

Situation of Recruitment at TOTO Vietnam Co., Ltd

Author's Details:

⁽¹⁾Thi Nhu Quynh Le ⁽²⁾Thi Thanh Tam Vu ⁽³⁾Vu Anh Duong Pham ⁽⁴⁾Thi Thanh Huong Cao

⁽⁵⁾Thi Thuy Lien Dinh ^{(1) (2) (3) (4) (5)}University of Economics - Technology for Industries, Vietnam

Correspondence: Thi Thuy Lien Dinh, 456 Minh Khai, Hai Ba Trung, Ha Noi

1. Introduction

Recruitment and selection is the process of identifying the need for a job, defining the requirements of the position and the job holder, advertising the position and choosing the most appropriate person for the job. Recruiting employees with the correct skills can add value to the company. Furthermore, recruiting workers at a wage or salary that the company can afford will help reduce costs. The following is the chart of recruitment process:

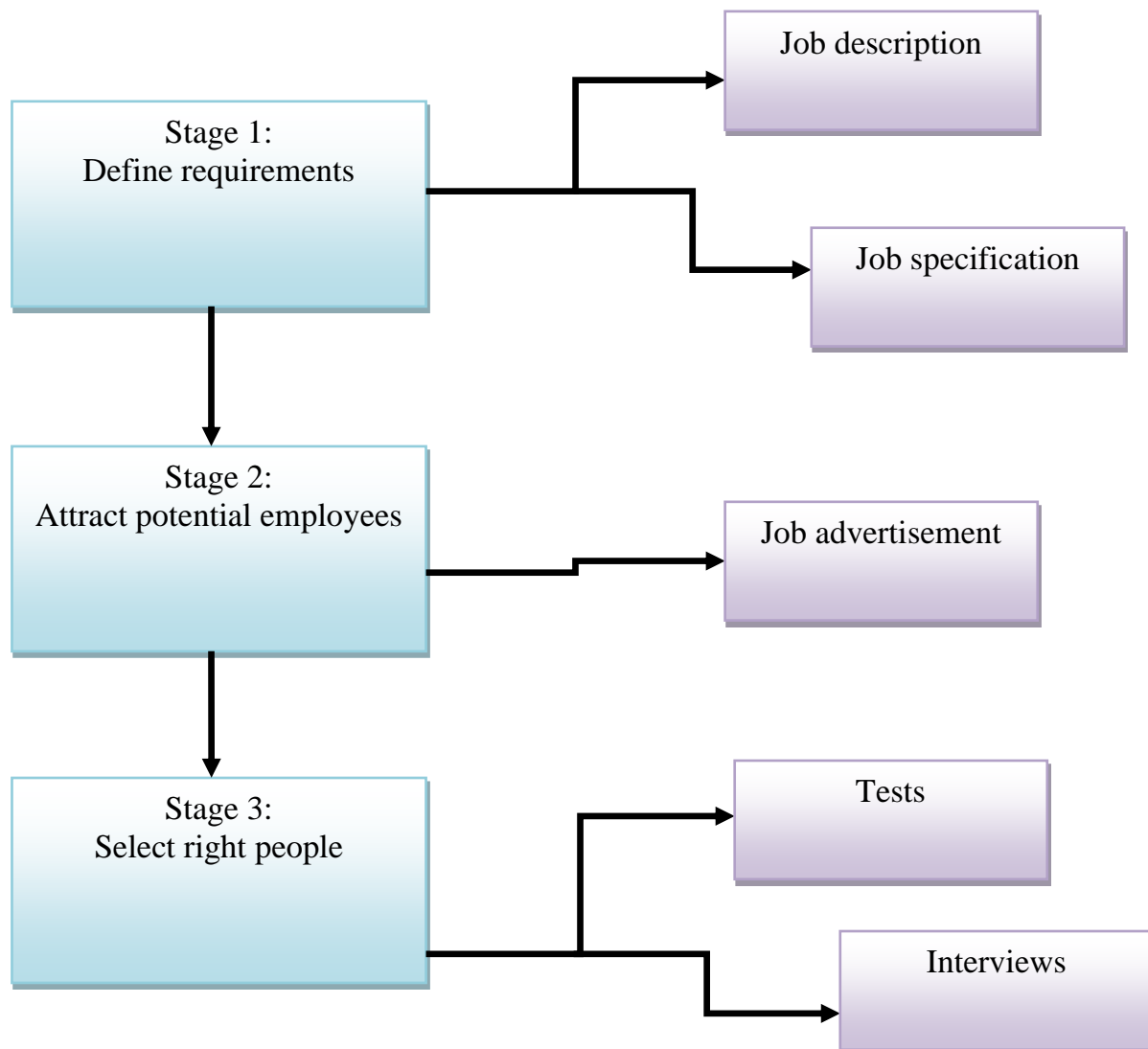


Figure 1 Chart of recruitment process at TOTO Vietnam Co., Ltd
(Source: Report of Human Resource Department of TOTO Vietnam Co., Ltd)

The company often carries out Workforce Planning to find out how many workers and what types of workers are required. The workforce plan will establish what vacancies exist and managers then need to draw up a job description and job specification for each post.

A job description is a detailed explanation of the roles and responsibilities of the post advertised. Most applicants will ask for this before applying for the job. It refers to the post available rather than the person. A job specification is drawn up by the business and sets out the kind of qualifications, skills, experience and personal attributes a successful candidate should possess. It is a vital tool in assessing the suitability of job applicants and refers to the person rather than the post. These documents are an important part of the recruitment and selection process and provide the basis as to where the job may be advertised and whether an applicant is suitable for the post. They also help provide a framework for questions to be asked at an interview.

2. Recruitment methods of TOTO Viet Nam Co., Ltd

2.1. Internal recruitment

Internal recruitment applies to the staff within the company. They are given a chance to apply for a given vacant positions. This method helps save time and money for the company. The Human Resources Department (HRD) plays a significant role in making decisions related to this kind of recruitment. The following is the chart of internal recruitment sources of TOTO Vietnam Co., Ltd:

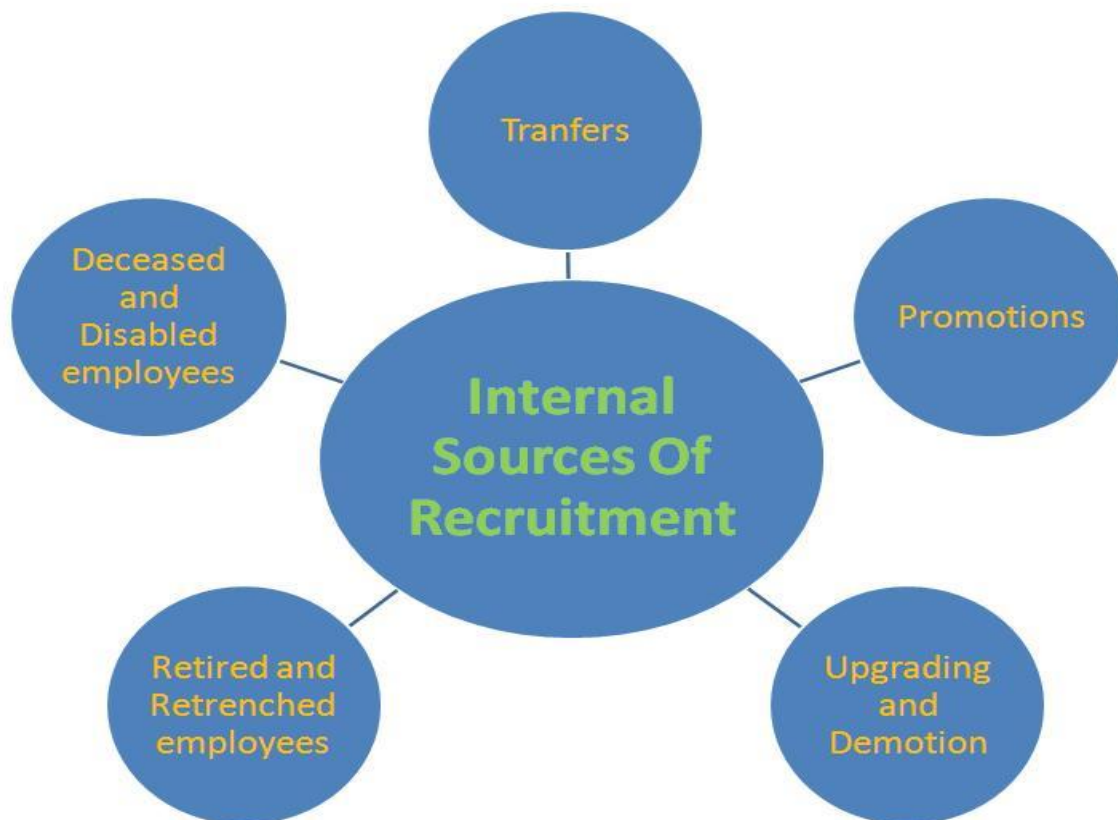


Figure 2 Chart of internal recruitment sources of TOTO Vietnam Co., Ltd:
(Source: Report of Human Resource Department of TOTO Vietnam Co., Ltd)

Among the above five sources of internal recruitment, transfers and promotions are the two common sources in the company. For these sources, the employees in the company are transferred from one department to another according to their efficiency and experience or promoted from one department to another with more benefits and greater responsibility based on efficiency and experience.

2.2. External recruitment

External recruitment is applied when the company looks to fill the vacancy from any suitable applicant outside the company. The only way the company uses is advertisement. The company posts the recruitment information on the company website <http://www.toto.com.vn> or the job site named <http://www.vietnamworks.com> in order to attract qualified people outside of the company to apply for jobs.

2.3. Selection steps at TOTO Vietnam Co., Ltd

2.3.1. Collection and investigation of applications

The company asks applicants to provide a Curriculum Vitae (CV). This is a document that the applicant designs providing the details which are listed in the following table:

Table 1: Details in CV required by the company:

Personal details	Name, address, date of birth, nationality
Educational history	Including examination results, schools/universities attended, professional qualifications
Previous employment history	Names of employers, position held, main achievements, remuneration package, reasons for leaving
Suitability and reasons for applying for the job	A chance for applicants to ‘sell themselves’
Names of referees	Often recent employer or people who know applicant well and are ideally independent

(Source: Report of Human Resource Department of TOTO Vietnam Co., Ltd)

Once the company has received all the applications, they analyze and select the most appropriate ones. When analyzing applications, the company splits the applications into three categories as following table:

Table 2: Three categories of application split by the company:

Those to reject	Candidates may be rejected because they may not meet the standards set out in the job specification such as wrong qualifications or insufficient experience or they may not have completed the application form to a satisfactory standard
Those to place on a short list	Often comprises 3-10 of the best candidates who are asked to interview
Those to place on a long list	The company will not normally reject all other candidates immediately but keep some on a long list in case those on the short list drop out or do not appear suitable during interview. The company would not want to incur costs putting them through the selection process, such as interviews, unless they have to.

(Source: Report of Human Resource Department of TOTO Vietnam Co., Ltd)

2.3.2. Selection of the best applicants

2.3.2.1. Tests

At first, the company asks the candidates to do two kinds of tests. They are IQ test and English test. The purpose of the company is to select out the candidates who are creative, flexibility and good at English. The IQ test includes 30 questions. It contains spatial, mathematical, logical, and linguistic tasks, as well as common knowledge questions. The time given to complete the test is 25 minutes.

2.3.2.2. Interviews

After the two tests, the company continues to make two or more face- to- face interviews with the candidates who have the marks accepted by the company. Once each interview passes, some certain candidates are rejected until the amount of qualified candidates meets with the human needs of the company. There are often four people in the company take part in an interview. They are the human resource director, divisional director, manager and leader. The purpose of the interviews is to find out the suitable employees

who have the required skills and qualifications, especially passion for the job and faithfulness with the company.

The interviewers use the questions which have been written in advance. They have a written description of the experience, skills, and personality traits of an ideal candidate. These experiences and skills are compared to specific job tasks. Some questions are often asked in the company's interview are:

Tell me about yourself?

What do you know about our company?

Why do you want to work for our company?

Why should we hire you?

What experience do you have in this field?

What are you looking for in a job?

What kind of salary do you need?

Do you have any questions for me?

Similar to other companies, these are some common questions which the candidates can be asked. However, as a Japanese company, there is a need for the candidates to appear faithful with the company. So, it is an advantage for candidates who express the willing to work for the company for the long time and devote to company' growth even when they have little working experiences.

2.3.2.3. Selection decisions

The company selects the final candidates and informs them by phone or email. Before being accepted as employees of the company, candidates must take a health examination held by the company to ensure whether or not they can work for the company in the long terms.

2.4. Training new employees

Training is important as it enables new employees to become productive as quickly as possible. It avoids costly mistakes by new employees who do not know the procedures or techniques of their new jobs. Within two first months, new employees have to take on work under the supervision of a leader. In probationary period, they are taught by the leader in terms of the working skills. The leader will follow and train them during working time such areas as:

- Learning about the duties of the job
- Meeting new colleagues
- Seeing the layout of the premises
- Learning the values and aims of the company
- Learning about the internal workings and policies of the company

As two months ends, if their performance is good, they will be accepted to be official employees of the company.

2.5. Achievements and limitations in recruitment at TOTO Viet Nam Co., Ltd

2.5.1 Achievements in recruitment at TOTO Viet Nam Co., Ltd

In the recent years, company has seen a progress in human resource management. The quality and quantity of the employees in the company are more and more improving which contributes to raise the revenue and profit for the company as well as the income for workers.

2.5.2 Limitations in recruitment at TOTO Viet Nam Co., Ltd

- External recruitment of the company hasn't been enlarged in terms of methods. The company only posts the recruitment information on the company website and job site <http://www.vietnamworks.com> so it might restrict the number of people who apply for the jobs.
- The company has not had a good treatment to the employees. The salary has not responded to their work. Some counterproductive behaviors cost the company a lots to hire and train new employees. The following table is demonstrated in detail the counterproductive behaviors of workers.

Table 3. Counterproductive behaviors of workers of the company from 2017 to 2019

Year	2017	2018	2019
Absenteeism	11%	12%	12.5%
Turnover	15%	18%	20%

(Source: Annual report of TOTO Viet Nam Co., Ltd on human resource management from 2017 to 2019)

As above table, two common forms of counterproductive behaviors of employees are absenteeism and turnover. From the year 2017 to the year 2019 the company sees the increasing rate of absenteeism and turnover in which the turnover rate is higher and higher. During three years, it has increased of 5%, especially in 2017; this rate is at high level of 20%. Besides, the absenteeism rate is still high, in fact, 12.5% in 2019. In comparison with the rate of 2017, it increases as much as 3.5%. It takes the company a lot of financial resource to replace workers. In addition, it hurts the business and negatively affects to productivity of the company which causes decreased revenue.

3. Conclusion

In globalization context, human resource has become more and more important to enterprises and played a key role in the growth of enterprises. Therefore, it is very necessary for enterprises to well perform recruitment in order to ensure an effective human resource that makes contributions to develop the enterprises. Being aware of the importance of recruitment, TOTO Vietnam Co., Ltd has paid more attention to improve the effectiveness of this activity and had many achievements in the recent years. However, there are also some existing problems which are being solved step by step to enhance the quality of the employees in the company.

In this research project, by going through the current situation recruitment of the company, pointing out the limitations, We have given some appropriate solutions to improve the effectiveness of recruitment for the company's growth.

In the period of probation at TOTO Vietnam Co., Ltd, We have learned many things. We had an opportunity to learn about the process and reality of recruitment at the company in particular and other companies as a whole. As a student, it is very useful for me to know what companies require and wish to have from the applicants. Thanks to that, We are aware of the skills which We have had and have to try hard to achieve so that We can find a good job after graduation. Therefore, studying this project helps me have more knowledge in order to prepare for the jobs in the future.

In the recent years, the company has paid many focuses on training and had many achievements. However, it is necessary for the company to enhance the quality of this activity. For the managers, the company should hold courses training professional skills for them, so that they can improve their management skills.

For new employees, the company should help them have the chance to get response to their job positions. Probation is the period of time in which the company can check the fit between candidates and their job

positions in order to avoid the job losses. Also, the company should create the conditions for candidates to get familiar with the company and job. Therefore, there is a need to do such practical actions as:

- Raising staff guide: The guide is responsible for giving instructions, observing the candidates during their job, then making comments about candidates.
- Probation does not mean working without wage; it should have the incentives to encourage candidates to work.
- Making an assessment during the trial of the candidates.

If the company does this activity well, the company will be staffed with skilled employees, highly qualified managers who are dynamic, sensitive, simultaneously with the bond between team members, between parts of the company which helps create favorable conditions for companies to achieve the objectives: to build the company reputation, product quality, increase sales, increase profits.

The company should provide inducements such as pay, career opportunities, job security, promotion opportunities, etc to meet the needs of employees. There is a need of promoting, pay raising, training the workers to improve their skills. On the one hand, this avoids the fact that many underpaid employees may perform poorly or leave for better job elsewhere. On the other hand, it encourages workers to make more contributes to the company in terms of effort, ability, loyalty, skills and time which helps improve the effectiveness of business and increase the profit for the company. A good treatment plays an important role in human resource management. Therefore, the company should pay much more attention to improve the treatment to their employees. It is very beneficial to the company in keeping loyalty of employees and developing their working effectiveness. Furthermore, with good treatment, the company also attracts other talented people in the global market to apply for jobs in the company. Taking advantage of this method is necessary, because it helps TOTO Vietnam Co., Ltd has a skillful workforce who make huge contributions to the company' growth.

REFERENCES

- i. <http://www.toto.com.vn>
- ii. <http://www.totovn.com>
- iii. http://www.toto.co.jp/company/profile_en/office/index.htm
- iv. <http://www.humanresources.hrvinet.com/selection-process/>
- v. <http://www.fundinguniverse.com/company-histories/TOTO-LTD-Company-History.html>
- vi. *Annual report of TOTO Vietnam Co., Ltd on human resource management*
- vii. *Report of Human Resource Department of TOTO Vietnam Co., Ltd.*