

## PROPOSED SOLUTIONS FOR THE IMPROVEMENT OF HUMAN RESOURCE MANAGEMENT AT TAM THINH VIET CO., LTD.

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**Abstract:** *In the context of increasingly intense competition, human resource management plays a crucial role in enhancing organizational performance and ensuring sustainable development. This study assesses the current situation and proposes solutions to improve human resource management at Tam Thinh Viet Co., Ltd. The research methods include document analysis and synthesis combined with field surveys. Accordingly, the study proposes key solutions, including improving the job analysis and job design system; standardizing the recruitment process; developing comprehensive training programs; establishing a transparent, fair performance appraisal system; and reforming compensation policies to promote greater flexibility and effectiveness. The synchronized implementation of these solutions will help the company enhance the effectiveness of human resource management, attract and retain talent, and build a solid foundation for sustainable development in the future.*

**Keywords:** *Tam Thinh Viet Co., Ltd.; Human resource management improvement solutions; Human resource management.*

### 1. Introduction

In the context of the strongly developing market economy, the competition among businesses is increasingly fierce, especially in the insurance service sector – an industry that requires high and stable human resource quality. In this sector, human beings are not only a labor resource but also a direct bridge between the enterprise and customers, simultaneously playing a decisive role in service quality, satisfaction levels, as well as customer trust in the enterprise.

Human resource management, therefore, holds a particularly important role in ensuring operational efficiency and the sustainable development of insurance enterprises. It is no longer just a supportive administrative function, but has become a strategic function, directly impacting labor productivity, service quality, brand reputation, and the capacity for innovation within the enterprise.

A systematically and thoroughly constructed and implemented human resource management system will help the enterprise recruit the right people, develop a quality personnel team, maintain work motivation, enhance engagement, and simultaneously minimize staff replacement

costs. This is a major challenge for insurance companies today when the turnover rate in the first 6 months remains high.

Therefore, the research and proposal of solutions to perfect human resource management work for enterprises in general and insurance enterprises in particular is an urgent requirement, contributing to helping enterprises enhance competitive capacity, maintain stable human resources, and create a foundation for long-term development.

### 2. Literature Review

Human resources are understood as the entire body of people in an organization who have the capacity to participate in labor, production, and management activities to achieve common goals. This factor is not only measured by the quantity of labor but is also reflected in quality through knowledge, skills, experience, and attitude towards work.

According to Tran Thi Kim Dung (2020), human resource management (HRM) is the totality of activities involving attracting, utilizing, and developing human resources effectively to achieve the organization's strategic goals as well as meet the needs of employees. This is a strategic

process, combining policies, activities, and methods to build a quality personnel team that is motivated and committed for the long term.

Many domestic studies have clarified the role of factors affecting the effectiveness of human resource management. Typically, Pham The Anh and Nguyen Thi Hong Dao (2013) affirmed that employee engagement largely depends on the training system, fair compensation policies, and clarity in job descriptions. Ngo Kinh Luan (2015), in a study at Tra Bac Joint Stock Company, emphasized the role of internal training, improving assessment methods, and flexible reward policies in Human Resource Management (HRM). Similarly, Cao Thi Bich Van (2015), through research at Tra Vinh Social Insurance, proposed solutions regarding recruitment, evaluation, and welfare. Nhan et al. (2020) pointed out six key factors affecting the effectiveness of HRM at Ca Mau Provincial Social Insurance, including: personnel fluctuation, working environment, leadership – colleagues, training and development, and compensation and income.

Internationally, many scholars also emphasize the strategic role of human resource management. Becker and Gerhart (1996) affirmed that HRM is a key factor in creating a sustainable competitive advantage by linking HR policies with business strategy. Huselid (1995) showed that effective human resource management practices have a direct impact on labor productivity and the financial performance of the enterprise. Pfeffer (1998) proposed the "7 best practices" model in human resource management, emphasizing employee participation, continuous training, and fair compensation mechanisms as the keys to success. In the service sector, especially insurance, Schuler and Jackson (2005) highlighted the importance of developing employees' core competencies and aligning HR policies with customer requirements to enhance satisfaction and loyalty.

From both domestic and international studies, it can be seen that perfecting HRM requires the synchronous coordination of job analysis, recruitment, training, evaluation, and compensation. The authors all agree that human resources are a strategic factor, determining the competitive capacity and sustainable development

of the organization.

Although there have been many domestic and international studies addressing HRM in manufacturing enterprises, service companies, and state agencies, the number of studies on human resource management activities at medium-sized insurance agencies remains limited, and no specific work has yet conducted in-depth research on a particular insurance enterprise. Previous studies primarily focused on a few individual aspects such as training, compensation, or employee satisfaction, and no study has comprehensively and synchronously evaluated all functions of human resource management within the insurance agency model, which is characterized by a high personnel turnover rate and distinct business specifics.

This study is one of the first to systematically and empirically examine the HRM work at Tam Thinh Viet Co., Ltd., an insurance agency, contributing to supplementing the lacking theoretical basis for this field, particularly in analyzing the mechanism for attracting and retaining consultants, performance evaluation, and building career development paths

### **3. Research Methodology**

The research uses comparison and document synthesis methods from primary and secondary data, combined with observation methods to verify authenticity and cross-reference with the collected information. The study conducted semi-structured interviews with mid-level managers, HR specialists, and veteran consultants at the company. The interview content mainly related to recruitment; training; salary, bonuses, and welfare; and working environment. To support the assessment of employees' perceptions and feelings about human resource management factors, the study used a questionnaire and conducted an online survey via Google Form with 130 surveys distributed, from which 120 valid responses were collected after excluding incomplete or inconsistent forms. The combination of in-depth interviews, observation, and statistical-comparison analysis will help ensure the comprehensiveness, multidimensionality, and practicality of the research results, providing a solid basis for proposed solutions to improve human resource management at Tam Thinh Viet

Co., Ltd. in the next phase.

#### **4. Research Results**

##### **4.1. General Information about Tam Thinh Viet Co., Ltd.**

Tam Thinh Viet Co., Ltd. was established on July 27, 2015, under the leadership of Ms. Pham Thi Thanh Nga – Director, the legal representative ; with its headquarters located at 35-37-39 Galaxy 5, Ngan Ha Van Phuc Residential Area, No. 69 To Huu Street, Van Phuc Ward, Ha Dong District, Hanoi City, Vietnam. The company's personnel scale fluctuates between 200 - 220 people. The company's personnel comprises three main groups: Business Block, Professional Block, and Operations Block. Of these, the majority of employees work in the Business Block.

The main business field is insurance agency and brokerage, focusing primarily on the life insurance sector. With a strategic vision, Tam Thinh Viet has become an official partner of Dai-ichi Life Insurance Company of Vietnam in Hanoi. Not only limited to the insurance field, the company also cooperates with the International Orientation English Center (ELP) to develop educational programs, helping its customers access an international standard learning environment. One of the company's prominent products is the educational-linked insurance package between Dai-ichi and the Laureate International Universities system – a prestigious university system with 70 schools in 30 countries

#### **4.2. Current Status of Human Resource Management at Tam Thinh Viet Co., Ltd.**

##### **4.2.1. Current Personnel Status at the Company**

During the period 2022–2024, the total number of personnel at Tam Thinh Viet Co., Ltd. fluctuated from 180 to 220 people. To serve the research process and evaluate the current status of Human Resource Management (HRM) at the company, the authors conducted a questionnaire survey among the company's employees working in different functional departments and collected 120 valid responses, achieving a response rate of 92.3%.

Regarding Gender: Females accounted for the highest proportion (59.2%), while males accounted for 40.8%.

Regarding Age: The group under 25 years old accounted for the largest proportion (45.8%),

indicating a relatively young personnel team. The group over 35 years old accounted for 30%, and the group from 25 to 35 years old accounted for 24.2%.

Regarding Seniority: The majority of employees have been working for under 3 years (60%), with the group under 1 year accounting for 36.7%. This shows that the company has a relatively high rate of new personnel, requiring attention to long-term personnel retention and development.

Regarding Working Departments: The distribution ratio is relatively uniform, with the Business Department being the highest (34.2%), followed by other departments (30.8%), Administration/HR (24.2%), and Accounting (10.8%). This indicates that the survey sample is well-represented across the company's functional departments.

##### **4.2.2. Current Status of Human Resource Management at Tam Thinh Viet Co., Ltd. by Functional Criteria**

###### *Regarding Job Design:*

The majority of employees gave positive evaluations of the current job design. The proportion of people choosing the 'Agree' (4) and 'Completely Agree' (5) levels predominated, ranging from 60–80% of the total survey participants. This shows that employees feel the assigned tasks are clear, suitable for their capacity, and the workload is relatively reasonable. Specifically, the criterion “The job helps me utilize my professional skills” received the highest number of Level 5 evaluations, indicating a strong link between individual competence and job requirements.

###### *Regarding Recruitment and Selection:*

Employees' evaluation of the recruitment and selection process is also relatively positive. All criteria had a predominance of people choosing Levels 4 and 5. Among them, “The job position is suitable for my qualifications and experience” achieved a high level of agreement, reflecting the effectiveness of screening and placing the right people in the right jobs. However, there is still a small percentage (about 10–15%) at Levels 2 and 3, indicating some remaining limitations in the transparency or satisfaction with the recruitment process.

*Regarding Training and Development:*

The analysis results show that the company has made significant investment in training. Specifically, the criterion “I have the opportunity to learn to improve my working capacity” received a very high evaluation at Levels 4 and 5 (over 70%). However, for the criterion “Leadership monitors and evaluates the effectiveness of the training process”, the level of agreement is somewhat lower, indicating that post-training supervision activities have not been truly focused on, leading to a reduced effectiveness in applying knowledge to practical work.

Regarding Performance Appraisal: Survey results show that the majority of employees positively evaluate the company's performance appraisal. Criteria such as objectivity, transparency in standards, timely feedback, and the application of appraisal results to improve performance all received a high agreement rate of approximately 60–70%. This reflects that the appraisal system is operating effectively, contributing to motivation and fairness in the workplace. Nevertheless, there is still a small proportion of employees who rated it at a medium or dissatisfied level, suggesting a need to continue improving feedback and internal communication regarding the purpose of the appraisal.

*Regarding Salary, Bonus, and Welfare:*

This is the group of factors with more distinct differentiation. Although criteria such as salary policy, welfare benefits, and rewards have a relatively high proportion of 'Agree' and 'Completely Agree' (over 60%), the criterion “The salary received is commensurate with the volume and quality of work” had a significant proportion of neutral and disagreeing selections (nearly 40%), indicating dissatisfaction with the salary policy compared to the effort contributed. This suggests that the company needs to consider adjusting salaries or improving the evaluation system to motivate and retain employees.

*Regarding Working Environment and Commitment:*

Criteria related to the working environment and commitment level both achieved a high satisfaction rate, especially “Friendly, collaborative working environment” which had over 70% of employees rating the level of 'Agree' and 'Completely Agree'.

Employees clearly feel support from colleagues, adequate facilities, and a sense of pride and desire for long-term commitment to the company. However, the appearance of neutral ratings indicates a need for more attention to creating development opportunities and maintaining a consistently positive working environment across all departments.

*4.2.3. Proposed Solutions for Improving Human Resource Management at Tam Thinh Viet Co., Ltd.*

In the context of the increasingly competitive insurance market in Vietnam, along with the shift in customer needs and behaviors, Tam Thinh Viet Co., Ltd. needs to identify human resource management as a strategic factor, determining the capacity for innovation and sustainable development. The orientation for human resource development needs to focus on three factors: professionalization, modernization, and sustainability, with several solutions proposed:

*Perfecting the Job Analysis and Job Design System:*

The survey and interview reality show that one of the causes of lack of orientation, unstable performance, and difficulty in control is that the company lacks an official job description system for many positions, especially consultants – the core force in business operations. The lack of job descriptions causes employees not to clearly understand the scope of tasks, the required competence standards, or the criteria by which they will be evaluated. The solution is for the company to proceed with building a complete job file for all positions in the enterprise. This involves conducting real-world surveys in departments, combined with direct interviews with team leaders and HR personnel to collect information about functions, tasks, job requirements, working conditions, necessary skills, and performance indicators.

From there, build detailed Job Descriptions (JD) and Job Specifications (JS). These descriptions must be regularly updated and widely disseminated within the company. Perfecting the job design system will help increase operational efficiency, enhance transparency, and serve as a basis for subsequent stages like recruiting suitable candidates, goal-oriented training, and fair, objective evaluation. This is also a prerequisite for

building clear career development paths and promotion opportunities for employees

### *Standardizing the Recruitment Process:*

Although the company has applied some modern tools in recruitment such as IQ, EQ tests, and specialized knowledge assessments, the recruitment process generally lacks systematicity, has slow feedback on results, and does not ensure fairness in candidate selection. Many interviewees reported not receiving clear feedback from the HR department, affecting the employer's image and reducing the ability to attract quality candidates.

To solve this, the company needs to establish a professional and transparent recruitment process, starting with detailed recruitment planning by quarter or year, clearly defining the needs of each department and the personnel quota. Next is to build a set of recruitment criteria for each position, applying comprehensive assessment methods such as capacity tests, situational interviews, behavioral interviews, and soft skills checks. Feedback to candidates must be provided within a specific timeframe to ensure professionalism and respect for candidates.

The company should also invest in an Applicant Tracking System (ATS) to digitize profiles, automate the screening process, and quickly send feedback. Publicly disclosing the process, criteria, and recruitment progress will also enhance the reliability and attractiveness of the employer brand.

### *Building a Clear, Comprehensive Training Program:*

Survey results show that the company currently only focuses on basic training such as sales skills and insurance products, lacking advanced programs for soft skills, management, and long-term strategy. Crucially, the company has not built a specific career development path for each personnel group, leading many employees to feel a lack of direction and easily fall into a short-term trial work state, increasing the turnover rate in the first 6 months.

The solution is to establish a multi-level training program, including: (1) onboarding training for new employees; (2) specialized training by job position; (3) advanced soft skills training (presentation, critical thinking, handling objections) ; and (4) management competency

training for team leaders and supervisors. Besides this, a clear career path should be built for each position (e.g., from Consultant → Senior Consultant → Team Leader → Business Department Head → Regional Director).

Implementing periodic competency assessment, combined with training courses and mentoring, will help employees understand their current position and future development opportunities.

### *Establishing a Transparent, Fair Performance Appraisal System:*

The current performance appraisal system at the company is still heavily subjective, lacking standardized measurement tools and not closely linked to actual work results.

This leads to a situation where employees are unclear about the appraisal criteria, easily leading to dissatisfaction when evaluated unfairly or when the appraisal does not accurately reflect individual effort.

Therefore, it is necessary to establish an appraisal system based on Key Performance Indicators (KPIs) applied to each department and individual, especially the consultant group.

The KPI indicators need to be specific and measurable, such as: number of new contracts, customer renewal rate, revenue generated, conversion rate from potential customers, customer satisfaction level, number of successful consultations, etc..

A system for tracking and storing appraisal results over each period should also be built as a reference basis for rewards – penalties, promotions, or job transfers. Performance appraisal should be performed regularly (monthly/quarterly), with two-way dialogue between management and employees, ensuring timely feedback and support for improvement.

### *Improving Compensation Policy toward Flexibility and Effectiveness:*

One of the biggest issues in current HR work is that the salary, bonus, and welfare policy is too uniform, failing to accurately reflect the contribution level and work effectiveness of each individual.

The high turnover rate in the first 6 months (over 30%) is clear evidence that the current compensation policy is not attractive enough to



retain talented individuals.

Thus, the company needs to restructure the compensation system toward flexibility and performance, where salary and bonuses are closely linked to KPI appraisal results. Bonuses should be differentiated by performance group (e.g., group exceeding KPI, group meeting KPI, and group needing improvement), and excellent individuals should be honored monthly/quarterly to encourage healthy competition. In addition to the salary system, the company needs to develop attractive non-financial welfare benefits such as support for advanced training tuition, organizing internal travel, periodic health care, flexible leave policies, psychological counseling support, and educational support for employees' children.

The company can also pilot a remote work or flexible time policy for suitable positions.

## 5. Discussion

The research results indicate that human resource management at Tam Thinh Viet Co., Ltd. has achieved positive progress in recruitment, training, and building a friendly working environment. However, the high turnover rate and the lack of a transparent performance appraisal system reflect inadequacies in managing and maintaining human resources. These findings are consistent with the study by Pham The Anh and Nguyen Thi Hong Dao (2013), which asserts that employee commitment largely depends on the training system and fair compensation policies.

Compared to international studies such as Pfeffer (1998), which emphasize the role of flexible compensation mechanisms and continuous training as factors creating a sustainable competitive advantage, it is apparent that the alignment between human resource policies and operational results at the company has not been fully implemented. Furthermore, the company has not effectively utilized human resource management technology, leading to

manual and unsynchronized information processing procedures.

The study affirms that to enhance human resource management effectiveness, enterprises need to transition from an administrative management model to a strategic management model focusing on process digitalization, personalization of compensation policies, and developing middle management capacity to build a foundation for sustainable personnel development and adaptation to the changing business environment.

## 6. Conclusion

Human resource management plays a pivotal role in the sustainable development strategy of Tam Thinh Viet Co., Ltd.. Through this study, it can be concluded that the company has established a relatively solid personnel foundation, yet numerous limitations remain that need to be addressed. The proposed solutions, ranging from perfecting the job analysis and design system, standardizing the recruitment process, to establishing a transparent appraisal system and improving compensation policies, are all directed toward the goal of building a professional, competent, and long-term committed personnel team.

The synchronized implementation of these solutions will not only help the company reduce the turnover rate but also enhance labor productivity, service quality, and brand reputation. In the future, Tam Thinh Viet needs to further focus on digitizing HR processes, building a transparent, KPI-based appraisal system, improving flexible compensation policies, developing middle management capacity, and investing in digital and soft skills training. These efforts will help the enterprise not only adapt quickly to market changes but also create a sustainable competitive advantage in the challenging insurance sector today.

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## MỘT SỐ GIẢI PHÁP HOÀN THIỆN CÔNG TÁC QUẢN TRỊ NHÂN LỰC TẠI CÔNG TY TRÁCH NHIỆM HỮU HẠN TÂM THỊNH VIỆT

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**Tóm tắt:** Trong bối cảnh cạnh tranh ngày càng gay gắt, quản trị nguồn nhân lực giữ vai trò then chốt trong việc nâng cao hiệu quả hoạt động và phát triển bền vững của doanh nghiệp. Nghiên cứu đánh giá thực trạng và đề xuất giải pháp hoàn thiện công tác quản trị nhân lực tại Công ty TNHH Tâm Thịnh Việt. Trên cơ sở đó, nghiên cứu đề xuất các giải pháp trọng tâm như hoàn thiện hệ thống phân tích và thiết kế công việc; chuẩn hóa quy trình tuyển dụng; xây dựng chương trình đào tạo toàn diện; thiết lập hệ thống đánh giá hiệu suất công việc minh bạch, công bằng; và cải tiến chính sách đãi ngộ theo hướng linh hoạt, hiệu quả. Việc triển khai đồng bộ các giải pháp sẽ giúp công ty nâng cao hiệu quả quản trị nhân sự, thu hút và giữ chân nhân tài, tạo nền tảng cho sự phát triển bền vững trong giai đoạn tới.

**Từ khóa:** Công ty TNHH Tâm Thịnh Việt; Giải pháp hoàn thiện công tác quản trị nguồn nhân lực; Quản trị nguồn nhân lực.