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Journal of Trade Science

ISSN 1859-3666

Volume 7

Number 3

September 2019

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FACTORS AFFECTING THE SUITABILITY OF THE PLANNING POSITION SUITABILITY IN MANAGEMENT AND LEADERSHIP OF FEMALE CADRES: CASES STUDIES OF HO CHI MINH CITY

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Received: 22nd January 2019

Revised: 6th March 2019

Approved: 12th March 2019

The objective of the study is to determine the factors affecting the suitability of the planning position with the specialization of training, aspiration and forte of female cadres (FCs) in Ho Chi Minh City (HCMC). Information was collected from 288 FCs in planning area in 5 districts and 7 Departments in the city. The results of exploratory factor analysis and multiple regression analysis with control models show that, “The level of updating and understanding of policies to create planning resources” is an important factor for the relevance of FCs’ training specialty and aspirations. Factors that have a strong and positive impact on the suitability of the planned position are “Competence - Understanding”, “Education level (specialization)” and “Competence - Quality, Public service ethics”. In particular, the suitability of the planned position is negatively affected by the factor “Barriers in planning policy”. Thereby, put forth some approaches to complete the planning, create sources of FCs management and leadership in the city in the future.

Keywords: female managers, leaders, female cadres in the planning, Ho Chi Minh City

1. Introduction

The human factor recognized by scientists as well as managers is one of the main factors through which an organization can achieve success (Porter, M.E., 1990). The selection of personnel is the process of assessing candidates according to different aspects to determine their suitability for the expected position to undertake (Pattanayak, B., 2005). This is an important stage in cadre building in general, planning of leaders and managers (LM) in particular to ensure the source of adjacent staffs.

Today, in the world in general and in Vietnam in particular, women increasingly participate in

the political and play an important role in the socio-economic development. Enhancing gender equality and raise competence and position of women are the standards of a progressive and modern society. This is also one of the eight Millennium Development Goals and is one of the important goals of most countries in the world.

In Vietnam, FCs building is always concerned by the Party and the State. The promulgation of the Law on Gender Equality (2006), Resolution No. 11-NQ/TW (2007) of the Politburo on the building of FCs in the period of accelerating national industrialization and modernization, the National Strategy on Gender Equality for the period of 2011-2020 and

many important resolutions are evidence of political commitment to women's empowerment.

In order to promote opportunities for women to develop in politics, Ho Chi Minh City has issued documents on FCs building, demonstrating the city's determination in implementing the objectives of gender equality and women's development such as The Action Program No. 31-CTr/TU of the City Party Committee issued on March 13, 2008 on the implementation of Resolution 11-NQ/TW, Decision 4249 /QĐ-UBND of the People's Committee of Ho Chi Minh City issued on September 07, 2011 on promulgating the Program to implement The National Strategy on Gender Equality in Ho Chi Minh City for the period of 2011 - 2020.

However, there is still a gender gap in power between men and women in Vietnam and Ho Chi Minh City. Although the proportion of women participation in elective offices in Vietnam tends to increase, it accounts for less than 30% at all levels: for the 2016-2021 term, the percentage of women in parliament, the provincial, district and commune People's Council are 26,8%, 26,46%, 27,51% and 26,7% respectively (Vietnam Women's Union, 2016). Compared to the whole country, HCM City has an outstanding female participation rate, the percentage of female deputies to People's Councils at all levels is over 40%, exceeding the regulations of the Central Government, but the percentage of women in manager positions still maintains at a low level, mainly in the position of deputy. Up to December 2017, only 13.33% of women are directors of departments; 16.67% of chairman of the District People's Committee (HCMC Department of Home Affairs, 2018). Thus, women continue to account for a lower proportion than men, the decision-making power at all levels is still mainly male.

Domestic and foreign studies have shown obstacles and challenges for the advancement of

women in the public sector. First, different regulations on retirement age are mentioned. The incompatible legal framework and public policies having different treatment between men and women create an unequal competitive environment between men and women, hinder women in politics (World Bank, 2011; Jean Munro, 2012; UNDP, 2012) Dang Anh Tuyet, 2016). Second, the policy on creating planning, training, foresting and appointment of FCs. The report of Jean Munro (2012), UNDP (2012) shows that there are few personnel planning to increase the percentage of women in senior government positions. Third, lack of commitment of organizations and leaders in implementing policies on gender equality in cadre building. Vietnam has no specific regulations on which individuals or organizations are responsible for implementing goals, lack of incentives and disciplines to support the implementation of targets for female representatives (Jean Munro, 2012; UNDP, 2012). Fourth the studies focus on gender prejudice. This is manifested in the misjudgment of the role and leadership capacity of women, when the leadership role is often assumed by men. This is considered one of the leading obstacles to the rise of leadership of women (Astrid S.Tuminez, 2012; Herminia Ibarra, 2013; Nguyen Thi Thu Ha, 2011; UNDP, 2012).

It can be seen that, in-depth studies of the barrier to women in LM planning for their suitability, aspiration and forte are not much. In particular, it is rare for studies to quantify the impact of qualification and capacity factors at the same time in terms of policy barriers to planning.

Thus, the determination of the factors affecting the suitability of the planning position with the specialized training, aspirations, forte of female laborers in Ho Chi Minh City is very necessary. Through this research, the relevant agencies may consider applying the proposed solutions to improve the source creation and planning of LM CFCs in Ho

Chi Minh City in particular and the whole country in general.

2. Theoretical basis, hypothesis and research model

2.1. Theory

Classical theories of behavioralism were initiated from the governance perspective of Mayo, Maslow, Follet, Barnard, McGregor, Likert, Argyris, Herzberg from the 30s of the last century to theories of governance Modern manpower Beer and associates, Arthur, Huselid, MacDuffie, Gust, Schular and Jackson, Gomez-Meija and Balkin and others all emphasize job suitability, cohesion with employee with the organization (Beer et al, 1985; Tichy, Fombrun and Devanna, 1982).

The choice of personnel is a science, which began around 1900, when the principles and methods of psychology were applied to personnel decisions in Europe and the United States (Salgado, Anderson and Hülshager, 2010; Vinchur and Bryan Koppes, 2012). Traditional topics include job analysis, performance measurement, individual characteristics and qualities, research design and data assessment to provide the right choice of human resources to suit future tasks (Schmitt, N., and Chan, D. (1998).

For early detection of those who can meet the requirements of future work, it must be based on the results of the capacity assessment, which is the core content of human resources. There are many different views about capabilities, but the most simple and concise views according to Boyatzis (1982), the capacity is considered "a basic characteristic of a person who brings high performance or efficiency in work".

Some scientists emphasize that competency must be clearly demonstrated by specific characteristics (Cooper, 2000; Parry, 1996; Shippmann et al., 2000). However, from a different perspective, the assessment adopts the "Core Competency" of employees

initiated by Prahalad, CK and Hamel, G. (1990) to enable quick and simple personnel selection. The approach "a tool suitable for everyone" developed by Mansfield (1996) includes a set of competency standards defined for all employees or groups of employees (for example, managers). The model is inherited based on existing models, from document research or development from staff meetings.

From an administrative point of view, the organization can achieve the best competitive advantage by improving its personnel policy and organizational structure; in other words, through the effective use of human resources (Beer et al., 1985; Tichy, Fombrun and Devanna, 1982).

On the basis of resource-based management theory, retaining good employees related to organizational survival issues; moreover, it is not easy to attract talented people (David, G. Collings and Kamel Mellahi, 2009). So, leaders are always looking for ways to increase employee satisfaction.

Many scientists believe that the positions of staff in the organization contribute to the aspirations of employees, especially for women. The results of many studies show that the positions of men and women, not gender, shape their working attitude (Cassirer, N, and Reskin, B., 2000).

Moyes, Shao and Newsome (2008) have shown that employee satisfaction is expressed through the level of position satisfaction. Employees gain satisfaction from their work by combining their aspirations and forte and creating real efficiency with the organization (Valentine, S. and Fleischman, G., 2008).

Thus, it can be seen that human resource work is both scientific and artistic. It requires ensuring the stages from preparation to use of human resources to meet the needs of the organization in terms of expertise and in accordance with the aspirations and forte of employees.

2.2. Research hypothesis

(1) Qualification

Today, employees of the organization must ensure capacity (with broad implications), including qualifications and physical strength, to gain maximum efficiency for the organization. Even if the selected positions can be influenced by a number of factors such as justice record, political record or background, that is not the main priority (subjectively). Capacity factor must be the only criterion to be the top choice for candidates (Pinnington, A., Macklin, R., Campbell, T., 2007). First, the selected personnel must be those who meet the requirements of professional standards.

Hypothesis H1a: Professional qualifications have a positive impact on the suitability to the training majors of female cadres in the planned positions.

Hypothesis H1b: Professional qualifications have a positive impact on the suitability to the aspirations and forte of female cadres in planned positions.

(2) Capacity: including 3 main components, namely:

Knowledge

More and more professionals realize that the success of an organization is determined by a range of knowledge and insights related to products/services, expansion, distribution or other processes to competitors. Competitive advantage obtained through human resources is the goal of all modern organizations. However, their role has not been properly recognized in most organizations.

A set of rules (VRIN Structure) should be respected to gain competitive advantage through employees (Probst, G. et al., 1998): Resources must be valuable - people are the source of competitive advantage when they participate in effective goals; Rare - means knowledge, skills and abilities must be unique; Difficult to imitate - this means that these

resources are not among the employees of other competitors; and Irreplaceable - means that this human resource possesses unique knowledge and skills that others do not have.

Hypothesis H2a: The level of understanding has a positive impact on the suitability to the training majors of female cadres in the planned position.

Hypothesis H2b: The level of understanding has a positive impact on the suitability to the aspirations and forte of female cadres in planned positions.

Skill

Capacity can be natural (personality), achievable (education, skills and experience) and adaptation (career results, ability to use natural skills and attainable skills) of applicants candidates (Roberts, G., 2004). Management skills make production and development skills a key vector of efficiency and value creation within the organization.

Management skills involve aligning internal resources, which is the organization's competitive advantage. Measuring and evaluating candidates' skills is more difficult than we thought. Competence is defined as "the ability of individuals to mobilize their diverse resources to be able to meet requirements in specific situations" (Perrenaud, 2000, quoted in Le Quan, 2016). It can be said that the preparation for human resource development includes a set of actions that the organization takes to attract candidates with the skills needed for immediate or future recruitment for the position of responsibility (Pinnington A., Macklin R., Campbell T., 2007).

Hypothesis H3a: Skills have a positive impact on the suitability to the training majors of female cadres in the planned position.

Hypothesis H3b: Skills have a positive impact on the suitability to the aspirations and forte of female cadres in planned positions.

Quality, Public service ethics

Public organizations exist for the public interest and use officers to provide services to ensure a bet-

ter life for everyone. According to Boyne (2006), ethics refers to standards in which the behaviors of employees in public organizations must follow. The manifestations of unethical behavior can include poor governance, dishonesty and corruption (Gildenhuis, 1991).

In addition to self-control, ethical public service employees are recruited to ensure that a part or goal of the organization is achieved through the performance of the task. The prerequisite for success is ethical behavior and professionalism, one of the functions of employees (Shafritz and Russel, 2005). In other words, there is little or even no hope of success in providing services if non-professional officers and their behavior are unethical.

Hypothesis H4a: Quality, Public service ethics have a positive impact on the suitability to the training majors of female cadres in the planned position.

Hypothesis H4b: Quality, Public service ethics have a positive impact on the suitability to the aspirations and forte of female cadres in planned positions.

(3) Human resource management policies and practices

Without knowing the organization's strategies and policies, without an analysis of long-term organizational plans, the lack of awareness of situations, retirement regulations make recruitment methods inaccurate and incorrect. As a consequence, personnel management in an organization cannot have proper planning in recruitment or human resource transfer (Pinnington, A., Macklin, R., Campbell, T., 2007). Thus, the establishment of policies and procedures for selecting personnel is considered as an organization's code of conduct, and it is essential for each candidate to master the rules and policies in this area of leadership and management positions.

Hypothesis H5a: The level of updating and understanding of policy to create sources has a positive impact on the suitability to the training majors

of female cadres in planned positions.

Hypothesis H5b: The level of updating and understanding of policy to create sources has a positive impact on the suitability to the aspirations and forte of female cadres in planned positions.

(4) Barriers in the policy of creating planning resources

Some research results, especially recently in Vietnam, have shown barriers in striving to become women leaders. Barriers in planning policy, appointment of female leaders has been specified by Kabeer N. et al (2005): Current regulations on promotion age and retirement age.

An analysis of barriers in planning and appointing policies for FCs, especially regarding age regulation, author Tran Thi Van Anh (2010) pointed out that: "Female officials have to arrange to study to ensure the standards (administrative management, political reasoning and/or post-graduate) as soon as possible, or at least 5 years earlier than men, if they want to catch up with the time frame appoint. The second challenge is that the current regulation on training/fostering is the same for men and women, for example after 3-5 years of work".

The regulations on female representation structure also partly reflect the situation of inequality in policies, when the required rate is only 35%, instead of 50% or more (National Assembly Standing Committee, 2016).

Hypothesis H6a: Barriers in the policy of creating planning resources have a positive impact on the suitability to the training majors of female cadres in planned positions.

Hypothesis H6b: Barriers in the policy of creating planning resources have a positive impact on the suitability to the aspirations and forte of female cadres in planned positions.

Thus, it can be seen that from the theory to practice of cadre building, especially the planning, creating the source of LM cadres in general and espe-

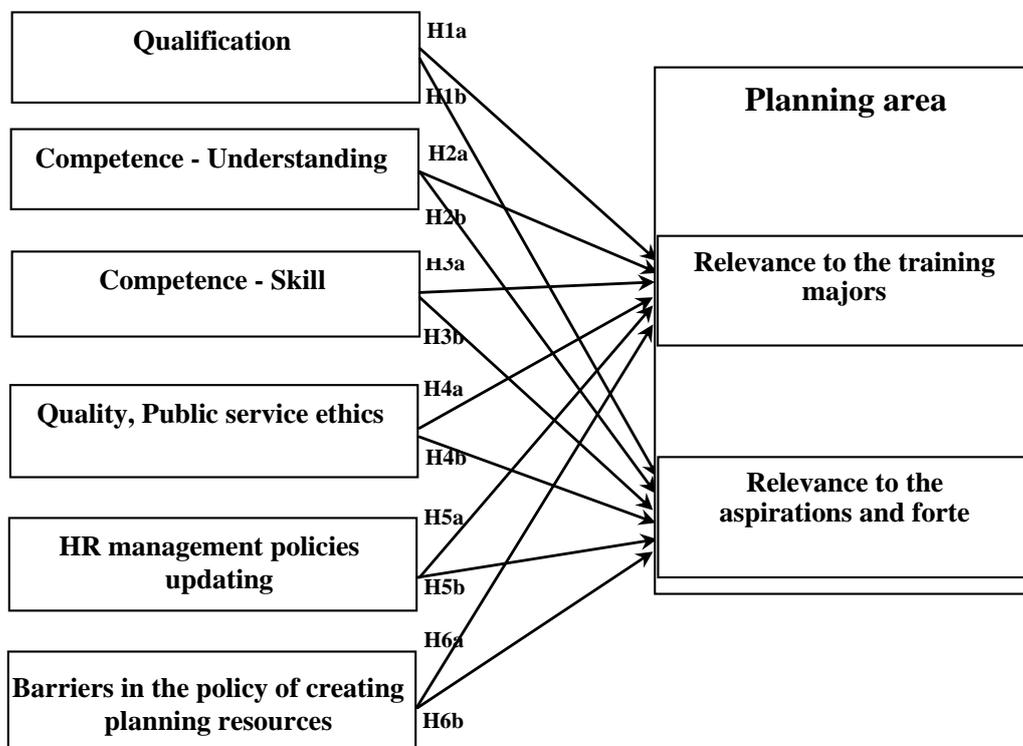


Figure 1: Research model

cially for FCs in particular, the early detection of cadres to give to planning needs to be selected through the basic qualities: knowledge, capacity, skills and qualities of staff on the basis of equality and transparency. Besides, it is necessary to minimize or eliminate barriers to LM FCs planning, especially policy barriers.

3. Research method

Scale development

The application and development of a capacity assessment framework has been conducted in many countries around the world, for example in Europe (Horton, S., Hondeghem, A., & Farnham, D., 2002) (Nunes, F., Martins, L. & Duarte, H., 2007), Americas (Chan, DC, 2006), Asia (Siddiquee, NA, 2006), (Kim, PS, 2007) and Vietnam most recent (Le Quan et al, 2015).

Observed variables are based on criteria from previous research on staff capacity frameworks (Mansfield, R.S., 2005), (World Bank, 2008), (Le Quan, 2016). Criteria for using 5-point linker scale with factors affecting planning. The questionnaire also includes demographic information such as gender, age.

The research team conducted interviews with experts who work at institutes, universities, management leaders with knowledge, experience and understanding of policy guidelines in the field of human resource management to provide survey tool kit.

After the construction, the toolkit was conducted to investigate over 50 subjects, the feedback was recorded, analyzed preliminary assessment, removed the irrational, add the experts and managers opinions after the pilot survey to complete

before making the official survey toolkit (field survey).

Sample selection and data collection

The survey area is selected according to the criteria of ensuring both urban/rural areas, ensuring the leadership at both the Government level (People's Committee, People's Council, Administrative Unit) and the administrative unit (Province/City, District, commune/ward). The study was conducted on 3 Districts (District 8, 10, Binh Tan District), 2 Districts (Binh Chanh, Hoc Mon) and 7 Departments (Education and Training, Planning and Investment, Interior, Environmental resources, Information Communication, Justice, Inspection) of the city.

According to Hair et al. (1998), the minimum sample to be used is considered appropriate for statistical analysis of factors that must be equal to or greater than 5 times the independent variables, but not less than 100, so: $n > 100$ and $n = 5k$ (k is the number of items).

This survey was conducted with 34 items, so a minimum sample size of $5 \times 34 = 170$ observations. Based on the actual collected data, the total number of FCs respondents is 288 people, meeting the requirements.

Information collected through self-fill questionnaires is mainly sent to respondents through the unit's staff. Quantitative information collection time is implemented in 3 months (May 3-5/2018).

Methods of data analysis

Quantitative information is processed on SPSS software version 21.0.

Check the reliability of Cronbach Alpha

Cronbach Alpha is a measure of internal consistency or a closely related level of a set of items. It removes unsatisfactory observations or variables in a survey. Variables whose total correlation coefficients less than 0,3 will be eliminated and the Cronbach Alpha standard scale is greater or equal to 0.6 (Peterson, 1994). After the Cronbach Alpha

value meets the requirements, the exploratory factor analysis is used to determine the criteria of interest.

Exploratory Factor Analysis - EFA

Exploratory factor analysis is often used to shorten the main explanatory factors from a large set of observed variables. Standards are applied when testing with EFA as follows:

(1) If the value of Kaiser-Meyer-Olkin (KMO) is higher than 0.5 \Rightarrow EFA is appropriate

(2) The number of factors is determined based on Eigenvalue. Factors have own value less than 1 will be excluded from the research model

(3) Total interpretation variance must be greater than 50% (Hair et al., 1995)

(4) Correlation coefficients between variables and factor loadings must be greater than or equal to 0.5 (Anderson and Gerbing, 1988)

Multivariate regression analysis

The study used multivariate regression analysis with control models to determine and estimate the influence of factors on the suitability to the training majors and aspirations, forte of female cadres in planned positions

Multivariate regression model has the general form:

$$Y_1 = \beta_{01} + \beta_{11}X_1 + \beta_{12}X_2 + \beta_{13}X_3 + \dots + \beta_{1n}X_n + e_1$$

$$Y_2 = \beta_{02} + \beta_{21}X_1 + \beta_{22}X_2 + \beta_{23}X_3 + \dots + \beta_{2n}X_n + e_2$$

There in:

Y_1 : The suitability to the planning position with the specialized training of female cadres in the planning area.

Y_2 : The suitability to the planning position with the aspirations, forte of female cadres in the planning area.

$X_1, X_2, X_3, \dots, X_n$: Factors affecting the suitability to the planning position with the training majors, aspirations and forte of female officials in the planning area.

4. Research results

4.1. Structure of survey samples

Table 1: Structure of survey samples

Criteria		Quantity (people)	Ratio (%)
Age group	Under 30	33	11,5
	From 30 to 49	251	87,2
	From 50 to 55	4	1,4
Leadership level (administrative)	Province level	116	40,3
	District level	101	35,1
	Commune level	71	24,7
Qualification	Intermediate	1	0,3
	College	4	1,4
	University	237	82,3
	Postgraduate	46	16,0
Total		288	100,0

Source: Results of processing survey data in 2018

The age group of the respondents is mainly from 30 to 49 years old (accounting for 85,4%), this is the age in accordance with the provisions in the guidance documents on staff planning. Especially, there are very few young female cadres (under 30 years old) who are planned, only accounting for 11,5%.

Among the respondents, the highest percentage of women is at the provincial level, followed by the district level and finally at the commune/ward level. The majority of the surveyed subjects have university and postgraduate qualifications with the corresponding rates of 82,3% and 16%. Intermediate-level staff are only 1 person and only 4 have college degree.

4.2. Reliability and authenticity of the scale

To test the hypothesis, we first conducted a test of the reliability and authenticity of the scale.

KMO test value = .884.

The exploratory factor analysis and the confidence factor of Cronbach α are used, showing that the scale can be used (see Table below).

Using the Varimax factor rotation, the results of the Total variance explained when exploratory factor analysis is 66,32% (greater than 50%).

4.3. Multivariate regression analysis.

To test hypotheses, the regression of the dependent variables is "The suitability of the planned position with the trained specialization" and "The suitability of the trained position with aspirations and forte" of FCs is used. Independent variables are factors of qualifications, competencies and barriers that control other factors such as age, leadership level (administrative), computer literacy, foreign languages, etc.

The regression result with the dependent variable is "The suitability of the planned position with the trained major" shows: the higher female staff have "Education level (specialization)", "Competence - Understanding", "Human resource management policies updating", the better the planned position is suitable for the training majors. In particular, planning

policy barriers for female staff have a negative impact on the suitability mentioned above. The estimated results are statistically significant (see Table 3). Thus, the hypothesis H1a, H2a, H5a and H6a are supported.

The regression result with the dependent variable is "The suitability of the planned position with the aspirations, forte" shows: The higher female staff have "Competence - Understanding", "Quality, Public service ethics", "Human resource management policies updating", the better the planned position is in line with the aspirations and forte. Similar to the above, planning policy barriers for female staff have a negative impact on the level consistent

with the aspirations and strengths of officials. The estimated results are statistically significant (see Table 4). Thus, the hypothesis H2b, H4b, H5b and H6b are supported.

In particular, the degree of suitability to the aspirations, the forte has a close relationship with the leadership level (administrative). Higher administrative officials have a higher degree of compliance with their aspirations and forte. (The provincial level is more appropriate than the district and district levels are more appropriate than the commune level) (negative and statistically significant).

Table 2: Factor loadings and reliability

Factor	Question	Factor loading	Cronbach's Anpha
Competence - Understanding	Current professional knowledge	.667	.854
	Understanding of local authorities under management	.688	
	Understanding of agencies and units under management	.762	
	Understanding Laws related to work	.786	
	Understand the policy guidelines related to work	.717	
Competence - Skill	Team leadership skills	.623	.905
	Building and developing relationship skills	.551	
	Motor, gathering, leading skill	.710	
	Propaganda orientation skills	.714	
	Leading, operating skills	.770	
	Organization and deployment skills	.665	
	Authorization skills	.757	
	Encouragement skills	.768	
Quality, Public service ethics	Conflict resolution control skills	.701	.808
	Self-management	.694	
	Self-responsibility	.810	
Planning barriers	Public service ethics possession	.861	.911
	Regulating age of planning, retirement barriers	.836	
	Regulating the structure of planning officials barriers	.897	
	Specifying the components of conferences for planning	.907	
Major suitability	Regulating procedures for implementing planning work	.904	N
	Planned position is suitable for specialized/trained occupations	N	
Aspiration, forte suitability	Planned position in accordance with the aspirations, the forte for yourself	N	N

Source: Results of processing survey data in 2018

Table 3: The regression results with the suitability of the planned position with the specialization of training are dependent variables

Independent variables	Control model 1	Control model 2	Full model
Age	-.069	-.050	-.043
Leadership level (1-Province, 2-District, 3-Commune)	.052	.045	.027
Education level (specialization)	.124 *	.098	.103 a
Seniority holds a managerial/leadership position	.015	.010	.019
English proficiency	.049	.048	.055
Computer skill	.023	.013	.016
Competence – Understanding	.293 ***	.247 **	.250 **
Competence – Skill	.036	.016	.014
Competence - Quality, Public service ethics	-.027	-.046	-.038
Human resource management policies updating		.169**	.157 *
Barriers in the policy of creating FCs planning resources			-.103 a
R ²	.123 ***	.145 *	.155a
Change R ²		.022	.010
R ² adjusted	.094 ***	.114 *	.121***

Note: a significant at 90%; * 95% level; ** 99% level; *** level 99.9%

Source: Results of processing survey data in 2018

Table 4: Regression results with Suitability of planned position with aspirations, forte are dependent variable

Independent variables	Control model 1	Control model 2	Full model
Age	-.127 *	-.093	-.086
Leadership level (1-Province, 2-District, 3-Commune)	-.126	-.138*	-.156*
Education level (specialization)	-.039	-.088	-.083
Seniority holds a managerial/leadership position	.069	.060	.069
English proficiency	.077	.076	.083
Computer skill	.044	.025	.028
Competence – Understanding	.208 **	.123 a	.126a
Competence – Skill	.027	-.010	-.013
Competence - Quality, Public service ethics	.167 *	.131*	.139 *
Human resource management policies updating		.318***	.308 ***
Barriers in the policy of creating FCs planning resources			-.101a
R ²	.205 ***	.241 **	.250a
Change R ²		.035	.009
R ² adjusted	.185 ***	.213 **	.220a

Note: a significant at 90%; * 95% level; ** 99% level; *** level 99.9%

Source: Results of processing survey data in 2018

5. Discussion and policy implications

5.1. Discussion

The leadership and management positions are planned in accordance with the training majors of the staff but are not always consistent with the aspirations and forte of the person himself. These are two completely different aspects. Therefore, the factors affecting the appropriateness of the planning position are also different. The planning results will be really perfect if the planned position is suitable for the training majors and is consistent with the aspirations and forte of the officials. In fact, staff planning depends on the organization's goals and strategies, so it is difficult to achieve conformity in both aspects at the same time.

It is important to recognize the right problem to assign the right person and the right job. This helps the work to be resolved quickly and effectively. Thus, the work planning the right target group, the right purpose and requirements is very necessary. Planning on leaders and managers is to prepare and create a source of cadres as a basis for training and fostering, and to build a contingent of cadres to assume the positions of leaders and managers at all levels in the political system. Meanwhile, for the professional and talented cadres and civil servants but without forte of leader and manager, it is necessary to plan and foster them to improve their professional qualifications.

In cadre planning in Ho Chi Minh City, the level of updating and understanding of the policy of creating planning resources of FCs is an important factor for the appropriateness of training majors as well as aspirations, forte of female cadres.

The factor that positively and strongly influences the suitability of the planned position with the specialization the most is "Understanding" of female staff. Next is the "Update level and understanding of policies to create planning resources" and "Education level (specialization)" that determine this suitability.

Meanwhile, the planned position is in line with the aspirations and preferences of female cadres (respectively in the order of influence) due to the factor "The level of updating and understanding of creating policies source of planning", "Competence - Quality, Public service ethics" and then "Competence - Understanding" impact.

The ability and experience of the staff should be determined in relation to the reality of the work, not just on the basis of the time taken. Capacity can accumulate, learn through many different forms, depending on many factors such as intelligence, individual's level of quickness or good development environment. The specific requirements of seniority for the planned position can be detrimental to officials, especially FCs.

In particular, the Provincial/City FCs shows that their planned position is more in line with their aspirations and strengths than the District FCs and the same with FCs at District level shows a high degree of suitability more than Commune level. This may be explained by the fact that the cadre planning at the higher level has paid more attention not only to the trained sector but also to the aspirations and forte of the female cadres.

The skill element in both models has no impact on the suitability of female cadres in the planning area, this is an issue that needs to be taken into consideration and further studied. This can be explained by the fact that the skill element of the FCs will be considered and contemplated more carefully by the superiors when appointing, or simply when female cadres in the planning area do not have the conditions, time and opportunity to reveal these skills.

The appropriateness of the planned position with the specialized training, aspiration, forte are all negatively affected by the barrier factor in the planning policy. The larger the barrier, the less well-planned the position of FCs' specialty, aspirations and strengths in planning.

However, our research can not avoid limits. In fact, in this study, data information was only collected and analyzed in HCMC. Therefore, future research can take advantage of the arguments here to compare cases in other localities or collect additional data in other provinces/cities across the country. Thereby, further studies can help provide a more accurate and clear answer.

5.2. Policy implications

It is necessary to widely, openly and transparently disseminate the plan of implementing cadre planning work, from clearly stating the purpose, requirements, position and principles of planning; planning objects and scope; standards for each title to the planning and implementation time.

Constantly promoting training to improve professional qualifications, capacity and cultivating morality for officials in general and especially FCs in particular, to ensure that the staff has both quality and knowledge.

Gradually progress towards eliminating barriers to planning policies to create resources for FCs, help them have equal opportunities to compete with men, specifically:

- For age regulations, it should be flexible, not too strict for female cadres in terms of age in planning, appointment as well as requiring sufficient working time. Research to increase the regulation of women's retirement age.

- For the component structure: it is recommended to allocate quotas at the same rate in both sexes when selecting sources and planning. Moreover, the composition structure is not only expressed in terms of "quantity" but also "quality" (planning for the position of chief).

It is necessary to clearly define the leadership and management planning and the professional planning specialists.

Finally, the cadre planning should focus on the degree of suitability to the specialized training, aspiration and forte of female staff not only at the higher level but also at the grassroots level (in the commune/ward as well as District).

6. Conclusion

This study explores the relationship among qualifications, competencies and barriers in FCs work with the suitability of planned position in HCMC. Survey data partly answered the research questions.

Research results have shown that: The barriers to FCs in planning work, though not the main factor, it really has a negative impact on the suitability of the position planned.

The selection of staff to be included in the leadership and management position planning is mainly based on the qualifications and capacity of officials. However, for FCs, they must strive to improve themselves better than men to gain the trust of their superiors as well as their colleagues when being selected for the positions of the Management Board. Therefore, compared to male colleagues, the barriers in FCs planning will be more challenging for them.

The results of the study can be used to provide policy makers with recommendations for planning LM staff, especially for FCs. Future studies may overcome the limitations of this study to obtain more accurate results. ♦

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Summary

Mục tiêu nghiên cứu nhằm xác định các yếu tố ảnh hưởng tới mức độ phù hợp của vị trí quy hoạch với chuyên ngành đào tạo, nguyện vọng, sở trường

của cán bộ nữ (CBN) trong diện quy hoạch tại thành phố Hồ Chí Minh (TP.HCM). Thông tin được thu thập từ 288 CBN trong diện quy hoạch tại 5 quận/huyện và 7 Sở, ban ngành của TP. Kết quả phân tích nhân tố khám phá và hồi quy bội với các mô hình kiểm soát cho thấy, “Mức độ cập nhật và hiểu biết về chính sách tạo nguồn quy hoạch” là yếu tố đóng vai trò quan trọng đối với sự phù hợp cả về chuyên ngành đào tạo cũng như nguyện vọng, sở trường của CBN. Các yếu tố có tác động mạnh và tích cực đến mức độ phù hợp của vị trí được quy hoạch là “Năng lực - Hiểu biết”, “Trình độ học vấn (chuyên môn)” và “Năng lực - Tố chất, đạo đức công vụ” của CBN. Đặc biệt, mức độ phù hợp của vị trí được quy hoạch chịu tác động tiêu cực bởi yếu tố “Rào cản trong chính sách quy hoạch”. Qua đó, nghiên cứu đề xuất các giải pháp hoàn thiện công tác quy hoạch, tạo nguồn CBN quản lý, lãnh đạo trên địa bàn TP trong tương lai.

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