

**THE EFFECT OF HUMAN RESOURCES MANAGEMENT
PRACTICES ON TURNOVER RATE IN JAPANESE
AGRICULTURAL COMPANIES IN VIETNAM**

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Abstract: One of the key factors contributing to agriculture's low labor productivity in Vietnam is significant employee turnover rate. Managing employee turnover rate might be critical to the success of this vital field, as well as the country's future economic prospects. Finding the underlying reasons for employee turnover in Japanese agricultural companies in Vietnam is the major aim of this research. Case study and documentary research approaches were combined in this study. Six companies' data and information were gathered via in-depth interviews, the analysis of appropriate documentation, the analysis of data from annual reports and the review of meeting minutes. The data show that in six Japanese agricultural businesses in Vietnam, significant employee turnover is mostly caused by salary, payment systems, training and development opportunities, and career prospects. The causes of the variations in employee turnover rates among different organizations are further investigated in this study.

Keywords: employee turnover rate, Japanese agribusiness in Vietnam, human resource management, salary, training and development

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Introduction

Vietnam is presently one of East Asia's most active growing economies. It is witnessed that the transition of rural labor in Vietnam is presently undergoing a dramatic change: the number of agricultural laborers has declined drastically, while the number of employees in the industrial and service sectors has increased. It can be referred in General Statistic Office, 2019 the data about the laborer percentage working in the agricultural field in Vietnam from 1991 to 2019. The shares of engaged workers in the agriculture, forestry, and fisheries sectors have steadily decreased over time, falling from 53.9 percent in 2009 to 46.3 percent in 2014 and 35.3 percent in 2019 (General Statistic Office, 2019). During this period, the average number was 55.38 percent, with a low of 37.22 percent in 2019 and a high of 70.88 percent in 1991.

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Agriculture in Vietnam suffers from inefficiencies and low labour productivity compared to its competitors in other countries. Labor mobility between sectors and economic areas in Vietnam is also experiencing certain challenges and changes due to rural workers' low skill levels, making labor transition harder (Mantsios, 2010). Employees spend more time training people to satisfy job requirements. Vocational training in agriculture and rural regions is still scarce and ineffective, resulting in a labor-restructuring pace that is not quite equal to the rate of economic restructuring—inefficient economic restructuring results from this.

According to the General Office Statistic, there were still 21.6 million workers in agriculture, forestry, and fishery in Vietnam in 2019, with a labor productivity of only 35.5 million VND/labor/year, accounting for 38.1 percent of the economy's overall labor productivity, and only 21.5 percent of trained workers have degrees and certificates, with rural areas accounting for only about 13 percent.

Labor productivity in the rural and agricultural industries is still significantly lower than in other sectors, resulting in lower labor income. At current rates, annual labor income was estimated at 92.1 million VND (US\$4,100/labor/year), a rise of 3.45 percent per year on average from 2006 to 2010. Productivity growth is slower than the average GDP growth of 6.21 percent over the same period and slower than the average real pay increase of 12.59 percent each year.

It grew more expensive in Vietnam, which directly impacted the economy's competitiveness. By buying power parity, Vietnam's labor productivity was \$10,232, equating to only 7.2 percent of Singapore, 18.4 percent of Malaysia, 36.2 percent of Thailand, 43 percent of Indonesia, and 55 percent of the Philippines. In agriculture, worker productivity is slightly greater than Cambodia's and far lower than other Asian nations. According to the Asian Development Outlook (2017), Vietnam's average agricultural production per labourer is two-thirds that of Indonesia and less than half that of Thailand and the Philippines.

Among many factors, high employee turnover was considered one of the key causes of agriculture's low labor productivity in Vietnam. Managing employee turnover might be critical to the success of this vital industry and the country's future economic prospects.

Literature Review

Interest in the employees' turnover problem grew after the publication of the preliminary complete empirical study and assessment of the prices of worker turnover in 1913 (Bruce, 2005). The movement of workers around the marketplace, between businesses, jobs, and occupations, and between stages of employment and unemployment, is understood as turnover (Abassi and Hollman, 2000). Turnover occurs when employees leave a corporation and must get replaced (Bruce, 2005). While some turnover is unavoidable, an excessive amount may destroy a business. Some employees will always quit the workforce, retire, move away, return to universities and colleges, or leave the state.

This situation prompts senior management to consider voluntary resignation's ramifications and create immediate contingency plans. While functional turnover (bad performers go, exceptional performers stay) might help to reduce sub-optimal organizational performance, excessive turnover can undermine the firm's productivity, jeopardizing long-term goals and objectives. Effective HRM practices, such as education and training, a performance appraisal system, communication, permission, and power, according to Chang and Chang (2008), were able to lower employees' intentions to leave the firm. Pay practices, training concerns, career opportunities and working hours were chosen for this study to analyze their effects on employee turnover rates. Training and development, as well as payments, demonstrated good associations with the desire to stay in the organization, according to Chew and Chan (2008). Moreover, Govaerts et al. (2011) stated that bright people are eager to stay with the company, provided management creates a positive learning and working environment.

The high salary ratio compared with other companies and the on-time payment is necessary to keep employees. According to Huselid (1995), extensive research analysis and perceptions of HR procedures as compensation levels are major indicators of employee turnover.

Besides, training, career opportunities and working hours variables have a reverse relationship with the turnover rate of employees in these Japanese agri-companies in Vietnam. These observations resemble the relationship described as training and development, and payments demonstrated good associations with the desire to stay in the organization by Chew and Chan (2008). As a result of these findings, it's only logical to assume that organizations that provide extensive training will have lower rates of voluntary turnover. As a result, training plays a key role in enhancing employee capacity, motivation, and job stress, increasing the possibility of employees sticking with the organization for longer. In addition, according to Govaerts et al. (2011), intelligent individuals are motivated to stay with a firm if management promotes a favorable learning and working environment.

Similarly, various studies (Gupta and Jenkins, 1991) have focused on the negative relationship between working conditions and voluntary turnover, revealing that people are more inclined to quit when working conditions are poor. Employee retention is influenced by various factors, such as pay, bonuses and training (Madrian, 1994; Graber and Madrian, 1994).

For private and public sector companies worldwide, the effect of employee turnover on organizational performance is well established (Frederiksen, 2017; Kim, 2015; Lakshman, 2016; Wilson and Chaudhry, 2017). It is generally believed that one's employee turnover rate will be high in the Vietnamese agriculture sector. Then, despite the beneficial contribution made by the agriculture sector to the nation's economic progress, little is known about HRM and employee turnover (Afroz, 2017). Although a limited study has been done on Vietnamese agriculture, a few studies discuss problems with employee turnover (Miah and Hossain, 2014). In recent research, Ahamed (2014) claimed that employees frequently switch professions or

that agricultural enterprises have a high turnover rate. Moazzem and Raz (2014) and Ahamed (2014) attributed the high turnover rate to subpar HR procedures. Hossain et al. (2012) claimed in a recent paper that the region faces high employee turnover rates in addition to other subpar labor standards, which results in widespread labor discontent. Recent claims by Mukul et al. (2013) that Vietnamese agricultural firms experience a high incidence of employee turnover did not include any recommendations for solutions.

A prior study also neglected to look into the prevalence of variances in employee turnover rates across these organizations, in addition to presenting a lack of detail regarding the high employee turnover rates of Vietnamese agricultural enterprises, particularly in Japanese companies in Vietnam. Miah and Hossain (2014) noted variations in HRM practices across domestic and international agricultural industries. Surprisingly, there doesn't seem to be much research explaining these variations in HRM strategies and employee turnover problems among enterprises in Vietnam (Hasnin and Ahsan, 2016; Hearle, 2016). As a result, research on employee turnover statistics and differences in turnover rates is lacking.

Research Methodology

Sample size and data collection

Six agricultural companies in three areas located in Da Lat, Moc Chau, and Ha Noi in Vietnam were chosen to study. In-depth interviews were implemented for managers and employees in 6 companies. The questionnaire structure included normal scale questions (general information) and semi-structured interviews. Qualitative and quantitative analyses were used for this study. The data was collected from April to May 2021.

Six Japanese agricultural firms in Vietnam of various sizes (i.e., large and small in terms of employee numbers) and ownership (i.e., Japanese-owned factories) were chosen for this study from different geographical regions in Vietnam. The final six firms selected for this case study were chosen to represent a combination of the two main criteria (size and ownership) in each of the three regions.

Because the study's major goal is to find the causes of employee turnover from an organizational standpoint, and a combination of in-depth interviews and documented data are used to gain a holistic understanding of this study. Data was also gathered from yearly reports and meeting minutes.

For conducting qualitative research, it is believed that using various methods and data sources can help researchers better comprehend social phenomena (Miles and Huberman, 1994; Patton, 1990; Yin, 2011). According to Hall and Rist (1999), the power of qualitative approaches rests in the contemporaneous application of several methodologies since doing so facilitates methodological triangulation. The analysis and conclusions of the study's findings were more trustworthy and valid due to this methodological triangulation (Creswell, 2007; Platt, 1981).

Individuals with knowledge or experience of labor turnover concerns and understanding of their roles in the companies were invited to participate in interviews.

The main personnel questioned throughout the study were the managing director, general manager, and worker representative. These individuals were asked to offer information on various topics, including workforce challenges, labor turnover, HRM policies and procedures, and the work environment. All of the interviews were promptly mailed and transcribed. The responders were then presented with the interview transcripts to authenticate and verify the information included in each transcript. The researchers collected quick notes based on personal observations of key aspects of each organization's physical and social settings.

Data Analysis

Multiple approaches and information sources are regarded as complementary and valuable in qualitative investigations in order to gain a deeper understanding of social phenomena (Miles and Huberman, 1994; Patton, 1990; Yin, 2011). According to Hall and Rist (1999), the power of qualitative approaches is in the simultaneous use of different methodologies since this allows for methodological triangulation. This methodological triangulation improved the reliability and validity of the study's analysis and conclusions (Creswell, 2007; Platt, 1981).

According to the interviews and document-based data, concerns relating to two key focus areas are driving significant employee turnover in the agriculture sector in Vietnam. Salary payment concerns and challenges linked to employee training and career development were highlighted as the two key topics. The collected data were displayed in several tables to exhibit the differences and connections among diverse facts acquired from six Japanese agricultural enterprises in our case studies in order to better understand and depict the cause-effect linkages involved in employee turnover. Presenting research findings in such tabular representations for qualitative exploratory investigations is highly acknowledged and accepted (Yin, 2011). Interview data was also used to back up the findings and give empirical evidence that aids in understanding the fundamental causes of the issues investigated. Explanatory factors are compared throughout the six companies expressed in the table. Moreover, to sum up the effect of HRM on employee turnover rate, the researchers used a table numbered between "1" and "6" to rank the given factor for the relevant organization.

- Rank of "1" indicates comparatively better HR practices.
- Rank of "6" indicates a lack of practices or very poor practices.

"Total points" and "Average points" for each case organization are calculated.

Many companies utilize the technique advocated by the Society for Human Resource Management (SHRM; 2005, 2017) and adopted by the Bureau of Labor Statistics (2018) to quantify employee turnover:

$$\text{Turnover rate (\%)} = \frac{\text{No of employees leaving} \times 100}{\text{Average (No of employees at beginning and No of Employees at end)}}$$

Results and Discussion

Characteristics of companies in the study area

The fundamental information about these case study companies is shown in Table 1. To collect information and data from the case study organizations, the study employed semi-structured interviews, document reviews and observation approaches.

Table 1. Basic information of the case study companies

Name	No. of Employees	Core of business	Location	Ownership	Age of the Organization
A	36	Tea	Moc Chau	Japanese	>5 years
B	17	Vegetable	Da Lat	Japanese	>5 years
C	11	Vegetable	Ha Noi	Japanese	>5 years
D	7	Vegetable	Da Lat	Japanese	>5 years
E	18	Vegetable	Da Lat	Japanese	<5 years
F	50	Vegetable	Da Lat	Japanese	<5 years

This research was implemented on 6 companies in three locations in Vietnam Moc Chau, Da Lat and Ha Noi, with the various size of the companies. A total of 6 companies are owned by the Japanese; while 4 companies have an age of organization of more than 5 years, and the remaining two companies are still young, with an age of less than 5 years.

Relationship of turnover rates with salary

Salary payment concerns are proven to be one of the primary reasons influencing employee turnover rates in Vietnamese agricultural organizations. Organizations were questioned about the salary they paid and the salary payment intervals they employed during the interviews. Organizations were specifically questioned about their salary rates for employees and the dates on which employees received monthly salary payments. The rank of each firm based on salary rates is shown in Table 2. All organizations that pay higher salaries have lower labor turnover rates. Despite paying equal to the government's minimum salary, F business had a greater employee turnover rate than the other firms analyzed. As a result, the pattern reveals that higher pay keeps talented and experienced workers and lower turnover rates. In addition to salary rates, timely salary payment is a key factor in determining employee turnover rates.

Employees are dissatisfied with late or missed salary payments, which leads to a higher percentage of employee turnover. Workers at all six businesses investigated assessed that comparably good pay rates play a big role in their decision to stay with a company.

One employee from D company said:

Salary rates are important to me. To me, it is the most vital component. I compared the current salary rates paid by this business to those paid by other companies. In comparison to other companies in Dalat, I've discovered that my current salary is greater. As a result, I am satisfied and will continue to work for this organization.

My coworkers are similarly pleased with the normal compensation rates. (Interviewed on June 2019)

According to managers from all six organizations, salary rates considerably impacted employee turnover rates. Lower salary rates, in comparison to the government minimum salary, are also cited by these managers as a contributing factor in higher turnover rates.

The salary rates and wage payment intervals for the six firms in the research are shown in Table 2. In terms of payment conditions, A and B corporations are first. Table 2 also demonstrates that A company that pays their employees on the 5th of each month has reduced turnover rates. Table 2 also reveals that businesses in the D, E, and F categories that take longer to pay compensation have greater turnover rates. The study's findings show that timely salary payment aids an organization's ability to retain competent and experienced staff. The managers from the case study organizations recognized the influence of the payment term on employee turnover rates.

In C company, every employee receives a reasonable and fair salary payment policy. By providing basic salaries, we do not deprive our employees. Typically, they pay salary based on the employee's position. On the other hand, salaries within the same group of workers may differ due to differences in their individual skills, experience, and performance. In every case, their wage rates are higher than the Vietnamese government's claimed minimum salary rates. Managers of C company are well aware that the most appealing aspect of retaining qualified people is payments. Furthermore, standard salary rates have had a significant role in reducing labor turnover in this business.

It is critical for workers to get their salaries on time, as they are sometimes the only source of income for their families. Managers of C company are aware of this and provide timely salary payments. Paying employees on time not only makes them pleased, but it also keeps them with the company for a long time.

Regular and on-time salary payments not only make workers happy but also help reduce turnover rates.

Paying salary on schedule is for two reasons: to develop trust in the organization and to keep employees. If the company can meet employee's logical requirements, they will have no reason to quit. Employees who are more skilled and perform better compare company's compensation rates, monthly wage payment period, and other financial incentives to those offered by competing organizations. Only a few companies provide better financial benefits. A common procedure is to pay a monthly salary on the fifth day of each month. On-time salary payment approach has made a significant contribution to lowering attrition rates.

Interviewees from the study's organizations were asked if they increased all workers' pay yearly and the proportion of any incremental rises offered. The government-determined regional minimum wage is not the same for businesses in Dalat as it is for businesses in other places (Moc Chau and Ha Noi). Table 2 further demonstrates that A, B, and C enterprises with low labor turnover rates increase pay 5% for B, C

and 10% for A companies each year. As a result, providing annual salary increases to all employees aids in retaining competent and experienced staff. According to managers from the six case study organizations, employee turnover rates are affected by failure to progressively boost salary. These executives also cautioned about the negative effects of offering salary raises in irregular increments on employee turnover.

A salary increase is a particularly salient component in making people happy. Because of the high inflation rate in Vietnam, an annual salary increase is a sensible practice. Workers can adjust to rising housing rents and other household expenditures thanks to the gradual salary increases. Only a few firms give gradual compensation raises, so this practice makes employees happy and keeps them.

Table 2. Relationship of Turnover Rates with Salary

Rank	Companies	Salary Paid (million VND)		Regional min salary (million VND)	Ratio		Payment period	Salary increase	
		Engineer	Worker		Engineer	Worker		% of salaries	Period
1	A	10	4.5	2.92	3.4	1.5	5 th Day	10	Every year
2	B	6	3	2.76	2.2	1.1	7 th Day	5	Every year
3	C	8	6	4.18	1.9	1.4	10 th Day	5	Every year
4	D	7	4.8	2.76	2.5	1.7	10 th – 15 th Day	Varies	Every year
5	E	6	4	2.76	2.2	1.4	10 th – 15 th Day	Varies	Irregular
6	F	6	4	2.76	2.2	1.4	10 th – 15 th Day	Varies	Irregular

Workers in the organizations analyzed said that receiving slightly greater earnings each year was a big factor in their choice to leave.

While the government did not mandate to increase all workers' salaries each year, at E company, some workers' pay increases each year; the remaining workers' salaries are unchanged in the second year and some cases, in the third year. The manager of E company assured that salary would be increased every year based on performance. Therefore, salaries may rise at various rates for different workers since some are better performers than others. However, only certain employees' salaries increase yearly; the remaining workers' wages do not increase at all or at a lesser rate.

Relationship of turnover rates with work hours and training methods

Interviewees from the organizations under investigation were asked about their working hours, including their regular hours. Managers from the study organizations were questioned about employee's working overtime policies, including whether

they enabled employees to opt to work overtime and how much overtime employees were paid. Higher overtime payments help to retain competent and experienced personnel. Workers in all six of the businesses surveyed said that failing to adopt regular work hours (i.e., eight-hour days) had a negative impact on their turnover decisions.

According to a representative of these workers from organization A, while many other firms need employees to work 9-10 hours or even longer, the organization's entire workday is only 8 hours, which is very significant. In particular, it makes the workers happy at work and encourages them to continue with this company.

Table 3. Turnover rates and work hours and organizational training practices

Rank	Companies	Work hours	Overtime work		Training periods	Trainees
1	A	8	Sometimes	Voluntary	On-the-job training	New and existing employee
2	B	8	1.5 times	Voluntary	On-the-job training	New and existing employee
3	C	8	Double	Voluntary	On-the-job training	New and existing employee
4	D	8	Double	Voluntary	On-the-job training	New and existing employee
5	E	8	1.5 times	Voluntary	On-the-job training	New employee
6	F	8	Sometimes	Forced	On-the-job training	New employee

The implementation of an eight-hour standard workday significantly influences turnover rates, according to managers of six companies participating in this study. According to these executives, extending typical work hours is a key factor leading to rising employee turnover rates. The work hours begin at 8:00 a.m. and end at 5:00 p.m., according to the management of C business. Lunch is served from 12 p.m. to 1 p.m. No employee can work more than 60 hours a week, including overtime. Interviewees were questioned about the training and professional development opportunities that exist in their companies. The findings indicated that training opportunities initiated by the organization for current and newly hired employees aid in employee retention. Table 3 illustrates that organizations that provide training to newly hired and current employees have reduced employee turnover rates. On the other hand, organizations with inadequate on-the-job training options have greater turnover rates.

According to managers from six organizations, organization-provided training is key to employee retention. These executives also stated that training improves workers' abilities and productivity and their capacity to adapt to new production or operational practices, which are frequently introduced when new items or machines are launched. As all managers, they place a high value on training. Employees get experience growing crops, operating new machines, and harvesting through training. Employees will learn other important skills as part of the training program.

Relationship of turnover rates with career opportunities

Employee turnover rates are lower in businesses with significant career development possibilities, as seen in Table 4. Giving opportunities to employees to further their careers help businesses succeed. This study showed that providing career development opportunities for its workers helps organizations minimize employee turnover rates.

Managers from the six companies emphasized the relevance of career development options in reducing employee turnover. In A company, it provides unique and fair chances for workers to enhance their careers and attain higher-level jobs. When recruiting from the inside, they consider a few key aspects, including the number of years of experience, recent performance reviews and educational credentials. Regarding supervisor and assistant manager roles, educational skills are very significant. To fill every position, they first look for competent personnel with the necessary abilities, experience, and educational credentials from the inside company. The turnover rate in A and B organizations is extremely low due to this internal recruitment approach.

Table 4. Turnover Rates and career opportunities

Rank	Companies	Career opportunities	Considering factors	
1	A	Various opportunity	Performance	Strong
2	B	Various opportunity	Skill and performance	Strong
3	C	Various opportunity	Performance	Strong
4	D	Less	Skill and performance	Strong
5	E	Less	Skill and performance	Good
6	F	Less	Skill and performance	Good

The A organization offers plenty of opportunities for employees to further their careers. It is not difficult to advance to the position of supervisor or even manager. Managers from A company can identify a few supervisors or group leaders who started their careers as workers in this company. When both internal and external applicants have similar abilities and experience, they usually prioritize choosing internal candidates. They can keep their trained and experienced employees and maybe reduce employee turnover rates due to such preferences and better career development options.

Summary of the variables contributing to turnover rates

Table 5. The factors of HRM practices affecting employee turnover rate

Companies	Wage Rates /Wage Ratio		Payment period	Wage increase %	Wage period	Working hours and overtime work	Training period	Career development	Total point
	Engineer	Worker							
A	1	5	1	1	1	1	1	1	12
B	3	6	1	3	1	2	1	1	18
C	4	6	1	3	1	3	1	1	20
D	2	5	3	6	1	3	1	4	25
E	3	6	3	6	6	1	6	4	35
F	3	6	3	6	6	6	6	4	40

The results of this research reveal that the many factors that influence employee turnover are intertwined. Those with lower labor turnover rates tended to have "better" HRM practices, whereas those with higher employee turnover rates tended to have "poorer" HRM practices. This discovery concerning the inter-relatedness of these explanatory elements should come as no surprise, given that previous research reveals that bundles of HRM practices impact organizational performance worldwide.

Table 5 compares eight explanatory factors among the six agri-businesses evaluated using indices. In other words, each cell carries a number between "1" and "6" that is used to rate the relevant organization's component. A score of "1" implies considerably superior HR procedures, whereas a score of "6" indicates no or very bad HR practices. Each case organization's total points are derived by summing all the points for the HRM practices listed.

The direct association between HR procedures and employee turnover rates is seen in Table 5. In addition, organizations with fewer average points have lower employee turnover rates and vice versa, according to this table. For example, A business's average points are lower than those of other companies, indicating that A company has comparably better HR procedures than the other organizations in the research, which also corresponds to A company's relatively lower employee turnover rates. The study's focus does not include establishing the relative impact of various HRM approaches on employee turnover rates. In order to solve the employee turnover problem, the current study underlines the need to engage in various HRM activities rather than a single HRM activity.

The empirical results of this study also address the "interconnectedness" or "interrelationship" between different HRM strategies and problems with employee turnover. In other words, businesses with lower employee turnover did not only implement one or a few HR procedures linked to this outcome. Instead, they tended to implement "better" HR procedures across the board. This makes it challenging to

distinguish the impacts of each individual HR activity on employee turnover and raises the possibility that these policies may reinforce one another to have a bigger impact than the sum of their parts. This implies a "holistic" explanation, rather than a variable-based explanation, for variations in labor turnover rates among the six firms under investigation. The study's findings consequently highlight the significance of "bundles" or "systems of HR practices" in explaining a variety of organizational outcomes, of which employee turnover is only one example (Chowdhury and Mahmood, 2012).

Conclusion

Some of the study's key empirical findings are worth summarizing. The study found that employee turnover rates differed widely amongst the six organizations analyzed, with the lowest rate of 5.6 percent and the highest rate of 18 percent. All firms surveyed considered high employee turnover to be a serious concern since it had several negative repercussions. High turnover rates have a number of negative consequences, including production delays, higher production costs, output loss, increased recruiting and training costs, and harm to an organization's brand. To decrease employee turnover rates in Vietnam's agribusiness, managers should focus on many variables such as salary levels and salary systems, work hours, leave, training and career development.

This study showed the interconnectedness between various HRM practices and employee turnover. In detail, not only one or a few HRM activities are linked to the turnover rate. It is impossible to isolate the impacts of each individual HRM practice on the employee turnover rate. Besides, individual HRM practices may have a negative impact on employee turnover. Therefore, they tended to embrace better HRM practices.

Despite its positive contributions, this study has a number of drawbacks. The generalizability of the case study findings is one restriction. From the standpoint of quantitative research, the six organizations under investigation cannot be regarded as typical or representative. In order to examine the problems with voluntary employee turnover, a semi-structured interview approach with managers and employees was also employed in this study. Although almost identical questions were posed in each case, the perspectives and replies of the participants might have limited how broadly the research's conclusions and theory could be applied.

The empirical results of this study provide potential directions for further investigation. At least three potential research fields are suggested by the study. First, actual employee turnover rates rather than employees' intentions to quit their positions were considered in this study (i.e., the intention to turnover). More studies may be done to examine the connections between HR practices and how "bundles" or "systems" of HR practices affect both real turnover and intention to turnover, even if the turnover intention is not the same as actual turnover because employees' intentions might change over time. Second, further study is required to examine the relationships between structural traits and the rates of labor turnover that an

organization experiences. Third, connections between organizational structural elements, external factors, and internal factors like "bundles" or "systems" of HR practices and their influence on turnover rates should be examined in the future. Despite these constraints, the results of this study will offer some empirical information about employee turnover issues and potential solutions in the future.

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WPLYW PRAKTYK ZARZĄDZANIA ZASOBAMI LUDZKIMI NA WSKAŹNIK ROTACJI W JAPOŃSKICH PRZEDSIĘBIORSTWACH ROLNYCH W WIETNAMIE

Streszczenie: Jednym z kluczowych czynników przyczyniających się do niskiej wydajności pracy w rolnictwie w Wietnamie jest znaczna rotacja pracowników. Zarządzanie wskaźnikiem rotacji pracowników może być krytyczne dla sukcesu tej ważnej dziedziny, jak również dla przyszłych perspektyw ekonomicznych kraju. Znalezienie podstawowych przyczyn rotacji pracowników w japońskich firmach rolniczych w Wietnamie jest głównym celem tego badania. W badaniu tym połączono metody studium przypadku oraz badań

dokumentacji. Dane i informacje dotyczące sześciu przedsiębiorstw zostały zebrane poprzez pogłębione wywiady, analizę odpowiedniej dokumentacji, analizę danych ze sprawozdań rocznych oraz przegląd protokołów ze spotkań. Dane pokazują, że w sześciu japońskich firmach rolniczych w Wietnamie znaczna rotacja pracowników jest spowodowana głównie wynagrodzeniem, systemami płatności, możliwościami szkolenia i rozwoju oraz perspektywami kariery. Kolejnym etapem niezbędnym do szczegółowego rozpoznania problem jest są przyczyny różnic we wskaźnikach rotacji pracowników w różnych organizacjach.

Słowa kluczowe: rotacja pracowników, japoński agrobiznes w Wietnamie, zarządzanie zasobami ludzkimi, wynagrodzenia, szkolenia i rozwój

人力资源管理实践对越南日本农业公司离职率的影响

摘要：导致越南农业劳动生产率低下的关键因素之一是员工流失率高。管理员工离职率可能对这一重要领域的成功以及该国未来的经济前景至关重要。寻找在越南的日本农业公司员工流失的根本原因是本研究的主要目的。本研究结合了案例研究和文献研究方法。通过深入访谈、分析适当的文件、分析年度报告中的数据和审查会议记录，收集了六家公司的数据和信息。数据显示，在越南的六家日本农业企业中，大量员工流失主要是由工资、支付系统、培训和发展机会以及职业前景造成的。本研究进一步调查了不同组织之间员工离职率差异的原因

关键词：员工流动率，日本在越南的农业企业，人力资源管理，薪酬，培训和发展