

Proposing Some Solutions to Promote the Working Capacity of Employees at Enterprises in Industrial Parks in Hai Duong Province

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ABSTRACT

In the context of the rapidly evolving digital economy, human resources have emerged as a critical determinant of enterprise competitiveness and sustainable growth. This study investigates factors influencing employee working capacity and proposes managerial solutions for enterprises operating in industrial parks in Hai Duong province, Vietnam. Using data collected from 218 employees and managers and analyzed through quantitative methods using SPSS 26, the findings reveal that seven factors have a statistically significant and positive impact on employee working capacity. These factors, ranked in descending order of influence, include: evaluation criteria, performance feedback, information exchange and data collection, evaluation process, utilization of evaluation results, evaluation methods, and evaluation skills. The study offers practical implications for business leaders in developing effective human resource strategies, while also contributing to local workforce development aligned with national goals of industrialization and modernization.

Keywords: Working capacity; enterprises; industrial parks; Hai Duong province

1. INTRODUCTION

In the context of deep international economic integration and the rapid transformation of the digital economy, human resources are becoming an increasingly key factor in determining the competitiveness and sustainable development of enterprises. Especially in industrial parks where a large number of workers and high-intensity production and business activities are present, improving the working capacity of workers not only helps increase labor productivity but also contributes to stabilizing labor relations, reducing recruitment and retraining costs, thereby creating long-term development advantages for enterprises. With the goal of rapid growth and sustainable development, businesses today not only focus on investment capital, technology, or production scale but also pay special attention to improving the working capacity of the workforce, a factor that directly determines productivity, efficiency, and long-term competitiveness. In Vietnam, the industrial park system plays a leading role in attracting investment capital, transferring technology, and creating jobs for millions of workers. However, although the number of workers in industrial parks is increasing, the quality and capacity of work have not kept up with the requirements of modern production. In many cases, workers are not properly trained, lack soft skills, have limited innovative thinking, and their work mentality is mainly coping rather than proactive dedication.

Hai Duong province is currently one of the localities with a rapid industrialization rate, with an increasingly expanding industrial park system that attracts many domestic and foreign enterprises. However, in addition to the achieved results, the reality shows that the working capacity of workers in industrial parks in the province is still limited, reflected in low labor productivity, lack of professional skills, poor ability to adapt to new technology, and unstable working psychology. The causes may come from both the workers and the enterprises, including the lack of appropriate training policies, the working environment that does not really stimulate creativity, or the treatment regime that is not commensurate with the labor intensity. Many domestic and foreign studies have confirmed the role of factors such as vocational training, work motivation, working environment, corporate culture, and leadership style in promoting the working capacity of employees. However, in the specific context of Hai Duong industrial zones, where the majority of workers are unskilled, with uneven skill levels and low levels of commitment to the enterprise,

specific and appropriate solutions are needed to improve working capacity substantially and sustainably. Based on that practical requirement, the study aims to assess the current status of working capacity of employees at enterprises in industrial zones in Hai Duong province, thereby proposing some practical solutions to help business administrators plan effective human resource policies, contributing to providing a basis for building a local human resource development strategy suitable to the requirements of the industrialization and modernization period.

2. THEORETICAL FRAMEWORK AND RESEARCH MODEL

2.1. Concept and criteria for evaluating employees' working capacity

The concept of evaluating the working capacity of employees today has many different names, such as evaluating work performance, evaluating achievements, and evaluating work efficiency. This is an important activity of human resource management, helping businesses have a basis for planning, selecting, training and developing human resources.

Performance appraisal is a systematic, periodic and unbiased assessment among employees on issues related to the employee's current job and helps improve the employee's future job (Flippo, 1999). Performance appraisal is a formal process of observing and evaluating the performance of an employee's work (Erdogan, 2002). Performance appraisal is a systematic and formal assessment of the employee's job performance in comparison with established standards, periodically and with agreement on that assessment with the employee (Nguyen and Nguyen, 2010).

According to the qualitative research of the group of authors, the assessment of the working capacity of employees in enterprises often has two approaches: according to the content of the assessment activities and according to the assessment process. Based on the research on the theoretical basis and practical activities at enterprises in industrial zones in Hai Duong province, the group of authors conducted research to assess the working capacity of employees in enterprises according to the following criteria:

- **Competency assessment process:** The competency of assessing the working capacity of employees must have a reasonable process for assessing the working capacity of employees. This process must include the following steps: determining assessment criteria, collecting information for assessment, choosing assessment methods, training skills for assessors, conducting assessment, giving feedback on assessment results to employees, and using the results of the assessment of working capacity.
- **Competency assessment criteria:** The activity of assessing the working capacity of employees must first establish assessment criteria. Assessment criteria must be built on the job description, strategy and goals of the organization. Assessment criteria must also include both outcome and behavioral criteria. These criteria must have a scale and scoring instructions for each criterion. In addition, assessment criteria must meet the SMART principles, meaning they must be specific, measurable, approved by both the person setting the goal and the person implementing it, realistic and time-bound.
- **Information exchange during the evaluation process:** For the performance evaluation to be effective, managers and employees must regularly exchange information. Managers must regularly provide feedback on work to employees, listen to employees' feedback on work to provide work support. In particular, managers must collect information on employees' work results through observing employees during work, discussing work with them and relying on their work reports.
- **Evaluation methods:** There are many methods to evaluate the working capacity of employees, such as the graphic method, the pair comparison method, the rotating ranking method, the goal-based method, 360° evaluation method. However, among these methods, the goal-based method and the 360° evaluation method are considered to be the methods of evaluating working capacity with more advantages than other methods.
- **Skills of the evaluator:** The skills of the evaluator also affect the effectiveness of the employee's performance evaluation. Managers need to be trained in performance evaluation skills so that in the performance evaluation process, they do not make mistakes such as prejudice, bias, bias, and disrespect for employees.
- **Feedback on evaluation results to employees:** after completing the evaluation, the management level must give feedback on the evaluation results to the employees to agree on the evaluation results. In addition, the evaluation

feedback also advises the aspects that employees need to improve to perform their jobs better and more effectively. When giving feedback on the evaluation, it also helps the management level understand the difficulties of employees at work and the wishes of employees. Feedback on the evaluation results also helps the management level and employees agree on the work goals for the upcoming working period.

- **Using assessment results:** An effective assessment activity must use the results of the performance assessment for many different purposes. Assessment results can be used to consider rewards, develop training courses for employees, provide career guidance to employees and programs to improve working conditions for employees.

2.2. Research hypothesis and proposed research model

Based on a theoretical basis combined with practical observation and consultation with some experts, the author proposes the following research model:

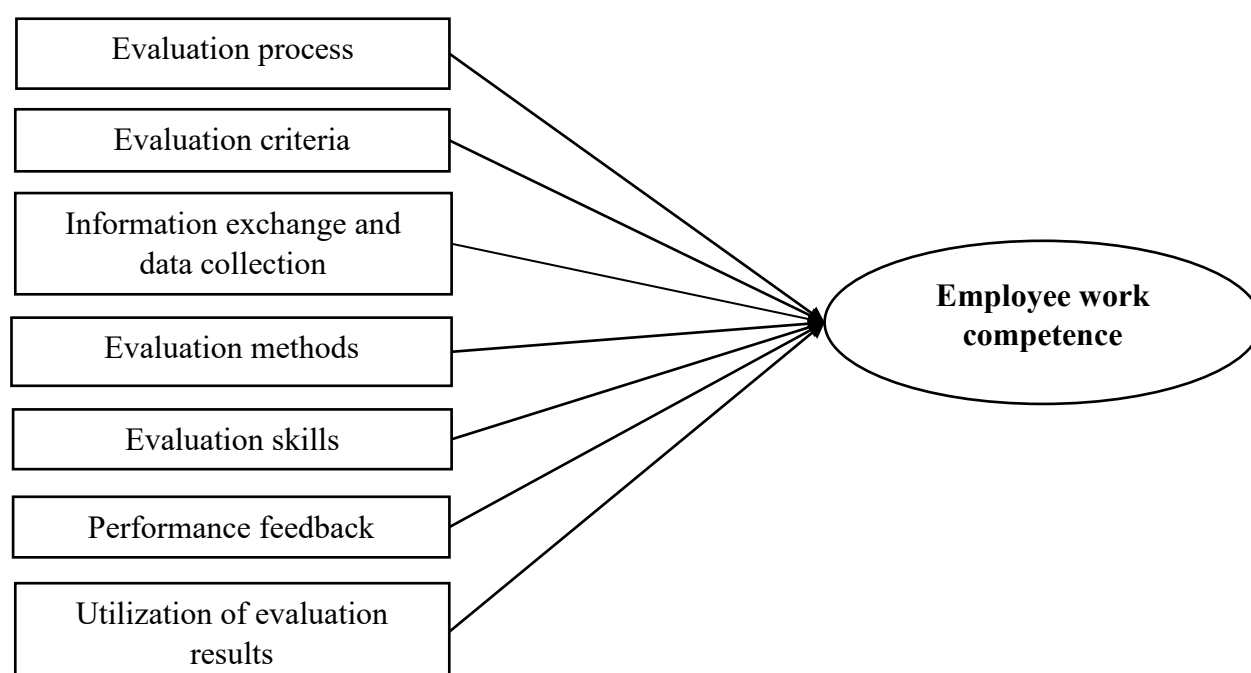


Figure 1. Proposed research model

Source: Author's proposal

With research hypotheses:

H1: Evaluation process has a positive impact on employee work competence

H2: Evaluation criteria have a positive impact on employee work competence

H3: Information exchange and data collection have a positive impact on employee work competence.

H4: Evaluation methods have a positive impact on employee work competence

H5: Evaluation skills have a positive impact on employee work competence

H6: Performance feedback has a positive impact on employee work competence

H7: Utilization of evaluation results has a positive impact on employee work competence

From the model and the hypotheses proposed, the general research equation is expressed as follows:

$$EWC = \beta_0 + \beta_1*EP + \beta_2*EC + \beta_3*ID + \beta_4*EM + \beta_5*ES + \beta_6*PF + \beta_7*UR + \epsilon$$

In there:

EWC (dependent factor): Employee work competence

Factors include (X_i): Evaluation process (EP); Evaluation criteria (EC); Information exchange and data collection (ID); Evaluation methods (EM); Evaluation skills (ES); Performance feedback (PF); Utilization of evaluation results (UR).

β_k : Regression coefficient ($k = 0, 1, 2, \dots, 7$).

ε : error.

3. RESEARCH METHODS

From the criteria for evaluating the working capacity of employees at enterprises in industrial zones. The author built 7 criteria with 33 questions and 1 dependent factor with 3 questions. The study used a 5-level Likert scale from 1 - strongly disagree to 5 - strongly agree. According to Hair et al. (2010), the issue of how large a sample should be has not been completely resolved and it depends on the statistical methods used. When applying to analyze Cronbach Alpha reliability and exploratory factor analysis, SPSS software requires from 100 to 200 samples (Hoang and Chu, 2011). However, Hair et al. recommended that the ratio of sample size to the number of these indicators should be at least 5:1. This is also consistent with Bollen's (1989) view that the required ratio to design a sample size is a minimum of 5 observations per estimated parameter (ratio 5:1). The minimum sample size is multiplied by 5 and the maximum sample size is multiplied by 10. Accordingly, in this study, there are 36 observed variables, so the required number of samples is $36 * 5 = 180$. However, to avoid the possibility of invalid ballot collection affecting the analysis results, the author issued 250 samples.

The survey is distributed online by email. to employees and managers working in enterprises in industrial parks in Hai Duong province. The results received 218 valid survey forms; the survey period was from January 2025 to March 2025. The collected data after cleaning was analyzed by tests such as reliability, exploratory factor analysis, correlation analysis and linear regression on SPSS 26 software with a statistical significance level of 5%.

4. RESEARCH RESULTS

The descriptive statistics of 218 survey samples from workers working at enterprises in industrial zones in Hai Duong province showed that: In terms of gender, 112 people were male (51.4%) and 106 people were female (48.6%). In terms of age, 34 people were under 25 years old (15.6%), 96 people were from 25 to 35 years old (44.0%), 62 people were from 36 to 45 years old (28.4%) and 26 people were over 45 years old (11.9%). In terms of educational level, 41 people were unskilled workers (18.8%), 87 people had intermediate/college degrees (39.9%) and 90 people had university degrees or higher (41.3%). In terms of job position, 132 people were direct production employees (60.6%), 52 people were office/technical employees (23.9%) and 34 people held management, team leader/deputy team leader positions (15.6%). In terms of working experience, 18 people had worked for less than 1 year (8.3%), 61 people had worked from 1 to less than 3 years (28.0%), 75 people had worked from 3 to less than 5 years (34.4%) and 64 people had worked for 5 years or more (29.4%). Thus, the survey sample was qualified to represent the whole population for further analysis.

Table 1Cronbach's Alpha test results of the scale

Factor	Encryption	Cronbach's Alpha
Evaluation process	EP	0.789
Evaluation criteria	EC	0.804
Information exchange and data collection	ID	0.775
Evaluation methods	EM	0.796
Evaluation skills	ES	0.811
Performance feedback	PF	0.809

Utilization of evaluation results	UR	0.792
Employee work competence	EWC	0.810

Source: Author's analysis

The results of the scale reliability test show that the Cronbach's Alpha coefficient of the independent factors are Evaluation process, Evaluation criteria, Information exchange and data collection, Evaluation skills, Evaluation, Performance feedback, Utilization of evaluation results and the dependent factor Employee work competence are both greater than 0.7, so the scale has sufficient values of reliability and discriminant value, satisfying the conditions to be included in the EFA exploratory factor analysis.

Table 2: Results of exploratory factor analysis

	Factor						
	1	2	3	4	5	6	7
UR	0.824						
UR	0.803						
UR	0.791						
UR	0.785						
EM		0.812					
EM		0.809					
EM		0.774					
EM		0.750					
EM		0.743					
EC			0.798				
EC			0.775				
EC			0.751				
EC			0.749				
PF				0.809			
PF				0.788			
PF				0.776			
PF				0.752			
PF				0.747			
EP					0.813		
EP					0.801		
EP					0.797		
EP					0.786		
EP					0.771		
ES						0.779	
ES						0.762	
ES						0.758	
ES						0.745	
ES						0.736	
ID							0.810
ID							0.794
ID							0.771
ID							0.768
ID							0.745
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.808							
Bartlett's Test of Sphericity		Approx. Chi-Square		9857.653			

	df	298
	Sig.	0.000
Total variance extracted (%)		79.516

Source: Author's analysis

Results of exploratory factor analysis show that the KMO coefficient is a criterion to measure the suitability of factors; a large KMO means that factor analysis is appropriate. The KMO coefficient reached 0.808 with a significance level of Sig. of 0.000, indicating that factor analysis is appropriate for the survey data. In the rotated matrix table, 33 observed variables were extracted into 7 factors with a total extracted variance of 79.516 %, meaning that these 7 factors explained 79.516 % of the variation of observed variables. The factor loading coefficient is an indicator to ensure the practical significance of EFA, the factor loading coefficients of observed variables are all greater than 0.5. Therefore, the study has practical significance, satisfying the conditions proposed according to the recommendations of Hair et al. (2010).

In addition, the independent factor analysis also gave similar results with the KMO coefficient greater than 0.5 and less than 1. At the Eigenvalue value, there was only one factor extracted with the total variance extracted satisfying greater than 50% and the factor loading coefficient of the 3 observed variables were all greater than 0.5. Therefore, the data is completely suitable to meet the conditions in the analysis, suitable for carrying out the next analysis.

Table 3: Pearson correlation analysis results

		EWC	EP	EC	ID	EM	ES	PF	UR
EWC	Pearson correlation	1	0.672**	0.718**	0.754**	0.680**	0.717**	0.721**	0.695**
	N	218	218	218	218	218	218	218	218
EP	Pearson correlation	0.672**	1	0.198**	0.213**	0.275**	0.202**	0.184**	0.177**
	N	218	218	218	218	218	218	218	218
EC	Pearson correlation	0.718**	0.198**	1	0.306**	0.249**	0.195**	0.251**	0.174**
	N	218	218	218	218	218	218	218	218
ID	Pearson correlation	0.754**	0.213**	0.306**	1	0.270**	0.199**	0.236**	0.180**
	N	218	218	218	218	218	218	218	218
EM	Pearson correlation	0.680**	0.275**	0.249**	0.270**	1	0.231**	0.205**	0.219**
	N	218	218	218	218	218	218	218	218
ES	Pearson correlation	0.717**	0.202**	0.195**	0.199**	0.231**	1	0.187**	0.254**
	N	218	218	218	218	218	218	218	218
PF	Pearson correlation	0.721**	0.184**	0.251**	0.236**	0.205**	0.187**	1	0.191**
	N	218	218	218	218	218	218	218	218
UR	Pearson correlation	0.695**	0.177**	0.174**	0.180**	0.219**	0.254**	0.191**	1
	N	218	218	218	218	218	218	218	218

*, **. Corresponds to $p < 0.05$ and $p < 0.01$ (2-tailed).

Source: Author's analysis

The correlation matrix shows that there is a positive correlation between the independent and dependent factors and the correlation is statistically significant at the 99% confidence level. At the same time, there is no suspicion of multicollinearity between the independent factors.

To determine the measurement of the impact of factors on the evaluation of employees' working capacity, the study implemented the regression analysis method of 07 independent factors, including: Evaluation process; Evaluation criteria; Information exchange and data collection; Evaluation methods; Evaluation skills; Performance feedback; Utilization of evaluation results. and the dependent factor is Employee work competence by the Enter method.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.820 ^a	0.817	0.803	0.359	1.812

Source: Author's data processing results

The analysis results show that the coefficient R^2 is 0.817 and the adjusted coefficient R^2 is 0.803, meaning 80.3 % of the variation value of the dependent factor is explained by 07 factors affecting the assessment of employees' working capacity. In addition, the results of ANOVA analysis and F test also show that the statistical value calculated from R^2 has a value of Sig = 0.000 and the sum of squares of regression 68.977 is larger than the sum of squares of residuals 21.384, showing that the model explains most of the variance of the dependent factor. This proves that the linear regression model is suitable for the research dataset.

Table 4: Regression analysis results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		Beta	Std. Error	Beta			Tolerance	Beta
1	(Constant)	0.241	0.011		5.143	0.001		
	EP	0.285	0.035	0.307	5.297	0.003	0.785	1.751
	EC	0.352	0.024	0.376	4.505	0.002	0.621	1.612
	ID	0.303	0.037	0.321	4.318	0.001	0.606	1.834
	EM	0.230	0.019	0.254	5.622	0.000	0.743	1.750
	ES	0.217	0.030	0.238	5.807	0.004	0.633	1.832
	PF	0.328	0.026	0.349	4.216	0.000	0.764	1.708
	UR	0.262	0.021	0.281	5.193	0.007	0.597	1.811
a. Dependent Variable: EWC								

(Source: Research results of the author)

Model testing shows that the Sig. value of the t-test all meet the requirement of being less than 0.05. The VIF coefficients are all greater than 1 and less than 2, confirming that there is no multicollinearity. Thus, all seven independent variables are related to the dependent variable and the linear regression model is appropriate and can be used for the study. In addition, in detecting violations of linear regression assumptions, the Scatterplot shows that the residuals do not change in any order with respect to the predicted values, they are randomly dispersed and not in a certain shape, and the hypothesis of linear relationship is not violated. The Histogram shows that the residuals are normally distributed with a very small mean value (Mean = -3,15E - 17) and a standard deviation of 1 (SD = 0.987). The PP plot shows that the actual observation points are concentrated close to the diagonal of the expected values, that is, the residual data has a normal distribution. This shows that the error hypothesis of the regression model is constant. Thus, the multivariate regression model completely satisfies the evaluation conditions and is accepted for the study. The regression model reflects the impact of factors on the assessment of employees' work capacity according to the standardized Beta coefficient as follows:

$$EWC = 0.376*EC + 0.349*PF + 0.321*ID + 0.307*EP + 0.281*UR + 0.254*EM + 0.238*ES + \varepsilon$$

Through the equation, 7 factors all have a positive impact on the working capacity of employees at enterprises in industrial parks in Hai Duong province in descending order: Evaluation criteria; Performance feedback; Information exchange and data collection; Evaluation process; Utilization of evaluation results; Evaluation methods; Evaluation skills.

5. CONCLUSION AND RECOMMENDATIONS

Human resources always play an important role in the development strategy of production and business activities of all organizations and enterprises. The assessment and analysis of the working capacity of employees in enterprises in industrial zones in Hai Duong province is of practical significance to detect limitations and contribute to the

development of plans to improve the quality of human resources in organizations and enterprises. Based on the survey, some suggested solutions for enterprises in industrial zones in Hai Duong province that need attention to improve the working capacity of employees in organizations and enterprises include:

- Complete the evaluation process

To ensure a more reasonable evaluation process, organizations and businesses should adjust the current performance evaluation process by adding to the process the steps of exchanging information with employees, responding to evaluation results, and using evaluation results. In addition, the step of measuring work results is renamed to collecting information, and the steps of self-evaluation by employees and the step of direct evaluation by leaders are combined into the step of conducting a more appropriate performance evaluation.

The information exchange step is added to the process to ensure that after agreeing with employees on the evaluation criteria, managers must regularly check the work, identify and resolve problems that arise in the work, and mentor and sponsor employees to ensure that they have sufficient knowledge and skills to perform the job. The addition of the step of feedback on evaluation results also reminds managers to pay special attention to feedback on evaluation results to employees, to agree with them on the evaluation results. Acknowledge the positive aspects and point out the areas that need to be improved in the work. The addition of the step of using evaluation results is also very important because currently, organizations and businesses only use these evaluation results mainly to consider soft salaries and vote for emulation titles, but the evaluation results can also be used for many other purposes such as: building training courses, career orientation for employees and programs to improve working conditions.

The step of measuring work results has been renamed to collecting information to remind managers to collect information to evaluate the working capacity of employees, not only to measure work results, but also to collect the behavior of employees at work, including the working methods and skills of employees. Combining the two steps of self-assessment by employees and direct management reassessment because conducting a capacity assessment involves 4 participants: self-assessment by employees, customer assessment, peer assessment, and direct superior assessment. Separating them will make the assessment process complicated and unnecessary.

- Complete the assessment criteria set

In order to effectively assess the working capacity of employees at the enterprise, the employee capacity standards prescribed for each job position, including employees and management levels, need to be reviewed, researched and standardized by the enterprise into a set of employee capacity standards suitable for the conditions and operating context of each enterprise. If the process of building employee capacity standards at the enterprise refers to other units, it is also necessary to supplement or reduce or clarify specific capacities suitable for the context of each enterprise.

Currently, enterprises have many different departments, each of which, in addition to general competency standards, also has its own specific competency standards. Therefore, competency standards developed and issued by enterprises also need to pay attention to these contents.

In addition, businesses need to clearly distinguish between performance evaluation standards and employee performance evaluation standards. If in performance evaluation, the level of work completion is used as the basis for developing evaluation standards, then in capacity evaluation, according to work capacity standards, the prescribed capacity standards are used as the basis for the process of building and evaluating capacity standards. Work capacity is an internal factor; the level of work completion is an external factor.

Work performance and efficiency, as well as daily operational performance, are the clearest manifestations of capacity. Therefore, work completion indicators, production and business targets, number of working days evaluated, the rate required by the enterprise in subsequent evaluations, activities arising after the evaluation process, etc., will provide reference information to evaluate the working capacity of employees at enterprises in industrial parks in Hai Duong province. These two evaluation systems need to go hand in hand and complement each other to provide the most objective and comprehensive evaluation results on the working capacity of employees at the enterprise.

- Information exchange solutions

After establishing standards for assessing the capacity of employees, managers need to pay attention to exchanging information with employees during the working process. This information exchange helps managers know the progress and quality of the employees' work to collect information for the assessment. The information exchange also helps managers promptly grasp problems arising in the work and work with employees to resolve these problems. The information exchange also helps leaders grasp the working methods of employees to see if they have met the requirements to accompany, sponsor or train them at the beginning of the period, helping them have the knowledge and skills to perform the work, especially the new jobs arising from the overall plan for administrative reform in the coming time.

- Information collection solutions

To accurately assess the capacity of employees, businesses need to pay attention to collecting information about the work process of employees, including their work results and their behaviors, methods and skills they demonstrate at work. Collecting information about behavior is to see if they perform the right work style and professional ethics or not? Behavioral assessment is to assess the working methods and skills of employees, specifically to see the level of compliance with policies, regulations and work processes that the business has established.

In addition, collecting information about behavior also considers the level of compliance with the organization's regulations, positive working attitude, quick working style, and scientific work handling and arrangement.

Therefore, collecting information on work results must be based on the employee's work report, but collecting information on work behavior must be based on observing and monitoring employees during work or discussing work with them. The direct leader of each department needs to create a behavioral monitoring record, including methods and skills demonstrated during the employee's work, so that the assessment of employee capacity is thorough.

- Solutions on methods and skills of the evaluator

Organizations and businesses need to respect the form of self-assessment of employees according to a general guideline of the business based on the work goals they have committed to. It is during that assessment process that employees themselves will recognize their efforts as well as their shortcomings and proactively find solutions to change. In this step, the most important thing that businesses need to do is to provide specific instructions and avoid imposing their opinions on employees about the assessment method.

In addition to letting employees evaluate their work performance, businesses also need to have their own evaluation from the perspective of managers, and do not let emotions and expectations beyond the ability of employees affect the evaluation process. Managers need to separate the evaluation of work performance from the evaluation of the employee's personality.

The direct manager's evaluation should be based on the goals agreed with the employee, clearly defining the work targets assigned to the employee at the beginning of the period as the basis for the evaluation. Then compare it with the collected work performance results of the employee to get an accurate evaluation. If the employee's capacity is evaluated without basing on the work targets and goals assigned to them, it will not encourage the employee to work hard, creating a dependent and passive mentality at work.

In addition, in the process of evaluating managers, it is necessary to rely on information collected from colleagues and customers who have interacted with that employee for further reference. Relying on the opinions of colleagues and customers will help the evaluation work to be more accurate and objective because these are two important information channels that give the evaluator a new perspective on the person being evaluated. The evaluation must be carried out impartially and should not be influenced by the relationship between the evaluator and the employee being evaluated. Every time an employee is evaluated, managers need to remember the principle: record the work results first, then propose solutions for change.

Certainly, when comparing the two evaluations of managers and employees, there will be differences due to differences in perspectives and expectations. At that time, managers need to negotiate and analyze to reach an agreement with employees in the enterprise about the differences. Conflicts are often very likely to occur during this

stage. Managers need to skillfully use their negotiation and communication skills to correctly evaluate the performance of employees as well as motivate and encourage them in their work.

- Feedback Solution

Business managers need to pay special attention to feedback. Feedback is not just simply informing employees about the evaluation results, but also requires many other tasks. Therefore, managers must invest carefully in this step to ensure the quality of the evaluation system. To respond to evaluation results well, managers need to prepare for the evaluation by preparing a meeting room to conduct the evaluation interview and should not conduct the evaluation in places with a third person.

The employee's previous performance appraisal records must be reviewed and the collected evidence and information recording forms must be prepared. During the appraisal interview, the manager must present the purpose of the appraisal, inform the employee of the appraisal results, and pay attention to praising the employee's positive aspects and asking them to develop and point out the areas that the employee needs to improve in the spirit of dissecting the work, not criticizing the person. At the same time, the manager must listen to the difficulties that the employee encounters at work, the desire for support at work, the desire for career orientation, and advise the employee on the training courses that the employee needs to participate in, and plan programs to improve working conditions in the upcoming working period. Feedback on the appraisal results also helps the manager and the employee agree on the tasks and targets for the upcoming working period. When giving feedback, the leadership team should not make mistakes such as bias, prejudice, stereotypes, etc.

- Solutions for using assessment results

The management level of the enterprise needs to pay attention to accurately assessing the working capacity of employees because a good evaluation system will complement other activities such as salary, bonus, and training. The management level needs to pay attention to using the results of employee capacity assessment to discover potential employees for vacant positions in the agency or to plan for higher positions.

The results of the performance evaluation must be linked to the salary and bonus system. Depending on the work results, the enterprise will pay the employees a salary and the employees who exceed the work targets will be rewarded by the enterprise. Enterprises also need to consider using the evaluation results to provide career orientation counseling programs for employees, helping them choose a career direction that develops their professional capacity and has better career prospects.

The results of the performance assessment can also be used to design training courses to help employees improve their weaknesses to perform their current jobs better. At the same time, the assessment results should also be used by businesses as a basis for developing programs to improve working conditions for employees, creating the best possible conditions for employees to complete their jobs well.

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