 Introduction of the study

Currently, the model for High-Quality of Work Life is necessary in any sectors, it helps to individuals in the organization dedicate their ability completely for job. Therefore, it will help to enhance effectiveness in the job and create organizational value.

In Vietnam, many talented people work around the world. During two wars, people went abroad in order to finding peaceful life. They usually tend to live there and do not plan to come back Vietnam. In addition, my hometown is witnessing ‘brain drain’ strongly. Many excellent people such as students, teachers, doctors, and scientists have opportunities to go abroad to study, research and work, after that they stay there and do not come back. Take Olympia contest as example, this is contest to choose the most excellent person to study in Australia. However, experiencing 13 years, they have been studied and work abroad (Wikipedia, 2014: Online). Moreover, with international students who have been studying in the foreign countries, they also hesitate whether should come back or not because behave policy of the government is not suitable their capacity and ability (Lam, 2014). Especially, in agricultural sector which has many opportunities to develop in my hometown. However, its development still is not corresponding with potentiality and advantages, Vietnamese agricultural product lack of strong brand name and export raw material much (Quang Minh, 2014). Therefore, it makes to reduce to agricultural products. This results in many different reasons which human resource is one of the main factors. However, with lower salary and incentives, not sure career development, the limit in leadership policies, etc. This is inhibiting the development of agricultural sector, and that is reason why creating the High-Quality of Work Life in this field is necessary.

1.2 Statement of the problem

How is the model for High-Quality of Work Life in Agricultural Industry, in Soc Trang province, Vietnam?

1.3 Research Objectives

The main objective of this research is to study the model for the High-Quality of Work Life in Agricultural Industry, in Soc Trang province, Vietnam. From this, the research can also suggest some good recommendations or solutions are based on the problem related Quality Work Life. Therefore, the purposes of this research:

1.3.1 To understand current HR management situation in Agricultural Industry, in Soc Trang province, Vietnam.

1.3.2 To create the model for High-Quality of Work Life in Agricultural Industry, in Soc Trang province, Vietnam.

1.4 Theoretical framework

1.4.1 Human Resource Management process (Dessler, 1997) is shown in the following diagram.

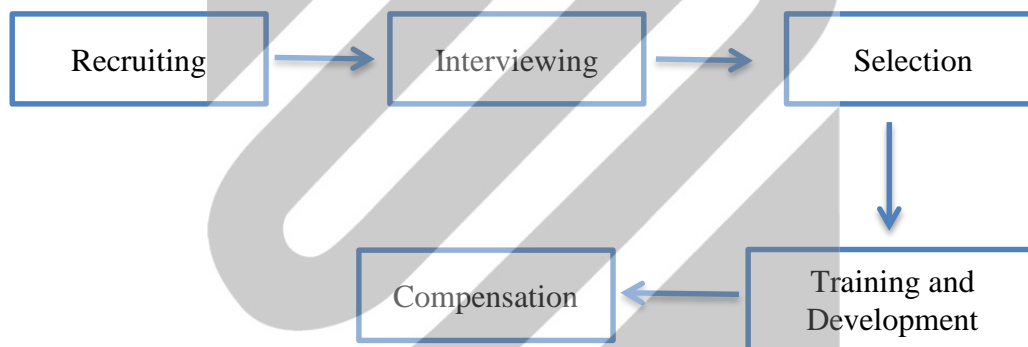


Figure 1.1 Human Resource management process

- **Recruiting-** attracting a pool of applicants- is very important. The candidates can come from many various sources such as internal, advertising, employment agencies, executive recruiters, referrals or walk-ins, older workers, and the Internet.

- **Interviewing:** This is important step in this process. To become a better interview, the managers have to do the following steps well: plan the interview, establish rapport, the art of asking questions, close the interview, and review the interview.

- **Selection:** This is a difficult step for the manager. If he or she does it well, they can choose high-potential employees for the organization. It usually has the

following steps: the application and aptitude tests, the personal interview, the problem-solving assessment, the simulated work exercise.

- **Training and Development:** This step help the employees approach with their jobs quickly and effectively, know how work in teams, bring many benefits for organization, help them develop fully their ability, and create good performance in their job.

- **Compensation:** Employee compensation refers to all work-related pay or rewards that go to employees. It includes direct financial payments in the form of wages, salaries, incentives, commissions, and bonuses, and indirect payments in the form of financial fringe benefits like employer-paid insurance and vacations. A fixed salary or hourly wage is the centerpiece of most employees' pay.

1.4.2 Quality of working life theories (Cascio, 1995)

There are two ways of looking at what QWL means:

1. One way equates QWL with a set of objective organizational conditions and practices: promotion-from-within policies, democratic supervision, employee involvement, safe working conditions.

2. The other way equates QWL with employees' perceptions that they are safe, relatively well satisfied, and able to grow and develop as human beings. This ways relates QWL to the degree to which the full range of human needs is met.

1.4.3 The attribute of Quality of Work Life theories (Huse & Comming, 1985)

Huse & Coming concluded that the attribute of Quality of Work Life are as follow:

- Growth
- Adequate and fair compensation
- Development of human capacity
- Safe and healthy environment
- Social integration
- Employee involvement and fairness
- Organizational pride
- The life space, welled balance

1.4.4 The data of Agricultural Industry in Soc Trang province, Vietnam.

1.5 Conceptual framework

The conceptual framework of this study is integrated of Quality of Work Life theories (Cascio, 1995) and Quality of Work Life theories (Huse & Comming, 1985).

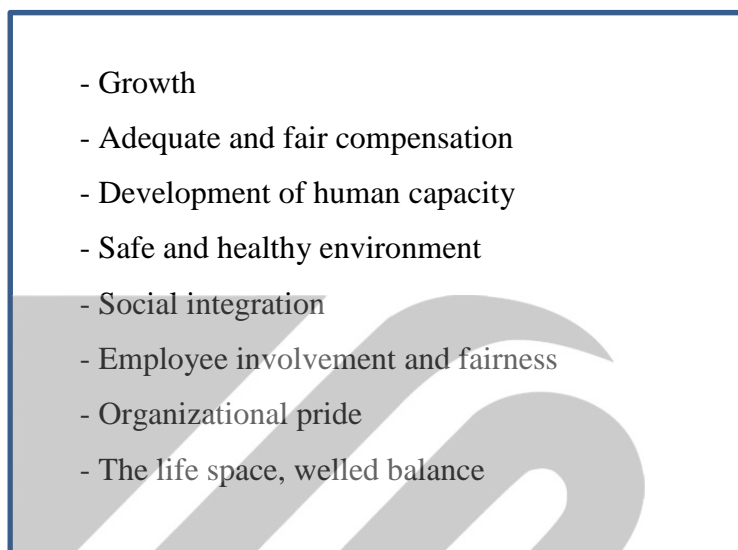


Figure 1.2 The model for High-Quality of Work Life

1.6 Scope of the research

1. The scope of theory is Human Resource Management theory and Quality of Work Life theories.

2. The scope of target group, key informants of this study is the Administrator in agricultural industry in Soc Trang province, Vietnam.

3. The scope of population of this study is the employee in agricultural industry in Soc Trang province, Vietnam.

4. The time frame from October 2014 to January, 2015.

1.7 Significance of the study

This research will have benefits for many sectors as follow:

1. Employees: It will help them happier in their job, create motivation to complete mission excellently and develop their career.

2. Managers: It will help them manage their employees more easily and conveniently. Besides that it also help them make decisions quickly and exactly for issues related to human resources management.

3. Local economic: Agriculture plays an important role in the economic structure in Soc Trang province. Therefore, creating good workplace will contribute greatly to develop local economic stably and sustainably.

1.8 Definition of terms

1. The model high-quality of work life: is the model which makes the employee happy with their job and helping us understand clearly the structure of human resource.

2. Agricultural industry: include all organizations operate related agricultural sector such as cultivating, breeding, aquiculture, etc.

3. Compensation: all of the rewards earned by employees in return for their labor. This includes: Direct financial compensation, indirect financial compensation, Non-financial compensation.

4. Social integration: a dynamic and principled process where all members participate in dialogue to achieve and maintain peaceful social relations.

5. Employee involvement: Regular participation of employees in deciding how their work is done, making suggestions for improvement, goal setting, planning, and monitoring of their performance.

CHAPTER 2

LITERTURE REVIEWS

The model of High-Quality of Work Life in Agriculture Industry in Soc Trang province, Vietnam. This chapter will illustrate the previous researches in the following areas.

2.1 Quality of Work Life

2.2 Soc Trang province information

2.1 Quality of Work Life

2.1.1 Definitions of Quality of Work Life (QWL)

There are many definitions of QWL from different authors, and therefore it is difficult to define:

+ Almost the authors agree that QWL is not just job satisfaction, which is only one among its many aspects. They also accept that different people will have different perspectives on what makes for High-Quality of Work Life. The impact of work life on the individual is the outcome of many interacting factors, of which the importance of each can differ from group to group and time to time. (Davis & Cherns, 1975)

+ QWL can be defined as the satisfaction a person develops for their career, allowing them to enhance their personal lives through their jobs and workplace. This is achieved through professional development opportunities, equal opportunities for advancement within the organization, and providing employees the tools needed to perform their jobs appropriately, etc. Optimal work-life balance facilitates increased job satisfaction and retention, more cohesive working conditions, organization effectiveness, and creates value for an individual (Northwest Arkansas Community College, 2014)

+ Empowering frontline employees and emphasis on team work helps to harness intelligence & energies of employees' thus creating potential for success and quality results. This is achieved through giving knowledge and competencies to handle high performance work through team work, team briefings, interpersonal skills, appraisal and information sharing (Alan Price, 2007)

+ QWL as a way of thinking about people, work and organizations. Its distinctive elements are a concern about the impact of work on people as well as on organizational effectiveness and the idea of participation in organizational problem solving and decision-making. They specifically emphasize the importance of the outcome for individuals in that quality of work life is seen as something that does not just cause people to work better, but how work can cause people to experience a more satisfactory work life altogether (Nadler & Lawler, 1983)

Psychological and sociological studies of job satisfaction in general and specifically for library workers were under taken by Topper (2008). The investigation was primarily intended to measure the job satisfaction among library workers. It revealed that the library workers are very satisfied in their job. It also underlined the fact that job satisfaction should be the key factor for recruitment of the next generation library workers (Topper, 2008)

Regular assessment of quality of work life can potentially provide organization with important information about the welfare of their employees, such as job satisfaction, general well-being, work related stress and the home-work interface (Edwards, J., & Vanlaar, D. L., & Easton, S., 2009).

2.1.2 Factors affect to QWL

- **Growth**

One of the most important determinants of QWL is the career growth opportunities, and employee performance is also correlated with QWL. This study also established a relationship between QWL, employee performance and career growth opportunities. (Sheel, S., & Sindhwani, B. K., & Goel, S & Pathak, S., 2012)

Career growth is one of seven factors – work load, family life, transportation, compensation policy, benefits, and working environment – has significant influence on QWL. This study also recommends that the private companies should create a career growth opportunity within their environment that may lead to a better performance and therefore a better productivity (Islam, 2012)

- **Adequate and fair compensation**

Even though accepted operational measures are not available to judge the adequacy of income from work and the fairness of compensation, the two factors are important determinants of the Quality of Work Life:

- Adequate income: Does the income from full-time work meet socially determined standards of sufficiency or subjective standard of the recipient?

- Fair compensation: Does the pay received for certain work bear an appropriate relationship to the pay received for other work? (Walton, 1975)

A positive relationship between standard of living and mental health has been recorded in many national populations. Some research has found that people with higher incomes are more satisfied with their pay; and others have obtained similar results in respect of perceived fairness, relative to one's own and others' responsibility and skill level. In view of the central importance of money to meet the needs of oneself and one's family, it seems very probable that incomes judged to be inadequate would be associated with health and satisfaction (Warr, 1987)

DeCenzo and Robbin (2004) state that reward and compensation systems must also be aligned to satisfy, motivate and retain employees. Several reward criteria proposed include rewards based on performance, effort, skill, seniority, job difficulty and discretion time.

- **Development of human capacity**

Employee development programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development. These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants Quality of Work Life. In simple way, it can be denoted as per the following formula (Kulkarni, 2013).

$$\text{Employee Development} = \text{Employee Education} + \text{Employee Skills} + \\ + \text{Training Effectiveness} + \text{Employee Quality of work life}$$

- **Safe and healthy environment**

Work is an integral part of our life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place that is one third of our entire life. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. This study indicates that work environment is the second important in the total four factors. Three remaining factors are motivational insights, job freedom and security, personal growth and career opportunities (Rathamani & Ramchadra, 2013).

- **Social integration**

Among the different variables of quality of work life, social integration becomes top priority given by the employees followed by development of human capacities, quality of work life feeling, growth and security, and constitutionalism. However, respondents do not favor of total life space and gave poor response to safe and healthy work environment, adequate and fair compensation, and social relevance. They also conclude that social integration is the key factor for Quality of Work Life. Companies must see to that their employee's interaction with co-workers and outsiders. They must organize social gathering frequently in their company to have social integration among the employees and also management (Susila, Mathivanan & Maruthadurai, 2013)

- **Employee involvement and fairness**

Other factors that impact perceptions of fairness include; proximity (how close an employee is to the situation and their level of involvement), expectations and entitlement. Demographic factors also impact perceptions of fairness; level of education, occupational status, occupational tenure and gender – where men are more likely to perceive fairness as equity, whereas women are more likely to perceive fairness as equality (Beugre, 1998).

Employees who perceive unfairness in the workplace may experience feelings of under-appreciation, lack of respect and recognition. Furthermore, the presence of hierarchal divisions and cliques increases the potential for perceptions of unfairness, breaks connections between employees and prevents groups from working together (Axelrod, 2000). There is little doubt that perceptions of unfairness (regardless of

whether or not they are warranted) will lead to lower levels of employee engagement. Employees who do not see things as fair in the workplace are more likely to withdraw and display negative behaviors.

- **Organizational pride**

Organizational pride is the glue that keeps employees committed to their organization. Proud employees stay committed to their organizations even when their pay is low, they dislike their boss, they are skeptical about the current leadership, or the organization is performing poorly. If your employees lack pride, their morale and productivity are sure to decline (Katcher, 2014). He concluded that organizational pride is very important and does not have to be left to happenstance. Management can foster and promote organizational pride by communicating the history of the organization, celebrating successes, giving back to the community, and emphasizing the value they provide.

- **The life space, welled balance**

Total life space is making a balance between working life and other aspects of employees' life such as education, free time and family life. In addition, it is also the satisfaction of employees' needs by the job. Besides that the life space is also the awareness to the employee's health in spite of the nature of the job. Moreover, it is set of social and individual requirements. Last but not least, the life space includes the effect of energy and time spent on the job on workers life (Davoudi, 2014).

He found the result and some suggestions to improve total life space, because the result of research indicates there is little or insignificant relationship between total life space and human resource development. To improve total life space it is suggested:

- Working at organization should have positive effect on employees' daily work.
- There should be a balance between working time and resting time.
- Working at organization should create more leisure time for employees.

2.2 Soc Trang province information

2.2.1 Location

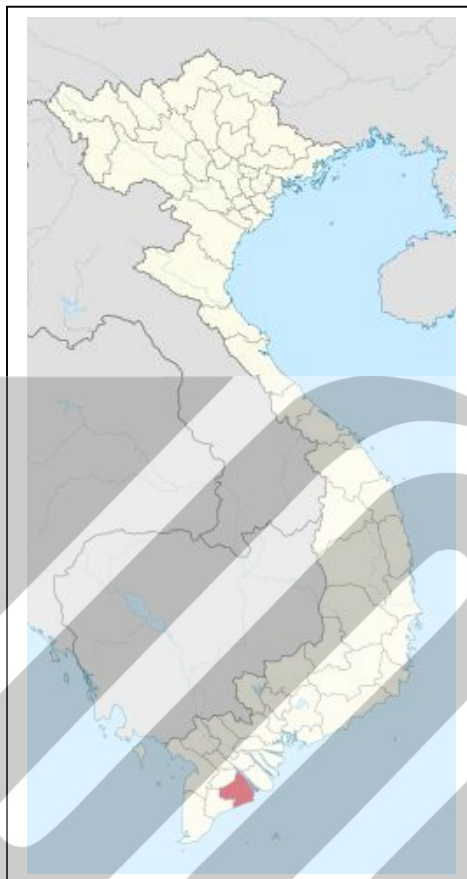


Figure 2.1 Location of Soc Trang province

Source: Wikipedia, 2013: Online

Table 2.1 Soc Trang province information

Topic	Data
Natural land area	3,223 square kilometers
Population	approximately 1,302,000 people (2013)
Administrative units	1 city, 1 district-level town and 9 districts
Ethnics	Kinh- Vietnam's main ethnic group (64.83%) Khmer- Cambodian Vietnamese (29.21%) Hoa- Chinese Vietnamese (5.93%) Others- 0.03%

Source: Wikipedia, 2013: Online

Soc Trang province is located in the Mekong Delta in Vietnam, 231km from Ho Chi Minh City (Saigon), with natural land area 3,223 square kilometers (about 1% of its total Vietnam area and 8.3% in the area of the Mekong Delta). Soc Trang province is located near Mekong River and is raised the level of silt annual year which create a huge fertile agricultural area. With 72 kilometers coastline, Soc Trang province also many advantages in the aquatic sector and tourism.

2.2.2 Weather

Soc Trang province is located in a tropical climate influenced by monsoon; there are two distinct seasons annually, the rainy season from May to October, and the dry season from November to April the following year. The annual average temperature is 26.8°C. The average rainfall is 1.864 mm in focus from August to October; average humidity is 83%, favorable for rice and crop development.

2.2.3 Population

According the report of Population and Family Planning Department in Soc Trang province (2013), it reached approximately 1,302,000 people in 2013 with the ethnic group which illustrates in the following chart:

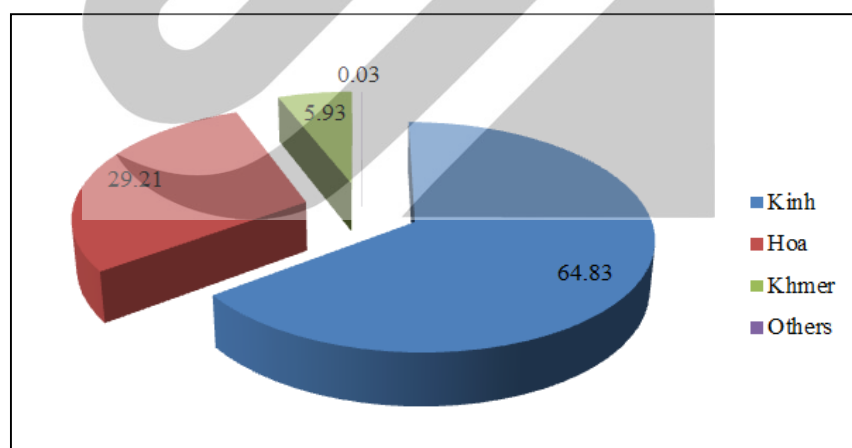


Figure 2.2 Ethnicity in Soc Trang province

Source: Wikipedia, 2013: Online

2.2.4 Agriculture Sector

With the advantages of natural conditions, agriculture sector plays an important role in the development of Soc Trang province economic, contribute 41.2% in economic value total with more than 60% local people participate in (Mai Khuong, 2013).

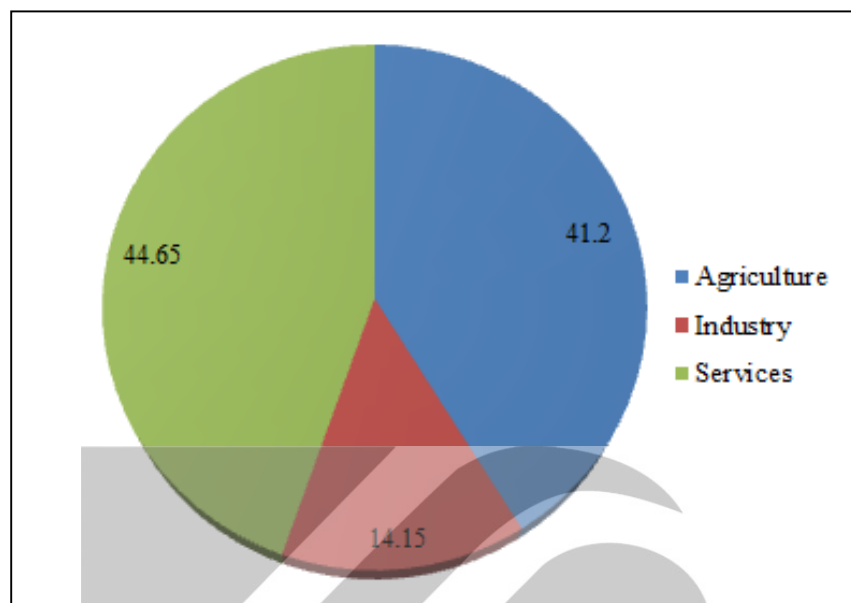


Figure 2.3 Contribution of economic sector in Soc Trang province

Source: Wikipedia, 2013: Online

2.2.5 Restructuring Agriculture – Developing New Rural Areas in the Mekong Delta

This is topic in the 2014 Mekong Delta Economic Cooperation - Soc Trang Forum (MDEC- Soc Trang Forum, 2014). It will focus raising awareness of agricultural restructuring to the building of new rural areas in the Mekong Delta. This is also a chance for improving collaboration in production, processing and consumption of farm produce, especially rice, fruit, shrimp and fish.

MDEC - Soc Trang 2014 also aims to promote a self-contained system, from production to consumption and export, to raise added value of farm produce. Local governments and experts will discuss how to get local authorities involved in setting up common brands for the region's main commodities and introducing advanced technology for farm production and processing.

Identify Banks' Role in Restructuring Agriculture and Developing New Rural Areas in the Mekong Delta, participants look into the efficiency of farm loans and banks' role in agricultural restructuring and new rural area development in the Mekong Delta, especially long-term loans for investment in high-tech agriculture and industry.

CHAPTER 3

RESEARCH METHODOLOGY

The main objectives of the study are that creating the model for High-Quality of Work Life in Agricultural Industry, in Soc Trang province, Vietnam. To meet the research objectives, the qualitative methodology will be illustrated in details as follow:

- 3.1 Research strategy and design
- 3.2 Data collection techniques
- 3.3 In-depth interview questions
- 3.4 Focus group questions
- 3.5 Data analysis- Content analyses

3.1 Research strategy and design

This research are field study, involved qualitative research .The data used for the study were collected on the basis of in-depth interviews from the key informants and on the basis of focus group of the employee in agricultural industry in Soc Trang province, Vietnam.

3.1.1 In-depth interview

In-depth interview is a qualitative research technique that involves conducting intensive individual interviews with a small number of respondents to explore their perspective on particular idea, program, or situation (Boyce & Neale, 2006).

According to the research objectives, the target group of this study will focus two positions in the agricultural organizations are as follow:

1. Chief Executive Officer
2. Director of Human Resource Management

The researcher chooses these positions because they have many experiences in HR management in the company. They have enough rights in making decisions related human resource. Therefore, their answers will be valuable and reliable because it will reflect truly the current situation in HR management.

An in-depth interview also has its advantages and limitations. The primary advantage of in-depth interviews is that they provide much more detailed information that what is available through other data collection methods, such as survey. Besides that, it also provide a more relaxed atmosphere in which to collect information- the

respondents may feel more comfortable having a conversation with the researcher about their jobs as opposed to filling out a survey. However, there are a few limitations:

- Prone to bias: Because the respondents usually trend to support their job, their interview response might be biased.

- Can be time-intensive: Interviews can be a time-intensive evaluation activity because of time it takes to conduct interviews, transcribe them, and analyze the results.

- Interviewer must be appropriately trained in interviewing techniques: To provide the most detailed and rich data from an interviewee, the interviewer must make that person comfortable and appear interested in what they are saying. They must also be use effective interview techniques, such as avoiding yes/no and leading questions, using appropriate body language, and keeping their personal opinions in check.

- Not generalizable. When in-depth interviews are conducted, generalizations about the results are usually not able to be made because small samples are chosen and random sampling methods are not used.

3.1.2 Focus group

A focus group is a form of qualitative research in which a group of people are asked about their perceptions, opinions, beliefs, and attitudes towards a product, service, concept, advertisement, idea, or packaging. Questions are asked in an interactive group setting where participants are free to talk with other group members (Wikipedia, 2014: Online).

Based on research objectives, each group will be created by about from five to ten respondents to collect data. Almost the respondents are working in the Business Department and Accounting Department. The researcher chooses them because they are being influenced by the company's HR policies. Combining the responses of the key informants above (CEO and Director of HRM) and their answers, the researcher will have whole view for the current HR management. Therefore, the level of reliability of the study will be high because the researcher can compare their answers together and identify exactly real situation.

This method helps the researcher may has many different ideas from discussion together. However, it also a few disadvantages (Mack, 2014) which show in the following:

- Impersonal: group members usually do not reveal their personal information, so they might not be suitable for sensitive or controversial issues.

- Difficult to control: sometimes the topics which need to discuss may change to other topics.

- Dominating Individuals: The goal of a group discussion is to discover what all the participants think, but participants who rarely speak might care about the group's final results.

- Not Representative: The selection of people for the group discussion is unlikely to be representative of the larger population because that is their own opinions.

3.2 Data collection techniques

To determine what the concepts to analyze in this research and to make research design, data collection technique are as follow:

3.2.1 On the basis of in-depth interviews from the key informants

The key informants are collected by purposive sampling, the amount of key informants are fifteen people who have been working in five agricultural organizations to collect experience and information. The objective of personal interview understood deeper their Quality of Work Life.

3.2.2 On the basis of focus group of the employee in agricultural industry in Soc Trang province, Vietnam

3.3 In –depth interview questions

There are 13 questions which mention to many aspects of QWL of two high positions in the agriculture organizations: Chief Executive Office, Director of Human Resource Management.

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

Question 4. How do you can design the program of Human Resource Development for QWL?

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

Question 9. Are your proud of when you work here? And why?

Question 10. How do you think the social integration are important? And why?

Question 11. Do you have enough necessary things which support your job?

Question 12. How do you feel the level of security in your job?

Question 13. Other suggestions?

.....

3.4 The scope of the basis of focus group of the employee in agricultural industry in Soc Trang province, Vietnam

Besides that, the researcher also designed 6 questions which quite similar content with in-depth interview questions, but it focuses the angles of QWL of 5 employee groups in Agricultural Industry in Soc Trang province, Vietnam are:

Question 1. Do you think your organization is wellness with human resource policy?

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

Question 4. If you have ability to recommend designing the safe and healthy environment in Agricultural Industry? How is it?

Question 5. How long are you work in order to have the current position?
How do you feel your career development in this organization?

Question 6. Are your proud of when you work here? And why?

3.5 Data analysis - Content analysis

Content analysis is a research tool used to determine the presence of certain words or concepts within texts or sets of texts. Researchers quantify and analyze the presence, meanings and relationships of such words and concepts, then make inferences about the messages within the texts, the writers, the audience, and even the culture and time of which these are a part. Texts can be defined broadly as books, book chapters, essays, interviews, discussions, newspaper headlines and articles, historical documents, speeches, conversations, advertising, theater, informal conversation, or really any occurrence of communicative language. (The writing studio, 2014).

The ten steps of Content analysis (University of Surrey, 2014) are:

1. Copy and read through the transcript - make brief notes in the margin when interesting or relevant information is found.
2. Go through the notes made in the margins and list the different types of information found.
3. Read through the list and categorize each item in a way that offers a description of what it is about.
4. Identify whether or not the categories can be linked any way and list them as major categories (or themes) and/or minor categories (or themes).
5. Compare and contrast the various major and minor categories.
6. If there is more than one transcript, repeat the first five stages again for each transcript.
7. When you have done the above with all of the transcripts, collect all of the categories or themes and examine each in detail and consider if it fits and its relevance.
8. Once all the transcript data is categorized into minor and major categories/themes, review in order to ensure that the information is categorized as it should be.

9. Review all of the categories and ascertain whether some categories can be merged or if some need to them be sub-categorized.

10. Return to the original transcripts and ensure that all the information that needs to be categorized has been so.

The process of content analysis is lengthy and may require the researcher to go over and over the data to ensure they have done a thorough job of analysis.

Conclusion

The objectives of this study is that understanding current Human Resource management situation and creating the model for high-quality of working life in agricultural industry, in Soc Trang province, Vietnam. Qualitative method is used to research with two ways collecting data – in-depth interview key informants and interview focus group of employee. The researcher will use Content analysis to analyzing data to achieve research objectives.

The survey would be conducted during October 2014 - January 2015.

CHAPTER 4

RESEARCH FINDINGS

This chapter presents the results of the interview and key findings generalized from the research as well as the information related to the literature contained in chapter two would also be included.

4.1 List of agricultural companies

The following table will show detail information of five agricultural companies which the researcher implement to interview:

Table 4.1 List of agricultural companies

Company name and address	Business field	CEO – Director of HRM	Focus group of employee
Food and Vegetable Soc Trang (15B/5 Highway 1A, Soc Trang City)	Manufacture and business food, vegetable, and rice	Nguyen Viet Hung- Le Trong Thang	Khuu Minh Hien Nguyen Van Toan Tran Thi Ngoc Hang Le Thanh Minh Pham Phuong Huyen
Ut Xi Manufacture Limited (Tai Van Commute, My Xuyen District)	Manufacture and business rice, aquatic products	Tao Quoc Dung- Nguyen T. Ngoc Anh	Nguyen Van Thuong Tu Ba Anh Lam Ngoc Tuyen Mai Hong Hanh Le Hoai Ven Nguyen Truong Xa
High-quality Rice Incorporated Company (Nga Nam Town, Nga Nam city)	Manufacture and Business high quality rice products	Le Hoai Thu – Tran Trung Chinh	Nguyen N. Bao Tran Dam Manh Hung Nguyen Le Minh Thu Quach Thanh Nga Cao Vu Linh
Sugar-cane Soc Trang Incorporated Company (845 Pham Hung Street, Hamlet 8, Soc Trang City)	Manufacture and business sugar-cane products.	Dao Duy Son – Lam To Nga	Do Lam Hoang Dang Thu Thao Pham Huynh Nhu Le Thi Mong Cam Tran Nguyen Sa Nguyen Hoang Hanh
Rice Soc Trang Incorporated Company (76 Le Duan Street, Hamlet 3, Soc Trang City)	Manufacture and business rice products and supporting services	Nguyen Hoang Minh - Duong Van Son	Do Cong Doan Quach Van Tai Nguyen Tan Ngoan Truong Minh Trieu Quach Chieu

4.2 Research findings

Base on the information interviewing 5 organizations, the researcher try to summary and analyze to achieve some following results:

Topic 1. Career development is important, but it is difficult in identifying the right person

Development in the career is goal of all employees. However, in the agricultural workplace is usually difficult to implement because they have to have close relationships with local authorities (with state-owned companies).

To illustrate, Mr. Tran Trung Chinh pointing out:

“When working here, my promoting decision was affected by many different reasons. Sometimes, they have to have close relationships with the local authorities, besides that they also have to win employee’s heart in the company. This makes me difficult in my decision”

Base on this information, it requires the employees not only excellent in their job but also they have to have soft skills to behave cleverly in communication in the state-owned organizations.

If this problem happens in the company as a practice, it will cause boring to the current employees and it make company difficultly attracting the good employees come with the company.

Following the experience of the respondent Ms. Nguyen Thi Ngoc Anh, she generalized the similar way that:

“Although HR policy is not perfect, but I think it also quite good, I am not sure that to work here sustainably because some conflicts between the employees. In this company, the employees are not only working well but also having soft skills if they want to develop their career. The employee should have positive attitude with their job and relationships. This is a vital factor which decides to succeed in the career because company only promotes the employee with high support of the other employees and local authorities”

In any organization, occurring of conflicts is very normal, but it must base on real fairness if that company wants to develop stably and sustainably.

Topic 2. Compensation for labors is quite adequate and fair

The majority of the respondents' answers are quite satisfied with the compensation which they receive from the company.

The focus group in High-Quality Rice Incorporated Company state that:

“We receive salary adequately annual two weeks in the date 15th and 30th (business salary and basis salary, respectively) through bank account of the Bank of Agriculture and Rural Development. We rarely complain to this”

Base on this information, we can understand that they are happy with their compensation. Besides that, the company also does not forget retired employees, and this is appreciated by their current employees.

“Retired salary annual month also receives caring of the company. We have relatives who worked in this company before they also feel satisfied for this”

According to this, this will create the motivation for the employees to dedicate long time for the company.

However, with the leaders, evaluating the employee is quite relative and subjective; Mr. Le Trong Thang said that:

“Salary and incentive base on their performance. However, it also is difficult to implement because it is usually reason cause conflicts between the employees. Therefore, I think that company need to design specific criteria to evaluate the performance more exactly”

The employees' performance is difficult to identify exactly because it depend on many different factors and it also is very sensitive such as the close relationship, close group, etc. as mentioned above.

To illustrate, Mr. Nguyen Viet Hung also state that:

“The employee's salary and incentive must base on their performance. I care about this issue so much because if you make unfair, many conflicts will occur. At the first time when I began my job, I also tired when I must decide whether who will receive higher salary and incentive. Therefore, I always organize the meetings at the weekend in order to they can evaluate themselves mutually. Luckily, I also have about 8-year experience in this sector. Thank to this, I can evaluate whether who work well or not”

From this idea, we can see that evaluating the employee base on subjective attitude of the leaders so much.

Topic 3. The current of training and development employee program still is not bring good results

Training and development employees help them familiar with the job and complete skills. However, this issue faces to many difficulties as Mr. Le Hoai Thu mention below:

“Annual year, company recruits many new employees in the different positions. Training is necessary but the company is spending a lot time and money for them because these programs is quite complicated, it seem be general and does not focus their main mission of them”

New employees are often the students who just graduate from the universities or employees from the other companies. The company has to spend cost to train them again and help them familiar with the new job. Therefore, these programs should be as simple as possible to save time and money and to help them adopting the new jobs quickly.

In some companies, they also combine training and development programs with evaluating the performance. For theory side, it may be perfect, but it can cause lack of fairness, as employee group in Sugar-cane Soc Trang Incorporated Company state that:

“In this company, training and development programs usually combine with evaluating the employees’ abilities and skills and it also is one criterion to identify the level of employees’ performance. However, these programs is usually designed with theory lessons and do not follow close real situation in each specific job”

To illustrate specifically for this issue, Mr. Duong Van Son also press that:

“In the modern business environment, we understand that English is very important. To be honest, we rarely use English in our job and communication. Training English for the employees only is suitable employee work in import-export department because they will use English as means of communication and it is a part their job”

Topic 4. Almost all agricultural organizations has safe and healthy environment

Almost all the respondents' opinions show that their workplace is safe and healthy, except some people are manual workers. Mr. Nguyen Viet Hung state said that:

“Safe and healthy environment in this company is top criteria because it will influence directly to the working ability of employees. With the employees inside the office, I think that this is quite safe and healthy environment. However, with the manual workers or drivers who usually drive on the street. They have accident risks. Therefore, company always pays danger money for them. In the next time, I will recommend to pay this money for all of the employees. I think that it will help to make motivation to my employees”

According to him, paying danger money for all the employees is a good way to motivate those works well because they feel that they are cared about by the company.

To represent specifically this idea, Mr. Le Trong Thang also said that:

“The current working environment in company is also quite safe and healthy. With people suffer from a lot of risks from their job such as manual workers and drivers; the current danger money is low from 100,000 to 150,000 VND per month (5 – 7 USD per month). Therefore, I will recommend increasing this money higher than in the near future”

The level of the current pay is so low compared to the risks which they suffer from. However, this is difficult to change because it depending on their contribution in the company.

Besides that, safe and healthy workplace also receives caring of the local authorities, as Mr. Dao Duy Son said that:

“Nowadays, local government always cares about safe and healthy of the not only agricultural organization but also all organizations in any fields, and it is stipulated by strict labor regulations”

Base on this information, we can see that companies in Soc Trang province also receive useful from these regulations. It helps them dedicate stably and sustainably for the development of province.

To illustrate this opinion, Mr. Tao Quoc Dung also said that

“Compared to the other companies, I think that HR policy also quite good. The company always has the program which cares about the health 1 annual year for all employees”

Therefore, the employees can know their healthy situation in order to they adjust life and job habits whether is suitable to their health and contribute their capacity efficiently.

Topic 5. Social integration is necessary for the development of organization and they also are doing well this issue

Social integration is very important because it create union and support together both inside and outside the company. Throughout social activities, the employees can understand more together, improve the relationships, solve conflicts, enlarge close relationship with the reliable partners, and bring useful things for the public development in Soc Trang province.

From the answer of Mr. Nguyen Viet Hung, we can understand more clearly for this:

“Social integration is very important in company, it help my employee enlarge relationships with the other people in the same filed. Throughout it, employee can study experience and enhance to cooperate with reliable partners. This will bring many benefits for the company”

Sometimes, the entertainment activities also bring many wonderful things for them, as Mr. Le Trong Thang reveals that:

“Company organizes many activities such as sports and music show annual year for the employees and contest with the other companies in same fields in Soc Trang province. Throughout these activities, it will help them to interact and exchange experience together”

He adds that:

“Take one or two vacations in a year; I think that this is a good opportunity to improve relationships between the employees. Each year, company usually organized to visit tours with different destinations both domestic such as Da Lat city, Nha Trang beach, Ha Long Bay, etc. and international in Asian area such as Thailand, Cambodia, Malaysia, Singapore, etc.

Thanks to these activities, it help the employees have more energy to serve their job and combine the separated jobs more smoothly to achieve general goals of the company.

Social integration is more and more significant when the company always participates and contributes social activities such as charity fund, handicapped, and help to develop culture diversity in the province.

To present for this, Mr. Nguyen Hoang Minh answer that:

“We always care about and join our small part in the local development. As you know, Soc Trang province has three main ethnics: Kinh, Hoa, Khomer. Therefore, they have culture diversity. Specially, Khomer’s festivals bring typical colorful culture which does not have anywhere such as Oc-bom-boc festival, Ngo Boat Racing Festival, etc. We always contribute to both two side finance and human for these activities”

Topic 6. Employee involvement and fairness is difficult to achieve because the influence by the close relationships

As mentioned in career development part, the organizational culture in almost all company in Soc Trang province bases on the close relationships, specifically this is showed clearly in the state-owned companies. However, this also has two sides. On the one hand, it will help to enhance union between the employees together and to enlarge close relationship between the company and the authorities in local. Thank to this, the general jobs can be operated quickly and smoothly to achieve the company’s goals easier. On the other hand, if the leaders do not operate well, it will be reason which causes the conflicts and obstructing general jobs of the company.

The competition between the positions in the private agriculture company is high and it also creates high pressure. As the answer of employee group in Rice Soc Trang Incorporated Company, they said that:

“In our opinion, we are working in the private company. Although we work under high pressure, the evaluating employee way make us satisfied because it base on our real competence, not close relationship”

Thank to fairness in the evaluating the employee, this company create the employee’s satisfaction. Having the similar answer with this, Mr. Duong Van Son also state that:

“Annual year, there are about 7-8 people who leave the company because they cannot stand the high pressure. The leadership viewpoint is always create fairness to build union regardless of the employee has how the relationship”

Building union in the company is big purpose of any leaders. If the company wants achieve this, they must always order fairness as top criteria before think the others.

Favoring in the job by the leaders usually happens in the agricultural organizations in Soc Trang province. Some people believe that it may be lack of fairness and survive many disadvantages. However, it also brings many dominant advantages. As the employee group in Sugar-cane Soc Trang Incorporated Company, they respond that:

“Although we have some disadvantage when working in the state-owned company because sometimes our contribution is not recorded, the pressure of job is not high and the combine in general project very easily”

According to Mr. Dao Duy Son, the working environment may be boring because of do not have change and innovation in the company

“Almost all employees usually accept the current things and worrying about the change. Therefore, it will eliminate innovation in the job”

Topic 7. Organizational pride is average level by lack of supporting policies of local government

Almost the opinions show that they are quite proud of their current company. Besides that they also complaint to supporting policies which local government give to them, especially approaching consume capital from the banks.

According to Mr. Tao Quoc Dung, he was invited to work in the company. Therefore, attracting policy make him happy because he receive respectability from everyone.

“I am also quite proud of my company because I receive high salary compared with my friends in the other companies. I think that I am respected here. Therefore, I can manage company easily. I almost have to be satisfied all in the company with the position”

Sometimes, the close relationships are the problems which make employees to feel lack of pride for their company. The answer of Ms. Nguyen Thi Ngoc Anh will show us for this:

“The employee’s performance depends on close relationship too much. This is big barrier in motivating and attracting the excellent employees and it also is reason reducing to the development of company”

When mentioning special policy of local government, Mr. Nguyen Viet Hung also reveals that:

“For special policy, Soc Trang province also has attracting policy for doctors in hospital, and people who has master and PhD level in all fields. However, this bonus is also limit, especially 50,000,000 VND (2,380 USD) for doctors and master level and 100,000,000 VND (4,760 USD) for PhD level. Therefore, I only graduate bachelor degree, so I do not receive any bonus although I have worked here quite long and also have a lot of contribution for company. I also regret for this”

Base on this information, it seems that Soc Trang province only focus human resource that has higher degree. This may be true but the people who own higher certificate still do not assure to bring the development for the local.

He also continues to say that:

“Agriculture is an advantage in local. I want to suggest that local government need to have preferential policy in contact with the bank’s capital- both short term and medium term for business - and long term for consume capital of the employee. According to public information of the banks, the commercial banks are having capital to lend to customers right now, but the interest rate is still high. Therefore, we are difficult to approach these capitals”.

Approaching the capital source difficultly from the banks with the high interest rate, especially consume capital. It is the barrier to the employee can stabilize their life and family.

To represent specifically this issue, the employee group in Rice Soc Trang Incorporated Company answers that:

“We are also quite proud of our company. Having individual houses and stabilize the job are wishes of any employees. Approaching with consume capital is difficult and the interest rate is so high, approximately 14% per year (according to

Agricultural and Rural Development Bank Soc Trang), besides that this interest rate is not reduced according to the lending money. There is only one the lending period which is 3 years, with the total of lending is low about 12 times of the salary and the other incomes”

With these serious criteria, the employees confront many disadvantages when contacting with this capital to improve their life.

Topic 8. The life space, welled balance depends on the family members and accommodation

In general, in the Vietnamese culture, they always care about so much working and life condition, not only them but also their own family members. Take an example, in the nuclear family, both husband and wife’s jobs which are worked in the near geographic area so that they have the good opportunities look after their children. Lending consume capital from the banks to buy individual house is quite feasibility. However, it also will create a no small burden for the employees. Therefore, providing the public house for the employees (with free or low cost) is a good solution in the current time, but it still is limited.

According to Mr. Le Trong Thang, he mentioned to this issue as the following:

“I am quite happy when I have worked here. I come from different province in the north of Vietnam- Bac Giang. I am provided public house near my company. Therefore, I commute easily so I work very effectively”

These public houses only are provided for senior or higher position in the company. The majority of the employees must live in the boarding house with the rent room cost is also quite high. The answer of the employee group in Sugar-cane Soc Trang Incorporated Company will show us specifically to this issue:

“We receive the level of salary from 5,000,000 to 7,000,000 VND per month (around 238 USD – 333 USD per month). We face to many difficulties because of the rent boarding-room cost so high, fluctuation from 2,000,000 to 2,500,000 VND per month (around 95 USD – 119 USD per month)”

From the information above, we see that stabilizing the employees’ accommodation is one of the ways to keep the employees and attracting high quality people to come with the company.

Conclusion

In this chapter, the researcher conducted interview information from ten key informants who CEO and Director Human Resource Management and five employee groups in the agricultural organizations. All information were analyzed, evaluated and grouped into specific factors which presented the current situation of the QWL in the agricultural industry in Soc Trang province. Besides that, all participants were willing to suggest solutions, ideas to reduce disadvantages and create the model of high QWL. All information was objectively chosen based on interview respondents.



CHAPTER 5

CONCLUSIONS, DISCUSSION AND RECOMMENDATIONS

Creating the model of high QWL will bring many useful things for the employees, managers, and the local. It will help the people to be happy with their current job. Thank to this, it will be improve the job's effectiveness, enhance the value of agricultural industry in order to contributing the general development of Soc Trang province economic. The study aimed to find the difficulties and barriers in human resource management in the agricultural organizations. The interview questions required all the respondents to answer the current QWL aspects and their job experiences. Besides that the researcher also base on the information from journals, newspapers, human, culture, social and economic condition in the local so that having whole perspective and making reliability for the study. Therefore, to achieve the objectives of the study, the researcher must identify the main purposes as follows:

- 1. To understand current HR management situation in Agricultural Industry, in Soc Trang province, Vietnam.*
- 2. To create the model for High-Quality of Work Life in Agricultural Industry, in Soc Trang province, Vietnam.*

5.1 Key findings

5.1.1 The close relationships bring both the positive and negative points.

As the researcher analyzed, career development will be influenced strongly in the state-owned agricultural companies. It may make the company choose lack of skill and knowledge person in the important position. Another negative point is evaluating the employees with the subjective ways and do not record their useful contribution. However, sometimes having the close relationships also brings positive point for the company because they seem familiar with their job and the colleagues. This help to combine their job harmoniously to achieve general goals of the company.

5.1.2 Compensation for labors is quite adequate and fair

The level of adequate and fair in the compensation is not high because it base on the performance which sometimes these evaluate is quite subjective. In the other aspect, the companies care about the compensation for the retired employees. This is appreciated and helps the employees to dedicate to the company in the long time.

5.1.3 The current of training and development employee program still is not bring good results

The company must spend a lot of time and money for the training and development program, but these programs are so complicate because it focuses on almost all theory knowledge in the different positions and does not train their main mission in the company, even sometimes it does not relate to their jobs. Therefore, it does not bring high effectiveness.

5.1.4 Almost all agricultural organizations has safe and healthy environment

The level of safe and healthy in the workplace is assured by strict regulations of both the government and the company. They are cared their health annually by checking health programs one or two times in a year. However, there are some limitations in spending danger money for manual workers because they suffer from many risks for their jobs.

5.1.5 Social integration is necessary for the development of organization and they also are doing well this issue

Almost the companies accept that social integration is dispensable part in the development in the company because it helps the employees solve conflicts in the working process and create the inside union. Besides that they also have many good opportunities to interact with the other companies in the same fields to cooperate and develop. Last but not least, it helps to position their branch by many significant actions for the public in Soc Trang province.

5.1.6 Organizational pride is average level by lack of supporting policies of local government

There are many different opinions for this issue, but in general, the prides of agricultural company only is the level average because of the attracting high quality human resource policy and limitations of approaching the capital of the banks – both business and consume capital.

5.1.7 The life space, welled balance depends on the family members and accommodation

Balancing between working and family life is important thing if the company want to develop stably and sustainably. The factor decides this issue in the agricultural

companies which is the employee's accommodation. However, the current well-balanced topic is very instable by many reasons from the company and the lending policy of the bank.

Base on the information which the researcher found, the current HR Management situation in Agricultural Industry in Soc Trang province, Vietnam can be summarized in the table below:

Table 5.1 The current HR Management situation in Agricultural Industry in Soc Trang province, Vietnam

Topic	Description
The close relationships bring both the positive and negative points	With state-owned companies: difficult to choose right person. However, it can help them to combine their job harmoniously to achieve general goals of the company.
Compensation for labors is quite adequate and fair	Almost the respondent's answers are quite satisfied with compensation, and they also care about retired employees' policy. This will motivate them dedicate to the company in the long time.
The current training and development employee program is not bring good results	The training programs are so complicated because it does not focus on the employees' main missions in the company.
Safe and healthy environment	The level of safe and healthy in the workplace is assured by strict regulations.
Social integration is necessary for the development of organization and they also are doing well this issue	Social integration is dispensable part because it helps the employees solve conflicts and create the inside union. It may help them interact with the other companies in the same fields to cooperate and develop.

Table 5.1 The current HR Management situation in Agricultural Industry in Soc Trang province, Vietnam (Cont.)

Topic	Description
Organizational pride is average level by lack of supporting policies of local government	Lacking the attracting high quality human resource policies and limitations of approaching the loan of the banks – both business and consume loan.
The life space, welled balance depends on the family members and accommodation	The employees intend to stabilize their accommodation and their family members' jobs

5.2 Discussion of findings

There are many different opinions of Directors of HRM for High QWL. The researcher summarizes to become to the following dominant points:

The accommodation is evaluated highly in the model of High QWL. By many solutions, the company, the local government and the banks need specific steps to complete this goal.

Recruitment process has to be implemented strictly to sure that the company chooses right person in the right position, avoids recruiting close relatives. Making a professional environment to all employees may dedicate their capacity and care about behaving fair for all employees in the company.

Besides that, training and development are also very important, because it has two useful points. Firstly, it helps them complete their ability and enhance the effectiveness of the employees' current job. Secondly, this is also period which they can interact and communicate together to exchange experiences.

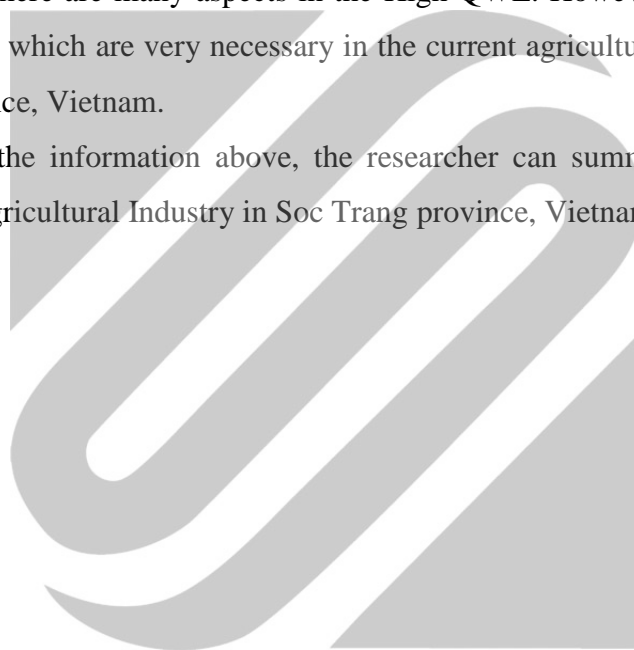
Moreover, take one or two vacations in a year. This is a good opportunity to improve relationships between the employees. The company should organize to visit tours with different destinations both domestic and international in Asian area such as Thailand, Cambodia, Malaysia, Singapore, etc.

Attracting policies from the local government are very important. It shows caring about the agricultural industry. This will make workers happily and pride. It will attract the excellent people to come not only in the agricultural field but also in the other fields. Creating the strong motivation develops the local economic.

The model of High QWL should not forget policies for retired employees. The company should visit and give the presents for them in the holiday. I think that this is a very important thing if company wants to keep the employee to work in the long time with company.

In brief, there are many aspects in the High QWL. However, these things are mentioned above which are very necessary in the current agricultural organizations in Soc Trang province, Vietnam.

Base on the information above, the researcher can summary the model for High QWL in Agricultural Industry in Soc Trang province, Vietnam in the below:



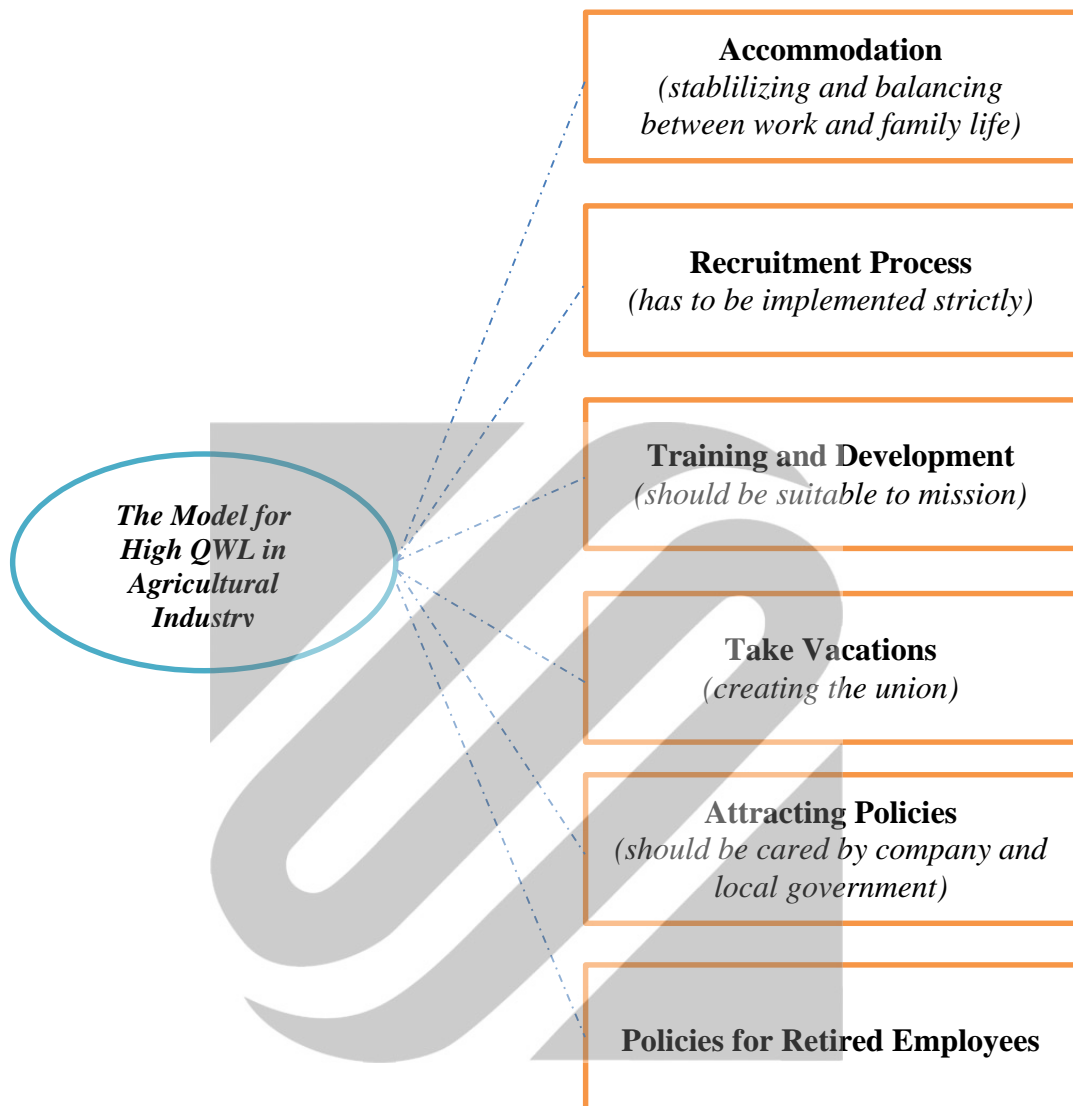


Figure 5.1 The Model for High QWL in Agricultural Industry
in Soc Trang province, Vietnam

5.3 Limitations

Besides the limitations of research methodology as mentioned in Chapter 3, this study also has one limitation related to private questions and translation. Firstly, some interview questions focus on private situation. This is sensitive issue, so sometimes they afraid of answer. Secondly, because all interview information were Vietnamese so the researcher had to translate into English. It took a long time to finish

10 key informants and 5 focus groups of employee (around from 5 to 6 respondents in each group). Therefore, some ideas were hard to translate into right meaning.

5.4 Recommendation

5.4.1 Separating HRM Department become to independent department of the company

In almost the agricultural organizations, HRM department usually does not operate separately and it is control by the leaders in the company. Therefore, to achieve two following goals: evaluating the performance more exactly and eliminating the fairness in the jobs by the close relationships. The company needs to separate HRM department and to hand over authority for them. With this recommendation, the researcher hopes to create the fairness for all the employees.

5.4.2 The company should rent or build public and low-cost houses for the employees to they can stabilize their job.

This can be a short-term solution and the company can implement immediately. The accommodation is the top criteria to evaluate the success of any employee in the Vietnamese culture. If the company implements this recommendation well, their employees will feel proud of and ready to dedicate their ability for the company in the long time. With this solution, it will help cement solidarity between the employees not only in their job but also outside the company.

5.4.3 The government should have preferential policies in the attracting excellent people and in the lending capital for these companies

This solution will bring break-through improvement if the government does it well. The change of any current policy is also very difficult and must spend a lot of time, and the attracting excellent people policy is not also exception. Besides that in the developing country as Vietnam, the bank policies always are controlled strictly by the government because it will impact all fields in the economy if there are any adjustments.

Conclusion

The researcher hope that this study will provide the valuable analysis for the model of High QWL in the agricultural companies in Soc Trang province to help the employee work in long time for the organization and to attracting excellent people

come with this field. Thank to this, it also will help to develop the local economic. Finally, the researcher hopes that this study would be a valuable document for the policy maker to help them to make decisions related to attract high quality human resource.



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APPENDIX A
INTERVIEW QUESTIONNAIRS

1. In –depth interview Questions for 10 key informants

There are 13 questions which mention to many aspects of QWL of three high positions in the agriculture organizations: **Chief Executive Office, Director of Human Resource Management.**

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

Question 4. How do you can design the program of Human Resource Development for QWL?

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

Question 9. Are your proud of when you work here? And why?

Question 10. How do you think the social integration is important? And why?

Question 11. Do you have enough necessary things which support your job?

Question 12. How do you feel the level of security in your job?

Question 13. Other suggestions?

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2. Interview questions for focus group

Besides that, the researcher also designed 6 questions which quite similar content with in-depth interview questions, but it focus the angles of QWL of 5 employee groups in agricultural industry in Soc Trang province, Vietnam are:

Question 1. Do you think your organization is wellness with human resource policy?

Question 2. Do you compare your HR policy with the other organization?
How do you feel?

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

Question 4. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

Question 5. How long are you work in order to have the current position?
How do you feel your career development in this organization?

Question 6. Are your proud of when you work here? And why?





APPENDIX B
INTERVIEW RESPONSES

Company name: Food and Vegetable Soc Trang (Private Company)

Address: 15B/5 Highway 1A, Soc Trang City, Soc Trang province, Vietnam

Business fields: Manufacture and business food, vegetable, and rice.

1. Chief Executive Officer- Nguyen Viet Hung

2. Director of Human Resource Management- Le Trong Thang

IN-DEPTH INTERVIEW

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

1. We cannot have perfect HR policy for all people. In my opinion, if we want work and dedicate our jobs in the long time. We have to accept difficult and step by step to solve it. The company always has the program which cares about the health 6 annual months not only me, but also all employees.

2. I am quite happy when I have worked here. I come from different province in the north of Vietnam- Bac Giang. I am provided public house near my company. Therefore, I commute easily so I work very effectively.

Question 2. Do you compare your HR policy with the other organizations? How do you feel?

1. Of course, I worked many companies; I experienced many different HR policies. I feel current HR policy so good. I am 43 years old; it is difficult for me to change my job. Therefore, I also try to complete my missions well to bring many benefits for my company.

2. Yes, I am working in HR department in company. Comparing the HR policy with the other company is normal. Thank to this, I help me can make HR plan more effectively and create employee satisfaction. This helps them dedicate in the long time for company. In my own opinion, I feel that this policy is similar with the other companies. It is still not significant difference and prominent compared with them. I hope in the near future, I will try to convince my leader to make good HR policy for workers in the company.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

1. For special policy, Soc Trang province also has attracting policy for doctors in hospital, and people who has master and PhD level in all fields. However, this bonus is also limit, especially 50,000,000 VND (2,380 USD) for doctors and master level and 100,000,000 VND (4,760 USD) for PhD level. Therefore, I only graduate bachelor degree, so I do not receive any bonus although I have worked here quite long and also have a lot of contribution for company. I also regret for this.

2. I only try to work my job well and complete plan. Salaries and incentives are based on business profit. Each year, company also has bonus for all employees in the holidays such as 30th April (Reunion Day), 1st May (International Labor Day), 2nd September (Independence Day), Tet Holiday (usually in the middle February annual year). I also hope that we receive many supports from local government in the near future.

Question 4. How do you can design the program of Human Resource Development for QWL?

1. In my opinion, I always try to manage my employee well, and avoid multitasking. This means I want to make fairness in the company, if they have great contribution, they will have high salary, incentives and bonuses which depend on their performance so much. I also try to become a good leader who can inspire to them. As a result, I hope that my employees understand this and they always work with passion and enthusiasm.

2. Making a professional environment to all employees may dedicate their capacity for the company is my great purpose. Besides that, I also care about fair in the company. This base on the employee's performance to have suitable bonuses for their contribution.

In addition, training employee is also very important, because it has 2 useful points. Firstly, it helps them complete their ability and enhance the effectiveness of their current job. Secondly, this is also period which they can study experience together and solve conflicts in the working progress.

Last but not least, in the holidays, the company should organized tours to create union and happy inside company. Throughout these events, each employee and

his or her relatives can understand and sympathy more together. For me, my wife, children and I feel wonderful after each tour. This helps me love my job; the conflicts also are solved after each tour.

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

1. As I mentioned, the employee's salary and incentive must base on their performance. I care about this issue so much because if you make unfair, many conflicts will occur. At the first time when I began my job, I also tired when I must decide whether who will receive higher salary and incentive. Therefore, I always organize the meetings at the weekend in order to they can evaluate themselves mutually. Luckily, I also have about 8-year experience in this sector. Thank to this, I can evaluate whether who work well or not.

2. This is issues which any employees also care about. Salary and incentive base on their performance. However, it also is difficult to implement because it is usually reason cause conflicts between the employees. Therefore, I think that company need to design specific criteria to evaluate the performance more exactly.

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

1. Safe and healthy environment in this company is top criteria because it will influence directly to the working ability of employees. With the employees inside the office, I think that this is quite safe and healthy environment. However, with the manual workers or drivers who usually drive on the street. They have accident risks. Therefore, company always pays danger money for them. In the next time, I will recommend to pay this money for all of the employees. I think that it will help to make motivation to my employees.

2. The current working environment in company is also quite safe and healthy. With people suffer from a lot of risks from their job such as manual workers and drivers; the current danger money is low from 100,000 to 150,000 VND per month (5 – 7 USD per month). Therefore, I will recommend increasing this money higher than in the near future.

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

1. *I have worked here quite long time. At the first time, when began this job, I also compared my salary and incentive with the similar position in the other company. However, I only care about my job right now because I think that if I operate this company well, I will receive a salary and incentive level. Beside that I always impart this for all my employees that "If you work how, you will receive suitable salary".*

2. *I think that any employee also compare his or her salary with the other employees in one company and same position in the other company. I am not exception. However, I have to accept it in what extent because if we do not care about our job and only think to result (salary and incentive), we neglect our mission. It will make us stressful and lack of effective in our job. Therefore, I think that we should try to work well; we will receive high salary regardless of work anywhere.*

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

1. *For this position, I worked in many different positions in many different companies. I have worked in this position in 6 years ago. I feel happily with this. My opinion is very simple; if we want to develop our career, we have work with passion and forget time. I always remind to my employees this. I also hope that they succeed their career.*

2. *I began to working in this position 4 years ago. I think that the most important in career development is our soft skills and the way how to communicate with the other people. Because in the modern working environment, the employee should have positive attitude with their job and relationships. This is a vital factor which decides to succeed in the career.*

Question 9. Are your proud of when you work here? And why?

1. *Yes, but not so much. In the difficult period of economic, having sustainable job with suitable salary is happy thing with everyone. However, it is difficult to say that I proud of when I work here because the pressure from many different directions such as leader, employee and customer. I almost have to be satisfied all in the company with the position as a leader.*

2. Yes, I come from remote area in the north of Vietnam. I am satisfied when I work in this position in company. Differ from the other companies; my job is quite simple because I try to complete my mission which my leader allocates to me. When communicate with everyone, I also proud of when said that I work here.

Question 10. How do you think the social integration is important? And why?

1. Social integration is very important in company, it help my employee enlarge relationships with the other people in the same filed. Throughout it, employee can study experience and enhance to cooperate with reliable partners. This will bring many benefits for the company.

2. Company organizes many activities such as sports and music show annual year for the employees and contest with the other companies in same fields in Soc Trang province. Throughout these activities, it will help them to interact and exchange experience together.

Question 11. Do you have enough necessary things which support your job?

1. For me, all of necessary things for my job are quite enough right now. If comparing some previous years, the quality of workplace is more and more improved significantly in the recent years. My employees and I also try our best to complete the company's business plan.

2. I think that the most necessary thing is the house where near workplace. I am luckier than the other employee because I am provided the company's public house. Thank to this, I can save money and time to come the company every day. I hope that the company can build more public houses for all employees or has different solutions which can help employees to own house near the workplace to they can serve their job more effectively and dedicate long time for the company.

Question 12. How do you feel the level of security in your job?

1. In my opinion, the level of security of my job is very high because I design a test system between departments to avoid the risks and ensure the security for job. However, I try to implement this method with clever way because it is easy to make conflicts between them.

2. *For my job, I think that the level of security is very high because I always base on available regulations and I rarely create the serious risks and mistakes.*

Question 13. Other suggestions?

1. *Agriculture is an advantage in local. I want to suggest that local government need to have preferential policy in contact with the bank's capital- both short term and medium term for business - and long term for consume capital of the employee. According to public information of the banks, the commercial banks are having capital to lend to customers right now, but the interest rate is still high. Therefore, we are difficult to approach these capitals.*

2. *I suggest that creating happy and efficient workplace, the company has to provide necessary needs for the employee's life. It will motivate them to work wholeheartedly and attracting high quality workers to come with the company.*

FOCUS GROUP (5 people)

- 1. Khuu Minh Hien – Business Department**
- 2. Nguyen Van Toan – Business Department**
- 3. Tran Thi Ngoc Hang- Accounting Department**
- 4. Le Thanh Minh – Accounting Department**
- 5. Pham Phuong Huyen – Accounting Department**

The below answers is general answers of 5 people. In interview focus group process, the researcher tries to summarize the respondent's ideas and concepts.

Question 1. Do you think your organization is wellness with human resource policy?

Yes, we think that HR policy of all company in Soc Trang province is quite similar. The most important thing is that we have to create value for ourselves and bring profit for company.

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Yes, of course. The salary and incentive issue is usually discussed together in the company. However, we understand that the salary is high or low depend on much our attitude with job. If we work efficiently and have great contribution for the company, we will receive suitable salary with our capacity.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

No, comparing different fields, the employees in the agriculture industry do not any special policy from local government. The most thing which we need right now is public house or preferential interest rate in borrowing long-time capital from the banks to buy houses. We think that it is better for us if the local government can implement this.

Question 4. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

The level safe and healthy workplace is very high. We do not worry about so much for this. The manual workers who usually work dirty conditions. Therefore, we will recommend company has danger pay for them. However, we think that this money also should be given to good employees to create motivation for them and for the others.

Question 5. How long are you work in order to have the current position? How do you feel your career development in this organization?

We have worked here from 2 to 3 years after graduating the university. Although there are many difficulties, thank to help of leaders and endeavoring ourselves, we overcome and adopt step by step it. Compare to state-owned companies, promoting to high position is usually base on real ability and capacity. Therefore, we need to work well to find develop in our career.

Question 6. Are your proud of when you work here? And why?

Local government policies focus on exchange economic structure to industry and services, so care about agriculture is limited. However, it still is strong fields and will develop in the long time. We are proud of working here.

Company name: Ut Xi Manufacture Limited (State-owned Company)

Address: Tai Van Commute, My Xuyen District, Soc Trang province, Vietnam

Business fields: Manufacture and business rice, aquatic products

1. Chief Executive Officer- Tao Quoc Dung

2. Director of Human Resource Management- Nguyen Thi Ngoc Anh

IN-DEPTH INTERVIEW

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

1. I am invited to work this company. Compared to the other companies, I think that HR policy also quite good. The company always has the program which cares about the health 1 annual year for all employees.

2. Although HR policy is not perfect, but I think it also quite good, I am not sure that to work here sustainably because some conflicts between the employees.

Question 2. Do you compare your HR policy with the other organizations? How do you feel?

1. Of course, I worked in three companies before I come here. I feel current HR policy quite good. Although with similar salary, I have close relationships with almost in the company. Therefore, I also try to complete my missions well to bring many benefits for my company.

2. Yes, I am working in HR department in company. Comparing the HR policy with the other company is normal to help me can narrow the difference HR policy between the companies. Therefore, it is still not significant difference and prominent compared with them. If they receive good things in this company, they also receive useful things in the others.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

1. Agriculture is strength of Soc Trang province. However, we do not receive any special policies from the local government. I hope to receive special support from

them to my employees and I can dedicate for this fields, and motivate to attracting high experts come with Soc Trang province.

2. I am expecting this. However, agriculture is field which develops long time, so maybe they forget this. I also hope that local government care about more, especially woman as I to dedicate long time for the company.

Question 4. How do you can design the program of Human Resource Development for QWL?

1. In my opinion, my program is very simple. This most important is suitable with the company situation. I always make fair with everyone in the company, if they have great contribution, they will have high salary, incentives and bonuses which depend on their performance so much. If doing this well, I believe that my employee will work in the company long time.

2. Recruitment process must be strictly to sure that the company chooses right person in the right position, avoids recruiting close relatives. Making a professional environment to all employees may dedicate their capacity and I also care about behaving fair for all employees in the company.

Besides that, training and development are also very important, because it has 2 useful points. Firstly, it helps them complete their ability and enhance the effectiveness of the employees' current job. Secondly, this is also period which they can interact and communicate together to exchange experiences.

Moreover, take one or two vacations in a year; I think that this is a good opportunity to improve relationships between the employees. Each year, company usually organized to visit tours with different destinations both domestic and international in Asian area such as Thailand, Cambodia, Malaysia, Singapore, etc

The model of high-quality work life should not forget policies for retired employees. The company should visit and give the presents for them in the holiday. I think that this is a very important thing if company wants to keep the employee to work in the long time with company.

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

1. The employee's salary and incentive must base on their performance. Considering and evaluating the performance is also very difficult and lack of fairness,

but I think it is a part of job, we have to accept this. I always remind myself and my employees work wholeheartedly to receive high salary.

2. Although the company has many criteria to evaluate the performance, it still quite vague and difficult to implement; therefore, it is usually reason cause conflicts between the employees.

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

1. I care about safe and healthy environment so much because it will influence directly to the working ability of employees. With the employees inside the office, I think that this is quite safe and healthy environment. However, with the manual workers in factory who suffer from a lot of risks. Therefore, company always pays danger money for them.

2. The current workplace in company is also quite safe and healthy. With people suffer from a lot of risks from their job such as manual workers who work in the factory, the current danger money is low 150,000 VND per month (7 USD).

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

1. I receive high salary if compared with this position in the other companies because this company is quite big. This means I have to work under high pressure and risk. However, it also depend on so much the way which I manage the company. I try to simplify the job and separate to my employees.

2. I think that all employees also compare his or her salary with the other employees in one company and same position in the other company, but they have balance their job and family. Because if change job to the high salary company, they suffer from many disadvantages related to curriculum vitae and the procedure of insurance (social, health, and accident insurance). Therefore, I think that we should try to work well; we will receive high salary regardless of work anywhere.

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

1. I am invited to work in this position. Besides the effectiveness in the job, I think that creating close relationships with co-workers also is very important thing. I

feel happily because I do this well right now. The company also always cares about good employees who have great contribution to make the HR plan.

2. In this company, the employees are not only working well but also having soft skills if they want to develop their career. The employee should have positive attitude with their job and relationships. This is a vital factor which decides to succeed in the career because company only promotes the employee with high support of the other employees and local authorities.

Question 9. Are you proud of when you work here? And why?

1. Yes, I also quite proud of when I work here because I receive high salary compared with my friends in the other companies. I think that I am respected here. Therefore, I can manage company easily. I almost have to be satisfied all in the company with the position.

2. Yes, but not so much. Because the employees performance depend on close relationship too much. This is big barrier in motivating and attracting the excellent employees and it also is reason reducing to the development of company.

Question 10. How do you think the social integration is important? And why?

1. Social integration is a vital part in our company right now, it helps my employee solve conflict inside and enlarge relationships outside with the other people in the same filed. Therefore, thank to this, employee can study experience and enhance to cooperate with the other companies.

2. The local authorities and company organize many activities such as sports and music show annual year for the employees and contest with the other companies in agricultural sector in Soc Trang province. I find that after these activities, we feel comfortable and work efficiently.

Question 11. Do you have enough necessary things which support your job?

1. For me, all of necessary things for my job are quite enough right now. If comparing some previous years, the quality of workplace is more and more improved significantly in the recent years. My employees and I also try our best to complete the company's business plan.

2. *For this issue, I think that I am provided enough necessary things for my job.*

Question 12. How do you feel the level of security in your job?

1. *I think that the level of security of my job is very high because the fluctuation in this field is so low. However, I am very satisfied because it help me stabilize my family members and I.*

2. *I think that the level of security is extremely high because I always base on available regulations and I rarely create the serious risks and mistakes.*

Question 13. Other suggestions?

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FOCUS GROUP (6 people)

1. **Nguyen Van Thuong – Business Department**
2. **Tu Ba Anh – Business Department**
3. **Lam Ngoc Tuyen- Business Department**
4. **Mai Hong Hanh – Accounting Department**
5. **Le Hoai Ven – Accounting Department**
6. **Nguyen Truong Xa - Accounting Department**

The below answers is general answers of 6 people. In interview focus group process, the researcher tries to summarize the respondent's ideas and concepts.

Question 1. Do you think your organization is wellness with human resource policy?

Yes, we think that HR policy of all companies in Soc Trang province is quite similar. This company has long history, so everything is available. However, this is also pros and cons, because we are difficult change it. The most important thing is that we have to create value for ourselves and bring profit for company.

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Yes, of course. If comparing with the other company. We think that we are receiving higher salary than the same position in the other. The salary and incentive issue is usually discussed together in the company. However, we understand that the

salary is high or low depend on much our attitude with job. If we work efficiently and have great contribution for the company, we will receive suitable salary with our capacity.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

We do not receive preferential policies from the local government. These special policies only focus on the different sector such as machine and equipment manufacture and services.

Question 4. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

The level safe and healthy workplace is very high because we have the programs which are checked our health annually. Compare to manual worker, we are worked quite good condition with the enough necessary things.

Question 5. How long are you work in order to have the current position? How do you feel your career development in this organization?

For these positions, we are recruited after we graduated in the university. Promoting to high position is usually happen many arguments because it base on close relationship than real ability. However, these real things have not only in our company but also in the others, except the private companies. Therefore, we need to communicate cleverly to solve the problems peacefully and avoid the conflicts.

Question 6. Are your proud of when you work here? And why?

Yes, of course. Local government policies focus on exchange economic structure to industry and services, so care about agriculture is limited, but our company manufactures both agricultural and aquatic products. Luckily, aquatic products are bringing high profit for company.

Company name: High-quality Rice Incorporated Company (Private Company)

Address: Nga Nam Town, Nga Nam city, Soc Trang province, Vietnam

Business fields: Manufacture and Business high quality rice products

1. Chief Executive Officer- Le Hoai Thu

2. Director of Human Resource Management- Tran Trung Chinh

IN-DEPTH INTERVIEW

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

1. I think it also is quite good. In my opinion, we should dedicate our capacity for the company. The company always has the program which cares about the health 6 annual months not only me, but also all employees.

2. I am quite happy when I have worked here. The company always has the program which cares about the health 6 annual months not only me, but also all employees.

Question 2. Do you compare your HR policy with the other organizations? How do you feel?

1. Yes, absolutely. I worked many companies, so I experienced many different HR policies. It is difficult for me to change my job.

2. Yes, I am working in HR department in company so I also found it, it helps me can make HR plan more effectively and create employee satisfaction. This helps them dedicate in the long time for company. In my own opinion, I feel that this policy is similar with the other companies. I hope in the near future, my co-workers and I will try to work to bring useful things for the company.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

1. For special policy, Soc Trang province also has attracting policy for doctors in hospital, and people who has master and PhD level in all fields. However, this bonus is also limit, especially 50,000,000 VND (2,380 USD) for doctors and master level and 100,000,000 VND (4,760 USD) for PhD level. For this sector,

although there are many conferences and seminars which related to agricultural industry, but the change in the policy is very little.

2. There is not preferential policy that attracting the good people come with the agricultural industry in Soc Trang province.

Question 4. How do you can design the program of Human Resource Development for QWL?

1. In my opinion, I always try to manage my employee well. I want to make fairness in the company, if they have great contribution, they will have high salary, incentives and bonuses which depend on their performance so much.

2. Making a professional environment to all employees may dedicate their capacity for the company is my great purpose. Besides that, I also care about fair in the company. This base on the employee's performance to have suitable bonuses for their contribution.

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

1. The employee's salary, incentive and bonus must base on their performance. I care about this issue so much because if you make unfair, many conflicts will occur. Therefore, I always organize the meetings at the end of the month in order to they can evaluate themselves mutually. Thank to this, I can evaluate whether who work well or not.

2. Any employee also cares about their level of salary and incentive compared to the other companies. Although I know that it bases on their performance. However, it also is difficult to implement this because it is usually reason cause conflicts between the employees.

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

1. I think that, safe and healthy environment is high compared to the other fields. I am assured both the health and working condition. However, I think that, it is better if I am checked my health in professional and modern check health centers.

2. For this issue, I think that the current working environment in company is also quite safe and healthy. I do not care this issue so much because it does not influence a lot to me.

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

1. Yes. At the first time, when began this job, I also compared my salary and incentive with the similar position in the other company. However, I only care about my job right now because I think that if I operate this company well, I will receive a salary and incentive level.

2. Yes. In my opinion, when comparing to the other companies, I have to consider working ability and I have to accept it in what the level. I think that it is suitable with my job right now because it reflect quite truly my contribution in the company.

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

1. I spent 6 year to work for this position. I think that the employees should show all their abilities to dedicate to the company. "Speak a little, work a lot" is the my rule in the company and this is my criteria to I evaluate my employees.

2. When working here, my promoting decision was affected by many different reasons. Sometimes, they have to have close relationships with the local authorities, besides that they also have to win employee's heart in the company. This makes me difficult in my decision.

Question 9. Are your proud of when you work here? And why?

1. Yes, but not so much. Although receiving the quite high salary in the company. However, this sector still is not cared by about the local government. In other words, it is not "hot sector" right now.

2. Yes, but not so much because my job depend on too much available things and I am very difficult to change it. When making any decision, I usually am influenced by many people who are my leader.

Question 10. How do you think the social integration is important? And why?

1. Everyone is interested in social activities in company such as sports, music shows, etc. I think that it is extremely important because it bring us two useful things. Firstly, it helps us strengthen solidarity between the employees in the company. Secondly, it helps enlarge the relationship with the other companies.

2. *I think that social integration brings big significance for society and culture. It helps the older people has better life and preserve the ethnic culture of the Khrome (Cambodian-Vietnamese).*

Question 11. Do you have enough necessary things which support your job?

1. *Yes. I think that it is very wonderful. I am prepared enough all necessary things for my job.*

2. *Yes, I also receive all necessary things for my job or every when I need.*

Question 12. How do you feel the level of security in your job?

1. *I think that the level of security is quite good, except Import and Export Department. In this department, it suffers from many risks from import and export contract with oversea partners because it relates to prestige of them.*

2. *For my job, I think that the level of security is very high because I always base on available regulations and I only base on these.*

Question 13. Other suggestions?

1. *Annual year, company recruits many new employees in the different positions. Training is necessary but the company is spending a lot time and money for them because these programs are quite complicated, it seems be general and does not focus their main mission of them.*

FOCUS GROUP (5 people)

1. **Nguyen Ngoc Bao Tran – Business Department**
2. **Dam Manh Hung – Business Department**
3. **Nguyen Le Minh Thu - Accounting Department**
4. **Quach Thanh Nga – Accounting Department**
5. **Cao Vu Linh – Accounting Department**

The below answers is general answers of 5 people. In interview focus group process, the researcher tries to summarize the respondent's ideas and concepts.

Question 1. Do you think your organization is wellness with human resource policy?

Yes, we think this salary is quite suitable with our ability and capacity. We receive salary adequately annual two weeks in the date 15th and 30th (business salary and basis salary, respectively) through bank account of the Bank of Agriculture and Rural Development. We rarely complain to this

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Besides receive suitable salary, we also appreciate the company in caring retired employees. Retired salary annual month also receives caring of the company. We have relatives who worked in this company before they also feel satisfied for this.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

No, we almost did not receive special policies from local government.

Question 4. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

Our working environment is very safe and healthy. Therefore, we feel happy for this. In our company, the leaders are not only care about the employee's health by checking programs but also their children from 5 to 10 years old. This program usually is implemented in International Children Day (1st June) annual year.

Question 5. How long are you work in order to have the current position? How do you feel your career development in this organization?

We have worked here after graduating the university. We think that career development will reflect exactly working ability. Therefore, we need to work well to find develop in our career.

Question 6. Are your proud of when you work here? And why?

Yes. The level of our salary helps to spend the life easily with the current cost of living. We also find that the senior employees usually have happy and social status. Therefore, we always feel proud of our company where we are working.

Company name: Sugar-cane Soc Trang Incorporated Company
(State-owned Company)

Address: 845 Pham Hung Street, Hamlet 8, Soc Trang City, Soc Trang province, Vietnam

Business fields: Manufacture and business sugar-cane products.

1. Chief Executive Officer- Dao Duy Son

2. Director of Human Resource Management- Lam To Nga

IN-DEPTH INTERVIEW

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

1. Nowadays, local government always cares about safe and healthy of the not only agricultural organization but also all organizations in any fields, and it is stipulated by strict labor regulations.

2. I think that any HR policy cannot be perfect. The important thing is I have to accept it in what is extent. The company has health testing program for all the employees annually.

Question 2. Do you compare your HR policy with the other organizations? How do you feel?

1. Yes, I have many relationships with my friends in the other companies. I am also quite satisfied with these current HR policies because it is quite similarly. It is difficult to change my job because I am respected here.

2. Yes, absolutely. Because of I am working in this. Thank to comparing the HR policy with the other companies, it will help me to make the HR plans suitably with the current situation of the company.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

1. Not only Soc Trang province, but also in Mekong Delta with the many advantages to develop the agricultural sector. However, we do not receive any special

policies from the local government. This is also reason which make this sector does not attract high quality employee to come.

2. It is wonderful when the company receive this. The local government also has some attracting policies such as giving the bonus to doctors in hospital, masters, and PhD. However, I feel this is not suitable to reality because they may not work well.

Question 4. How do you can design the program of Human Resource Development for QWL?

1. This most importance is suitable to the current situation of the company. In my opinion, the fairness of compensation is top criteria to evaluate the employees' performance.

2. Attracting policies from the local government are very important. It shows caring about the agricultural industry. This will make workers happily and pride.

Moreover, take one or two vacations in a year; I think that this is a good opportunity to improve relationships between the employees. Each year, company usually organized to visit tours with different destinations both domestic and international in Asian area such as Thailand, Cambodia, Malaysia, Singapore, etc.

The model of high-quality work life should not forget policies for retired employees. The company should visit and give the presents for them in the holiday. I think that this is a very important thing if company wants to keep the employee to work in the long time with company.

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

1. In my opinion, the employee's salary and incentive have to base on their performance. However, identifying it is also difficult to do well. In this organization, the employees care about the incentive in the holiday. The company usually spends a part for this.

2. Fringe benefit also receives care about of the company leaders. Depending on the different positions, this money will be different. And it also depends on their contribution. The current evaluate the performance base on vote of the employees.

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

1. I manage this seriously and careful because it will impact to the effectiveness of employees. Any employee also wants to work in the safe and healthy environment. With the manual workers will pay danger money for them and the company will have the healthy program for all employees.

2. The current working environment in company is also quite safe and healthy. However, I think that pay small danger money for all the employee will create motivation for them work well

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

1. I have worked in this position for 3 years. I think that I receive the low salary compared to the other because of manufacture and business of the sugar-cane is not good. However, I think it is suable to the current company situation.

2. Yes, I do not join directly in the manufacture and business progress. Therefore, the level salary which I receive is not high. If comparing to the others, I think that it will balance or lower than.

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

1. I worked 5 years before I work in this position. I think that the employees will order their belief in the people inside company. Career development in this organization is quite good, it require the employees both soft skills and the effectiveness in their job.

2. In the modern work life, I think that soft skill is key factor in the development of career. If someone works well but lack this skill, they can be difficult to develop their career.

Question 9. Are your proud of when you work here? And why?

1. Yes, but not so much because the business results is not good in the past few year.

2. Yes, but not so much. I think that the company is not dominant compared to the other companies.

Question 10. How do you think the social integration is important? And why?

1. *It is wonderful. Social integration illustrates in many aspects with the different activities: sports, charity, keep and preserve the ethnic culture. Besides that it will help us gain many advantages in the business of company*

2. *It is so good. Through social integration activities, it will help employees to interact and exchange experience together.*

Question 11. Do you have enough necessary things which support your job?

1. *In my opinion, the necessary things for my job are enough right now. The quality of workplace is more and more improved significantly in the recent years.*

2. *I think that the most necessary thing is the house where near workplace. This is very important for me to work conveniently and save time and money for the accommodation.*

Question 12. How do you feel the level of security in your job?

1. *This sector is developed in the long time. Experienced many generations, it is almost completed and reduces the risks in working process.*

2. *For my job, I think that the level of security is very high because I always base on available regulations.*

Question 13. Other suggestions?

1. *Agriculture is a strength sector in local. However, it is lacking the change and innovation. Almost all employees usually accept the current things and worrying about the change. Therefore, it will eliminate innovation in the job*

2. *I suggest that creating happy and efficient workplace, the company has to provide necessary needs for the employee's life. It will motivate them to work wholeheartedly and attracting high quality workers to come with the company.*

FOCUS GROUP (6 people)

1. Do Lam Hoang – Business Department
2. Dang Thu Thao – Business Department
3. Pham Huynh Nhu- Business Department
4. Le Thi Mong Cam – Accounting Department
5. Tran Nguyen Sa – Accounting Department
6. Nguyen Hoang Hanh - Accounting Department

The below answers is general answers of 6 people. In interview focus group process, the researcher tries to summarize the respondent's ideas and concepts.

Question 1. Do you think your organization is wellness with human resource policy?

Yes. We feel almost everything is great, but in this company, training and development programs usually combine with evaluating the employees' abilities and skills and it also is one criterion to identify the level of employees' performance. However, these programs are usually designed with theory lessons and do not follow close real situation in each specific job.

Question 2. Do you compare your HR policy with the other organization? How do you feel?

Yes, of course. Although we have some disadvantage when working in the state-owned company because sometimes our contribution is not recorded, the pressure of job is not high and the combine in general project very easily.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

No, comparing different fields, the employees in the agriculture industry do not any special policy from local government. The most thing which we need right now is public house or preferential interest rate in borrowing long-time capital from the banks to buy houses. We think that it is better for us if the local government can implement this.

Question 4. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

The level safe and healthy workplace is very high. We do not worry about so much for this.

**Question 5. How long are you work in order to have the current position?
How do you feel your career development in this organization?**

We have worked here after graduating the university. Promoting to high position is usually happen many arguments because it base on close relationship than real ability. However, these real things have not only in our company but also in the others. Therefore, we need to work well to find develop in our career.

Question 6. Are your proud of when you work here? And why?

Yes, but not so much. We receive the level of salary from 5,000,000 to 7,000,000 VND per month (around 238 USD – 333 USD per month). We face to many difficulties because of the rent boarding-room cost so high, fluctuation from 2,000,000 to 2,500,000 VND per month (around 95 USD – 119 USD per month).

Company name: Rice Soc Trang Incorporated Company (Private Company)

Address: 76 Le Duan Street, Hamlet 3, Soc Trang City, Soc Trang province, Vietnam

Business fields: Manufacture and business rice products and supporting services.

1. Chief Executive Officer- Nguyen Hoang Minh

2. Director of Human Resource Management- Duong Van Son

IN-DEPTH INTERVIEW

Question 1. How do you think about the wellness with human resource policy? What programs the organization care about your health annual year?

1. I am quite satisfied with the HR policy here. I found that I can stabilize and develop here. The company always has health testing program annual year.

2. I am quite happy when I have worked here. The company always has health testing program annual year.

Question 2. Do you compare your HR policy with the other organizations? How do you feel?

1. Yes, but I think that it is similar in the same sector. Therefore, the important thing which creating the value for myself and the company.

2. Yes, comparing the other HR policies help me a lot in the decision making process and give ideas and perceptions to the leaders.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

1. Our company does not receive many preferential as the other sector because the change in the economic from agriculture to industry. However, the agriculture is still strong sector in local because of the convenience of natural condition.

2. Basically, the company does not receive any special policy for local government.

Question 4. How do you can design the program of Human Resource Development for QWL?

1. In my opinion, I want to make fairness in the company, if they have great contribution, they will have high salary, incentives and bonuses which depend on their performance so much. I also try to become a good leader who can inspire to them.

Making a professional environment to all employees may dedicate their capacity for the company is my great purpose. Besides that, I also care about fair in the company. This base on the employee's performance to have suitable bonuses for their contribution.

The accommodation is evaluated highly in the model of high QWL. By many solutions, the company, the local government and the banks need specific steps to complete this goal.

Question 5. How do you can design the program of salary and incentive and fringe benefit? And why?

1. The employee's salary and incentive must base on their performance. I care about this issue so much because if you make unfair, many conflicts will occur.

2. Almost all employees care about this issue. Salary and incentive base on their performance. However, it also is difficult to implement because it is usually reason cause conflicts between the employees. Therefore, I think that the companies need the independent organization to manage this issue.

Question 6. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

1. Safe and healthy environment in this company is top criteria because it will influence directly to the working ability of employees. With the employees inside the office, I think that this is quite safe and healthy environment. However, with the manual workers or drivers who usually drive on the street. They have accident risks. Therefore, company always pays danger money for them. In the next time, I will recommend to pay this money for all of the employees. I think that it will help to make motivation to my employees.

2. The current working environment in company is also quite safe and healthy. With people suffer from a lot of risks from their job such as manual workers and drivers, the current danger money is low from 100,000 to 150,000 VND per month (5

– 7 USD per month). Therefore, I will recommend to increase this money higher than in the near future.

Question 7. Do you compare your salary and incentive with the similar position in the other organization? How is it?

1. Yes, I think that it is similar with the others.

2. Yes, of course. I always compare not only my salary but also the other employees. I found that it depend on so much the business results of the company. In other words, sometimes, we receive the salary higher, sometimes is lower.

Question 8. How long are you work in order to have the current position? How do you feel your career development in this organization?

1. About 10 year, I work here when I just graduated the university. I think career development is quite fairness with everyone.

2. I began to working in this position 8 years ago. I think that the most important in career development is our soft skills and the way how to communicate with the other people. Because of in the modern working environment, the employee should have positive attitude with their job and relationships.

Question 9. Are your proud of when you work here? And why?

1. Yes, but not so much. In the difficult period of economic, having sustainable job with suitable salary is happy thing with everyone. I almost have to be satisfied all in the company with the position as a leader.

2. Yes, because comparing with my friends. I found that I am better than them.

Question 10. How do you think the social integration is important? And why?

1. We always care about and join our small part in the local development. As you know, Soc Trang province has three main ethnics: Kinh, Hoa, Khomer. Therefore, they have culture diversity. Specially, Khomer's festivals bring typical colorful culture which does not have anywhere such as Oc-bom-boc festival, Ngo Boat Racing Festival, etc. We always contribute to both two sides finance and human for these activities.

2. Company organizes many activities such as sports and music show annual year for the employees and contest with the other companies in same fields in Soc Trang province. Throughout these activities, it will help them to cooperate together.

Question 11. Do you have enough necessary things which support your job?

1. *For me, all of necessary things for my job are quite enough right now.*
2. *Yes, the things which I require are provided enough in the job process.*

Question 12. How do you feel the level of security in your job?

1. *It is so good, because I the company has independent department to check mistakes in the job process. Thank to this, it can avoid mistake as soon as possible.*
2. *Annual year, there are about 7-8 people who leave the company because they cannot stand the high pressure. The leadership viewpoint is always create fairness to build union regardless of the employee has how the relationship.*

Question 13. Other suggestions?

2. *In the modern business environment, we understand that English is very important. To be honest, we rarely use English in our job and communication. Training English for the employees only is suitable employee work in import-export department because they will use English as means of communication and it is a part their job.*

FOCUS GROUP (5 people)

1. **Do Cong Doan – Business Department**
2. **Quach Van Tai – Business Department**
3. **Nguyen Tan Ngoan- Accounting Department**
4. **Truong Minh Trieu – Accounting Department**
5. **Quach Chieu – Accounting Department**

The below answers is general answers of 5 people. In interview focus group process, the researcher tries to summarize the respondent's ideas and concepts.

Question 1. Do you think your organization is wellness with human resource policy?

In our opinion, we are working in the private company. Although we work under high pressure, the evaluating employee way make us satisfied because it base on our real competence, not close relationship.

Question 2. Do you compare your HR policy with the other organization?

How do you feel?

Yes, of course. The salary and incentive issue is usually discussed together in the company. However, we understand that the salary is high or low depend on much our attitude with job. If we work efficiently and have great contribution for the company, we will receive suitable salary with our capacity.

Question 3. As I know, agriculture is strong sector in the local. Do you receive any special policy from the local government? What is it?

No, comparing different fields, the employees in the agriculture industry do not any special policy from local government. We are also quite proud of our company. Having individual houses and stabilize the job are wishes of any employees. Approaching with consume capital is difficult and the interest rate is so high, approximately 14% per year (according to Agricultural and Rural Development Bank Soc Trang), besides that this interest rate is not reduced according to the lending money. There is only one the lending period which is 3 years, with the total of lending is low about 12 times of the salary and the other incomes

Question 4. If you have ability to recommend designing the safe and healthy environment in agricultural industry? How is it?

The level safe and healthy workplace is very high. We do not worry about so much for this. The manual workers who usually work dirty conditions. Therefore, we will recommend company has danger pay for them. However, we think that this money also should be given to good employees to create motivation for them and for the others.

Question 5. How long are you work in order to have the current position?

How do you feel your career development in this organization?

We are recruited to work in this position about 3-5 years. Promoting to high position is usually happen many arguments because it base on close relationship than real ability. However, these real things have not only in our company but also in the others. Therefore, we need to work well to find develop in our career.

Question 6. Are your proud of when you work here? And why?

Local government policies focus on exchange economic structure to industry and services, so care about agriculture is limited. However, it still is strong fields and will develop in the long time. We are proud of working here.



BIOGRAPHY

NAME Dam Thai Thu

DATE OF BIRTH 09 December 1987

EDUCATION

2014-2015 Master of Business Administration
Stamford International University

2005-2010 Finance and Banking,
Agriculture Economic
Can Tho University

NATIONALITY Vietnamese

HOME ADDRESS Phu Loc Town, Thanh Tri District,
Soc Trang Province, Vietnam

EMAIL ADDRESS damthaihu@gmail.com