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# **Human Resources Training Work at Economical Delivery Joint Stock Company**

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## **ABSTRACT**

*This report focuses on researching human resource training at thrift delivery joint stock company. Through this, we can see more clearly the role of training at the enterprise, showing the impact of human resources on the formation and development process of the company. In the report, an overview of the theory of human resource training has been given, and further research has shown the current status of human resource training at Convenient Delivery and what results it has achieved. , from there, look at the advantages and disadvantages of training at the company and then offer some solutions to improve training at the company.*

**Keywords:** *Human resource training; Economical delivery company*

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## **1. INTRODUCTION**

People are one of the important factors and are considered valuable assets of a business. To survive and develop, businesses need a team of workers with professional qualifications, good ethics, sensitivity, flexibility, and extensive knowledge of the field to meet the business's requirements. Understand the importance of human resource training and economical delivery has conducted surveys and assessments on training in recent years. However, the training still has some shortcomings such as: not paying attention to training, a large part of managers still rely on experience, follow their feelings, regulations, and training processes. creation has not adapted to the new situation; Evaluation of post-training effectiveness still focuses on unrealistic forms.

After a period of internship, learning and researching at the economy delivery company, I wrote a topic "Human resource training at the economy delivery joint stock company" to analyze the current state of work. train human resources of economical delivery, thereby finding clear, specific and practical solutions to improve human resources of economical delivery, contributing to improving the quality of human resources and contributing to the development of economical delivery. General development of economical delivery.

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## **2. RESEARCH METHODS**

### **Data sources:**

Available data for economical delivery includes: Annual report, human resources report, PDT performance report, and 2020-2025 human resources development plan report.

### **Method of collecting information**

Subjects: Employees at economical delivery include managers and employees specifically as follows:

Management level includes: Director/Deputy Director of Blocks/Departments at Headquarters; Head of Department/Deputy Head of Department at Head Office and Post Office.

Staff level includes: Specialists and staff at Headquarters and post offices.

### **Information processing methods:**

The collected data will be put into the computer and Excel will be used to create tables and diagrams to calculate the necessary indicators.

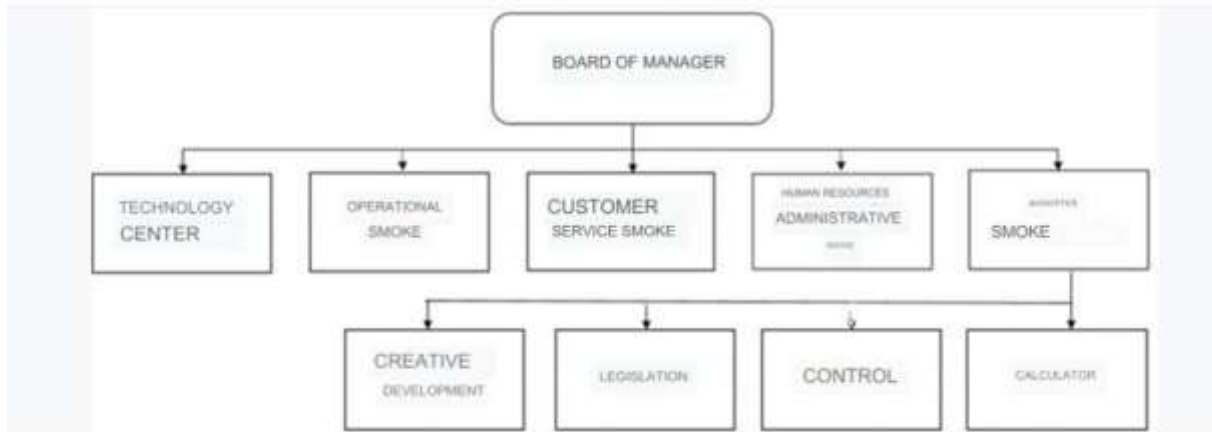
### 3. STATUS OF TRAINING WORK AT GHTK JOINT STOCK COMPANY

#### 3.1 Overview of GHTK Joint Stock Company

Economy Delivery Joint Stock Company (Giaohangtietyem. JSC) is a shipping company, focusing mainly on electronic commerce (E-Logistics). Fast delivery, professional service, and postal logistics network covering the entire province are outstanding strengths compared to competitors in the same industry.

Organizational structure and diagrams to calculate the necessary indicators.

Diagram 1. Organizational structure at Economy Delivery Joint Stock Company



(Nguồn: Khối nhân sự giao hàng tiết kiệm)

#### Characteristics of human resources

Table 1. Situation of human resource structure at economical delivery in the last 3 years

Numerical order	Human Resources	Year 2021		Year 2022		Year 2023	
		Quantity	Ratio %	Quantity	Ratio %	Quantity	Ratio %
	I. Human Resources						
1	Sex	13.500		21.898		35.010	
	Male	11.022	82	17.553	79	26.357	75
	Female	2.478	18	4.345	21	8.653	25
2	contract type	13.500		21.898		35.010	
	Indefinite term	3.510	26	6.569	30	14.391	41
	Determine the term of 1-3 years	6.075	45	14.234	65	20.709	59
	short-term seasonal contracts	3.915	29	1.095	5	0	0
3	Block	13.500		21.898		35.010	
	Support block	3.105	23	4.379	20	3.851	11
	Direct block	10.395	77	17.518	80	31.158	89
4	Level	13.500		21.898		35.010	
	Graduate	505	3	1.094	5	1.750	5
	University	3.645	27	9.197	42	16.454	47
	College, middle school	4.320	32	5.036	23	8.752	25
	high school	5.130	38	6.569	30	9.802	28
5	Age	13.500		21.898		35.010	
	Under 30	10.260	76	17.737	81	29.758	85
	30-50	2.160	16	2.408	11	4.551	13
	Over 50	1.080	8	1.751	8	700	2

(Source: Economy delivery staff)

It can be seen that the labor situation of economical delivery in the period 2021 - 2023 is a gradually increasing trend over the years, not only limited to the increase in the number of employees but also the quality of human resources. of economical delivery, with a majority of the team having digital university degrees.

*The company's business performance results in recent years*

**Table 2: Report on business performance of economical delivery 2021-2023**

Business results indicators of GHTK Joint Stock Company (Unit: VND)				
No	Targets	2019	2020	2021
1	Revenue from providing goods and services	187.260.430.581	496.300.519.004	756.455.145.581
2	Total business costs	179.533.125.437	476.311.142.835	729.421.548.173
	Cost of goods sold	152.142.895.077	413.153.845.417	635.444.328.223
	Enterprise management costs	16.032.438.025	48.708.072.412	78.688.895.346
	Selling expenses	9.737.367.035	13.408.834.776	13.805.096.561
	Financial expenses	292.028.155	313.615.868	1.128.745.174
	Other costs	407.440.300	727.775.381	145.482.889
3	Profit before tax	7.760.084.181	20.802.318.251	28.899.689.728
	4 Payment to state budget	1.542.433.842	4.417.248.470	5.979.024.762
5	Profit after tax	6.018.665.162	20.802.318.350	28.889.678.728

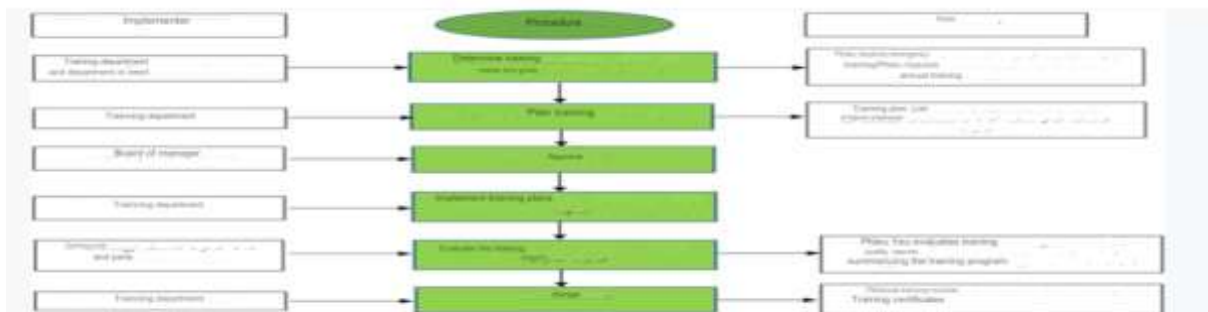
(Source: Annual report at economical delivery 2023)

The above indicators show that the business situation from 2021 to 2023 is very good.

**3.2 Current status of human resource training of economical delivery joint stock company**

**3.2.1 Training process of economical delivery joint stock company**

**Diagram 2. Diagram of mining process of Economical Delivery Joint Stock Company**



(Source: Economical delivery training department)

Department responsible for training

In Economical Delivery Joint Stock Company, the department responsible for training is the training department. The PDT is divided into two parts: training management and training organization and evaluation.

**Table 3. Organization of the training department**

Training department	
Management & Training Department	Content Design and Training Solutions Department
Organize training & manage training quality. Assess impact and effectiveness after training	Focal point for building Competency Framework and training roadmap by title

(Source: Economical delivery training department)

*Identify training needs*

The bases for determining the training needs of an economical delivery joint stock company are:

- Work performance standards
- Based on the job title and actual work performance of the employee
- Specific business strategy of the company
- Determine the company's training needs through manager assessment.
- The company also relies on employees' training needs to determine training needs through gathering employee training applications.
- Competitive situation and product and service development trends of the industry.

### **Develop plans and organize training**

a) Determine training goals: Economical Delivery Joint Stock Company wishes to improve the professional quality of all employees in all fields. Specifically, that goal is as follows:

- + First, strengthening the training of human resources to meet the increasing requirements for both quantity and quality of personnel for each job position.
- + Second, economical delivery wants to maximize the use of existing human resources to build a team of highly qualified, proactive and creative workers.
- + Third, economical delivery always focuses on improving foreign language skills, information technology and employee awareness of new, advanced and modern scientific fields.

In addition, each economical delivery course also has its own goals such as what knowledge is trained, what should students achieve after completion?

#### a) Develop training content

The training program groups currently being built at economical delivery are specifically classified as follows: Integration training, Professional training, Product training, Soft skills training, Other training.

- Documentation system of the economical delivery training program includes: course duration, content, documents, textbooks, and test questions.
- With outsourced training courses, the investor receives documents from partners and researches and evaluates the degree of suitability with the needs and training goals of the course.
- Internal training courses, company training materials, exam questions prepared by specialized departments.

#### b) Choose training method

Forms of training currently used at economical delivery include:

##### - On-the-job training:

Training courses/training topics include:

Onboarding training is a training program for new hires including economy delivery managers. Onboarding training typically provides training on internal rules, regulations and procedures.

In-depth training on professional knowledge and skills.

On-site training through guidance from experts on work operations, or self-training of delivery staff to save money by handling daily work.

##### Off-the-job training:

- + For external training, the method is to send employees to study outside schools and advanced classes.
- + Training seminars: conduct internal training seminars with the goal of sharing businesses' experiences.

#### c) Select training teachers

The team of lecturers conducting experience in teaching the company's human resources includes lecturers in economical delivery and outside economical delivery.

##### Internal trainer of economical delivery

Most economy delivery companies choose employees who are management staff of economy delivery who are well qualified, knowledgeable, have worked for a long time, and instruct and teach training courses such as: Deputy General Director, Directors of departments; Heads of professional departments, or outstanding employees with excellent achievements in their work.

The advantage of using internal trainers is that it can save costs and working time for the company. At the same time, they are employees working in units/departments directly related to the training content, with a deep understanding of professional expertise, so they will easily convey the strategies and desires of the business. enterprise orientation

However, internal trainers are often managers, their work schedules are very busy so they often have little time to focus on courses, both in terms of teaching skills and developing training content. At the same time, they also do not have in-depth knowledge of pedagogical skills, so they sometimes have difficulty conveying content to students, making it difficult to understand the content.

Outsourced lecturers:

They have pedagogical skills and have had a lot of teaching experience, so the training effectiveness is quite high.

However, information about lecturers provided by partners is difficult to verify and selection is not easy.

d) Estimated training costs

The training department develops a training budget plan according to the training plan to ensure the following requirements are met:

Meets job requirements and business wishes

Next year's plan does not exceed 20% of the previous year's total budget. Training fees do not include travel and accommodation costs for students.

Every year, the training center estimates training costs according to:

- For on-the-job training: According to savings delivery regulations on salaries and bonuses for part-time employees and employees during the study period.

- For off-the-job training: economy delivery connects with schools and teaching centers at economy delivery to calculate and estimate essential training costs.

- For employees participating in the training course: The time spent participating in the training course is counted as normal work and is paid, employees sent to participate in the training course are paid according to regulations.

e) Plan implementation:

**Table 4 Comparison between planned and actual training needs**

Numerical order	Course	Year 2021		Năm 2022		Năm 2023	
		Plan proportion (%)	Actual proportion (%)	Plan proportion (%)	Actual proportion (%)	Plan proportion (%)	Actual proportion (%)
<b>I</b>	<b>Total</b>	30.000	25.650	55.000	54.745	100.000	95.779
<b>II</b>	<b>According to Position</b>						
1	Manage	5	4.35	7	6,6	6	7,16
2	Expert	42	42.5	44	44.3	46	45.95
3	staff	53	53.15	49	49.1	48	46.45
<b>III</b>	<b>According to training methods</b>						
1	Internal training	85	87.15	82	82.61	88	88.13
2	Outside training	15	12.85	18	17.39	12	11.87
<b>IV</b>	<b>By topic</b>						
1	Integration training	8	5.6	7	4.63	6	4.49
2	Professional training	31	36.89	35	35.5	36	36.48
3	Product training	41	39.19	42	44.14	44	46.90
4	Soft skills training	13	15.12	11	12.68	10	9.98
5	Management skills training	41	2,84	3.3	2.71	3.5	2.8
6	Other training	1	0.36	0.7	0.34	0.5	0.2

(Source: Economical delivery training department)

Table 2.4 We can see that the need for practical training of economy delivery workers increases each year. However, compared to the planned year, the number of actual training sessions has only reached more than 85% in 2021, 99% in 2022, 95% in 2023. Actual training sessions are all lower than planned, but the difference is not too high and is gradually decreasing over the years. This can be easily explained because the company's training needs and the employee's need to register for training are constantly changing, making it difficult to accurately determine the training needs of economical delivery.

To clearly see the needs as well as the current status of the training work at Thrifty Delivery Joint Stock Company and what results it has achieved. The author conducted a survey about the training program at the company, sent the survey to employees and received 257 votes including opinions from employees in all blocks and departments: 81 block votes, human resources, 43 technology center tickets, 55 operations department tickets, 44 customer service department tickets, 22 accounting department tickets, 12 legal department tickets, the following results were obtained:

Regarding the training program, we can see through the survey on training at economy delivery as follows:

**Table 5. Results of training program survey**

Numerical order	Criteria	Medium score
1	The training program matches the training objectives	3.31
2	Diverse training program suitable for many subjects	2.76
3	The training program has clear content and is updated in accordance with reality	3.1
4	The exam questions are close to the training program and can classify learners	3.51
5	The training duration of each program is appropriate	3.2

(Source: Employee survey)

Table 2.5 shows that the new training program only meets the basic training goals and needs of employees and the level of response is only average on a 5-point scale.

**Table 6. Survey results evaluating training methods**

Numerical order	Criteria	Medium score
1	Training methods respond to training programs	3.14
2	Training methods are appropriate for the target group of students	3.12
3	Training methods are diverse and frequently change	3.04

(Source: Employee survey)

According to the evaluation results of training methods in table 2.6, the relative average score on the standard 5-point scale shows that the majority of survey opinions evaluate the training method of economical delivery being used. Basic applications that meet the needs of employees at the company.

**Table 7. Situation of internal training and external training for economical delivery 2021 - 2023**

Numerical order	Forms of training	Unit	2021	2022	2023
1	Internal training topics	Thematic	101	156	189
2	Outsourced training topics (send employees to study)	Thematic	65	57	47
3	Outsourced training topics (hire external trainers)	Thematic	41	34	21

(Source: Economical delivery training department)

We see that external training courses are on a decreasing trend. On the contrary, internal training is on the rise.

**Table 8. Results of lecturer evaluation survey**

Numerical order	Criteria	Outsource	Internal
1	Clear and in-depth presentation	4.28	4.04
2	Encourage students to actively participate	3.92	3.76
3	Answer students' questions	3.17	3.55
4	Lead the process of conducting group discussions and case studies	4.04	3.52

(Source: Employee survey)

Survey results in table 2.8 It can be seen that students rated the quality of instructors as stable and relatively high.

**Table 9. Comparison between planned costs and actual costs:**

Numerical order	Expense	Year 2021		Year 2022		Year 2023	
		Expected	Reality	Expected	Reality	Expected	Reality
1	Total number of students participating in training	30.000	256509	55.000	54.745	100.000	95.779
2	Direct costs (Non-specialized lecturers + Outsourcing)	5.500	5.721,5	20.000	2.136,7	40.000	38.531,2
3	Cost of renting an external training location	2.000	2.254,9	7.000	7.284,7	9.000	9.185,4
4	Logistics costs (stationery, drinking water, etc.)	800	800,4	2.000	2.104,4	3.000	3.330,4
5	Hotel and travel expenses for lecturers	300	200,7	6.500	6.340,9	1.500	1.531,2
<b>Total training costs</b>		8.600	8.977,6	35.000	35.585,4	53.500	51.173
Average training costs per employee		0.28	0,35	0.656	0.65	0.535	0.54

(Source: Training Department)

### 3.2.2 Evaluate training effectiveness

To clearly and accurately evaluate the effectiveness of training, we need to rely on the following contents:

- For employees training outside the company, at schools, classes, centers, the Company will use certificates, certificates... at the training place as a basis for approval.

- For employees trained in the company, the company will determine the results after the process

Performance-based training.

- Training monitoring activities: are activities that ensure the training program is carried out according to plan and achieves maximum effectiveness.

- For all on-site training programs for economical delivery as well as outsourced training, the training department appoints staff to monitor and supervise the entire program.

However, due to the limited number of personnel, the supervision activities of PDT still have many shortcomings. Especially in the case of implementing a large number of training programs at the same time, if there are problems such as changing locations or arising problems that have not been resolved and handled promptly, the training effectiveness will be reduced.

- For some external short-term training courses, due to the actual situation or partners' reasons, exams are not held after training. This will make it difficult to evaluate the quality of training courses and eliminate the basis for evaluating programs provided by training partners.

- In addition, economical delivery has not yet built a process to evaluate training effectiveness, and the evaluation results do not reflect the training results.

**Table 10. Student survey results after completing the course**

Numerical order	Criteria	Point
1	Training courses are fully equipped with knowledge and skills to meet personal expectations	3.32
2	Training courses help you meet the standards of employee titles and skills	3.63
3	You participate in the correct training courses for the job you are doing	4.1
4	The training goals of the training courses meet the development goals of economical delivery	3.93

(Source: Employee survey)

Evaluation of the training work of thrift delivery joint stock company

#### Advantages

Economical delivery has built a training program with goals and implementation content consistent with the company's current situation in terms of teaching staff and other industry conditions, in accordance with special development requirements. enemy of the industry and of economical delivery.

- Economical delivery and establishment of a team of good, high-quality internal instructors.
- Training costs gradually increase each year, clearly showing the company's attention and investment in human resource training.
- Implementing the plan is an economical step that is done quite well, bringing high efficiency in training at the company.

### **Limitations**

First, the determination of training needs does not come from the actual needs of employees. Leading to employee training needs not being met or not being met in a timely manner.

Second, the training goals for economical delivery are still general and not specific. Training courses do not have clear directions and cannot be quantified. Furthermore, the training goals are temporary and for short-term use, so they cannot be used for a long time but are only temporary.

Third, the subjects selected to participate in training in the departments are not selected carefully and clearly.

Fourth, in training programs, in terms of content of lectures, teaching materials are not rich and diverse, they have not been updated and updated according to the trend, mainly content that has been repeated over and over again over the years.

Fifth, the Company is still afraid to innovate training methods and does not dare to take risks to try new methods

Sixth, the quality of lecturers does not meet training needs

Finally, the evaluation of training programs still has some limitations such as: The evaluation is general, incomplete, and unclear about the aspects of the issue at the time of obtaining evaluation opinions from The trainees are not reasonable and have not evaluated employees during the post-training work process

### **Causes of limitations**

#### a) Internal causes

- About the organization:

Perception of the company's leadership: there is no clear specific direction suitable for the company, which leads to inadequacies in training.

Currently, those in charge of training and the training department work in the old way based on personal experience and perspective and do not carry out their assigned work seriously and scientifically.

- About staff:

Most of the economy delivery staff are young people who are inexperienced and have not encountered much reality, so their skill level is still poor.

The arrangement and time arrangement of employees participating in training is limited

#### b) External causes

- Due to business characteristics

#### c) Other causes

In addition to the above reasons, we cannot ignore other factors such as learning materials, training duration... Learning materials mainly have basic content that is not close to reality. Internal lecturers have poor pedagogical ability, thus affecting the learning process and results of employees. External lecturers have good pedagogical skills, but do not understand the actual situation of the company, so it is difficult to design content and courses for employees.

## **3.3 SOME SOLUTIONS TO COMPLETE TRAINING WORK AT ECONOMY DELIVERY JOINT STOCK COMPANY**

### **3.3.1. Determine the goals of training clearly and scientifically**

The goals of training programs should have the following standards:

- For each different object, it is necessary to define clear goals, specific time and location, the goals set must be measurable, feasible, and timed to meet the current delivery situation. save:

- Regarding short-term goals:

+ For managers: Ensure 100% of them master specialized knowledge and soft skills. Improve your ability to handle situations and solve problems quickly and neatly.

+ Training programs for new recruits: Ensure 100% of new recruits are trained quickly, for the right job, and quickly integrate into the working environment



- Regarding long-term goals: Create conditions for 100% of savings delivery employees to participate in training courses.

### **3.3.2. Complete the identification of training needs**

- To improve the effectiveness of identifying training needs at economy delivery, in addition to analyzing training needs, economy delivery needs to encourage employees to contribute their opinions on the training program they provide. demand.

Strengthen the conduct of employee training needs surveys (Appendix 2)

To complete this task, the author proposes the following 5-step process:

Step 1: Based on job title standards and annual statistical reports

To determine the number of employees participating in training, training content, type of training, and training time.

Step 2: Communicate the training strategy to the company's departments Step 3: Register training needs

Step 4: Heads of departments/divisions synthesize training needs. Step 5: HR Director gathers all training needs.

### **3.3.3. Select training subjects based on individual training needs**

Build a training management software, from training requirements, training implementation, training costs, evaluating training results after training, classroom management... This can help employees The staff in the training room reduces their workload a lot. At the same time, retrieve training analysis data promptly to plan and effectively use human resources.

### **3.3.4. Develop appropriate training programs**

Training materials are an element that economical delivery needs to focus on improving to increase the effectiveness of training courses.

Change, update, document, and design training program content promptly and according to training objectives. Innovate in the direction of increasing practice time, reducing the amount of theory, not repeating training content, increasing skills and professional training time.

For external courses, partners may be asked to conduct fieldwork at thrift delivery to provide documentation appropriate to the people and jobs working at thrift delivery. In addition, to create conditions for economical delivery staff to easily learn and research, PDT can combine with internal lecturers to create an "online document library".

### **3.3.5. Choose the appropriate training method**

Choosing appropriate teaching and learning methods is very important to improve the quality of employee training. The choice of method must be appropriate to the training object and each content of the training plan, specifically as follows:

- For lessons using traditional teaching methods, lecturers need to encourage students' initiative and criticism in class to improve the effectiveness of knowledge transfer. Lecturers spend a lot of time for students to discuss, exchange, actively give analytical opinions, comments, draw out issues that need attention and record them in their knowledge.

- Upgrading the E-learning system is necessary to ensure the goal of training economical delivery human resources.

### **3.3.6. Complete teacher selection**

To build a team of lecturers with sufficient quantity and quality for economical delivery, you need to implement the following notes well:

- Develop regulations on internal and external trainers of economical delivery towards:

+ Clear regulations on the responsibilities, rights and obligations of lecturers, mandatory duties for officials from level 3 specialists and above, must be responsible for participating in teaching and training.

+ Modify title standards for title levels from Specialist 3 and above. It is mandatory for these positions to have criteria for teaching and staff training capacity.

+ Adjust the incentive mechanism and regime for internal lecturers because the current prescribed norms are too low and inappropriate.

+ Develop a plan to train knowledge and pedagogical methods for the part-time lecturers of economic delivery on an annual basis. At the same time, there is a plan to periodically test the pedagogical knowledge of these subjects.+ Develop a plan to train knowledge and pedagogical methods for the part-time lecturers of economic delivery on an annual basis. At the same time, there is a plan to periodically test the pedagogical knowledge of these subjects.

### 3.3.7. Strengthen monitoring and evaluation of human resource training

**Currently, economical delivery has not yet developed a post-training** evaluation process, so it is necessary to develop an evaluation process to meet the evaluation of results. The following is a process that the author has designed with 4 steps:

Step 1: Consider the attitudes of employees who have participated in training at the company. At this step, we can investigate by doing a survey to evaluate whether the training instructors and facilities meet the needs or not.

Step 2: Test the professional knowledge learned through training sessions. This step will focus mainly on the formal theory of this step that can be implemented through proficiency tests, reports. fox....

Step 3: Check the level of application of training knowledge to practical work. In this step, the manager will be the one who observes and monitors working employees.

Step 4: Evaluate and measure the impact of training on current work. In this step, we will base on the results achieved after the training process. If the results are as expected, we will continue to implement. On the contrary, if the results are not good, we will investigate the cause and then make corrections until the results are met. achieve high results.

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## CONCLUDE

Through analyzing and learning about human resource training at Thrifty Delivery Joint Stock Company, we see more clearly the important role of this work. Because if the training is good and effective, the company will have a team of high-quality employees, bringing competitive advantages in all aspects to the company, helping the company to develop sustainably.

During the process of learning and doing the test, I encountered many difficulties due to limited personal knowledge and limited time to complete the test. Therefore, the thesis is still unclear and unambiguous, it is still general and errors are inevitable. I really want to receive the opinions and views of teachers and everyone in Economical Delivery Joint Stock Company so that the thesis can be completed better.

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