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越南民營商業銀行人才招募影響因素之研究

— 以越南商業銀行為例

Factors Affecting Employee Recruitment and Selection Results:

Examples from the Private Commercial Banks in Vietnam

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Factors Affecting Employee Recruitment and Selection Results: Examples  
from the Private Commercial Banks in Vietnam

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準碩士推薦函

本校企業管理學系管理科學碩士班研究生陳氏英舒君在本系修業2年，已經完成本系碩士班規定之修業課程及論文研究之訓練。


1、在修業課程方面：陳氏英舒君已修滿42學分，其中必修科目：研究方法、管理科學、等科目，成績及格(請查閱碩士班歷年成績)。

2、在論文研究方面：陳氏英舒君在學期間已完成下列論文：

(1)碩士論文：越南民營商業銀行人材招募影響因素之研究—以越南商業銀行為例

(2)學術期刊：越南民營商業銀行人材招募影響因素之研究—以越南商業銀行為例

本人認為陳氏英舒君已完成南華大學企業管理學系管理科學碩士班之碩士養成教育，符合訓練水準，並具備本校碩士學位考試之申請資格，特向碩士資格審查小組推薦其初稿，名稱：越南民營商業銀行人材招募影響因素之研究—以越南商業銀行為例，以參加碩士論文口試。

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## **ABSTRACT**

The main purpose of this study was to recognize the factors attracting recruitment and selection results in general. This study also tried to find out the recruitment and selection practices of Private Commercial Banks in Vietnam, the factors which directly affected to the employee recruitment and selection results, and the relative importance of each of these factors. This study adopted the Analytical Hierarchical Process to identify the relative weight of influential factors from three private commercial bank in Vietnam. The data were obtained from a series of interview from 30 experts of three Private Commercial Banks in Vietnam. The results indicated that “Applicant characteristics” and “Reward characteristics” are the most influent factors attracting recruitment and selection results of Private Commercial Bank in Vietnam with the weight of 0.39. Followed by, “Job characteristics” has weight of 0.17 at third position and “Bank characteristics” with the weight of 0.05. Besides, the ANOVA results shown that there is significantly different between Shinhan Bank Vietnam Limited, Nam A Commercial Joint-stock Bank and Vietnam Prosperity Joint-stock Commercial Bank about the frequency of use on the criteria of recruitment and selection. For example, Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) has

significantly higher frequency of use on the following criteria: (1) Working environment, (2) Goodwill, (3) Career ladder, (4) Salary, (5) Required skills, (6) Expertise, (7) Diverse tasks, (8) Size, (9) Reputation, while Nam A Commercial Joint-stock Bank (Nam A Bank) has significantly higher frequency of use on (1) Learning opportunities, (2) Expertise, (3) Experiences, (4) Personality, (5) Challenging works, and Shinhan Bank Vietnam Limited (Shinhan Bank) has significantly higher frequency of use on (1) Required skills, (2) Attitude. The recommendations were made to improve the performance of recruitment and selection results and help Private Commercial Banks in Vietnam get the greater achievements.

**Keywords: Employee Recruitment, Employee Selection, Bank Characteristics, Reward Characteristics, Job Characteristics, Applicant Characteristics**

南華大學企業管理學系管理科學碩士班

108 學年度第 2 學期碩士論文摘要

論文題目：越南民營商業銀行人才招募影響因素之研究—以越南商業銀行為例

研究生：陳氏英舒

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論文摘要內容：

本研究目的欲瞭解越南民營銀行員工招募與遴選影響因素之探討，並期望能夠進一步瞭解越南民營銀行的招募與遴選做法，是否將直接影響員工招募與遴選結果，以及每個因素的相對重要性。本研究採用層級分析法，以三家越南民營商業銀行員工進行問卷調查，並瞭解影響因素之相對權重。

本研究從三家越南民營銀行共收到 30 位專家受訪者樣本，研究結果得知：應聘者特性與激勵方案是影響越南民營商業銀行招募與遴選重要因素，權重為 0.39，其次則為工作特性，權重為 0.17，銀行特性權重則為 0.05。接著進行變異數分析，經分析得知越南新韓銀行有限公司、越南外貿股份商業銀行與越南繁榮股份制商業銀行在個因素尚無顯著差異。例如，越南繁榮股份製商業銀行（VP Bank）在以下標準上的使用頻率明顯更高：（1）工作環境，（2）商譽，（3）職業階梯，（4）工資，（5）必備技能，（6）專業知識，（7）各種各樣的任務，（8）規模，（9）聲譽，而 Nam A 商業股份製銀行（Nam A 銀行）在（1）學習機會上的使用頻率明顯更高，（2）專業知識，（3）經驗，（4）人格，（5）具有挑戰性的工作以及新

韓銀行越南有限公司（Shinhan Bank）在（1）所需技能，（2）態度。本研究將依據研究結果提出研究建議，讓銀行業能夠改善其招募與遴選之方式，幫助銀行業能夠更快速且有效完成人材篩選事宜。

**關鍵詞：**員工招募、招募遴選、銀行特性、激勵方案、工作特性、應聘者特性





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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1. Research Background and Motivation**

Nowadays, recruitment and selection of qualified employees are considered as critical factor to promote organization's competitiveness because the employee performance is directly related to the success of the organization. Each organization has its own requirements for recruiting and selection, but the overall goal is to recruit talents for the company. In order to have effective recruitment and selection results, organization must identify the key factors that affect these consequences.

According to Ballantyne, Williams, & Gilmore (2009), an effective recruitment and selection not only ensures employee performance but also improves the organization's business performance. The quality of labor forces that an organization owns can predict its future situation. Because effective recruitment and selection brings advantages to the organization, firms should be paid additional attention. Recruitment objection is not only replacing leaving employees, but also promoting qualified staffs to a greater position with higher responsibility.

Costello (2009) pointed out that recruitment and selection decisions are made by managers who work in the functional department and human resources department. Therefore, improving the recruitment and selection is the responsibility of managers in the organization, human resources manager plays a supporting role in supervising new-coming employees. In order to maintain the

efficiency of the recruitment and selection the coordination between human resource department and other departments is in needed (Mullins, 2010).

Along with the economy development, the banking industry has risen strongly leading to a huge labor demand from Commercial Banks in Vietnam. Compared to Public Bank, Private Commercial Banks are more concerned with operational efficiency, productivity, and profitability. In order to find out qualified employees who meet job qualification, the Private Commercial Banks in Vietnam have to consider the factors attracting recruitment and selection results.

In the constantly changing environment, the success of organizations depends not only on capital, facilities, sciences and technology, but also on human resources which considered as the core factors in creating wealth for organization and contributing value to the growth and development of the banks. Private Commercial Banks play an important role in Vietnam social-economy. In recent years, the recruitment and selection of Private Commercial Banks in Vietnam has got different setting goals. Some Private Commercial Banks in Vietnam are under the lacking of labor forces situation because of the bad recruitment and selection results. In short-term, the lacking of labor forces of Private Commercial Banks in Vietnam can affect to banks income. For the long term, lack of labor forces can bring about manpower deficit to private commercial bank in Vietnam causing social instability. Findings the factors attracting recruitment and selection will help discover reasons of the lacking labor forces, thereby offer applicable solutions for Private Commercial Banks in Vietnam.

According to Kapur (2018) and Dessler (2003), there are at least four factors influencing recruitment and selection results, including bank characteristics, reward characteristics, job characteristics and applicant characteristics.

The first factor is bank characteristics which include size, reputation, goodwill and working environment. These elements affect both the labor demand of the Private Commercial Banks and the bank's attraction into candidate's perspective leading the strong impact on recruitment and selection results (Kapur, 2018).

The second factor is reward characteristics which include salary, incentives, career ladders and learning opportunities are the most important elements to impress the potential candidates. A group of talent candidates can increase the chance of choosing the right person for private commercial bank (Kapur, 2018).

The third factor is job characteristics which also play the leading role in making recruitment and selection results. Elements like challenging work, diverse tasks, required skills and promotion opportunities can influence the interests of candidates with outstanding talent in particular (Kapur, 2018)

The last factor mentioned by (Dessler, 2003) is that employers rely on the applicant's characteristics to make an analysis and evaluation for selecting decisions. In addition to attitude, experience, expertise, personality are also considered by employers. In other word, applicant's characteristics is important for employee recruitment and selection.

This study tried to examine the factors attracting recruitment and selection results of Private Commercial Banks and clarify their influences into recruitment and selection results of Private Commercial Banks in Vietnam. Based on the above discussion, the following research questions are developed:

Research Question 1: What are the factors attracting recruitment and selection results of Private Commercial Banks in Vietnam? The question is



designed to identify the factors that affecting recruitment and selection results. Besides, it shows the way these factors influence the recruitment and selection of Private Commercial Banks in Vietnam.

Research Question 2: What are hierarchical structure of these influential factors? By answering the research question 2, the impact level of identified factors into recruitment and selection results should be clarified.

Research Question 3: What are the differences in recruitment and selection application among three Private Commercial Banks (Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank) and Nam A Commercial Joint -Stock Bank (Nam A Bank))?

Based on the above research background and motivation, this study intends to identify the hierarchical structure of the factors influencing recruitment and selection, and then compare the differences of recruitment and selection approach among 3 Private Commercial Banks in Vietnam. Specifically, the objectives of the study are follows:

1. To identify the influential factors attracting recruitment and selection of Private Commercial Banks in Vietnam.
2. To understand the hierarchical structure of these influential factors.
3. To identify the perceived importance and performance of these factors for the recruitment and selection.
4. To compare the application these factors in recruitment and selection among three Private Commercial Banks in Vietnam.

## **1.2. Significance of the Study**

This study is very significant because it will accommodate different prospect of recruitment and selection applying in the Vietnamese Private Commercial Banking sector. It also identifies relative importance of these factors attracting recruitment and selection. This study further identifies performance of the factors applying in the recruitment and selection results. Furthermore, the study helps Shinhan Bank Vietnam Limited, Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank) as well as Nam A Commercial Joint Stock Bank (Nam A Bank) in developing effective factors that affecting their recruitment and selection.

The study of this nature is beneficial for academic community and make meaningful suggestions for recruitment and selection development of banking sector. It can also become a very useful reference for the human resources managers of the banks to develop effective strategies for recruitment and selection.

## **1.3. Area and Scope of the Study**

The study first conducted an extensive literature to understand the practices of the recruitment and selection for the private commercial banks in Vietnam. This study then chose Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank) and Nam A Commercial Joint -Stock Bank (Nam A Bank) as the study cases. Because of the feasibility and approachability of information, the author choses the above three banks as the cases of the study.

Scope of the study is delimited to human resource specialists since they are the ones who directly related to the recruitment and selection of Private Commercial Banks in Vietnam.

#### **1.4. Research Procedure**

Before carrying out the study, four factors that attracting recruitment and selection results are identified based on a summary of previous literature. Then these results were further checked by the human resources specialist to be in line with the mentioned literature. The questionnaires were designed for gathering respondents' data from 30 human resources specialist who come from Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) as well as Nam A Commercial Joint-stock Bank (Nam A Bank). After collecting data, the data were analyzed and the results were displayed. Finally, the study's conclusion and suggestion for future were presented. The study procedure is shown in Figure 1.1:

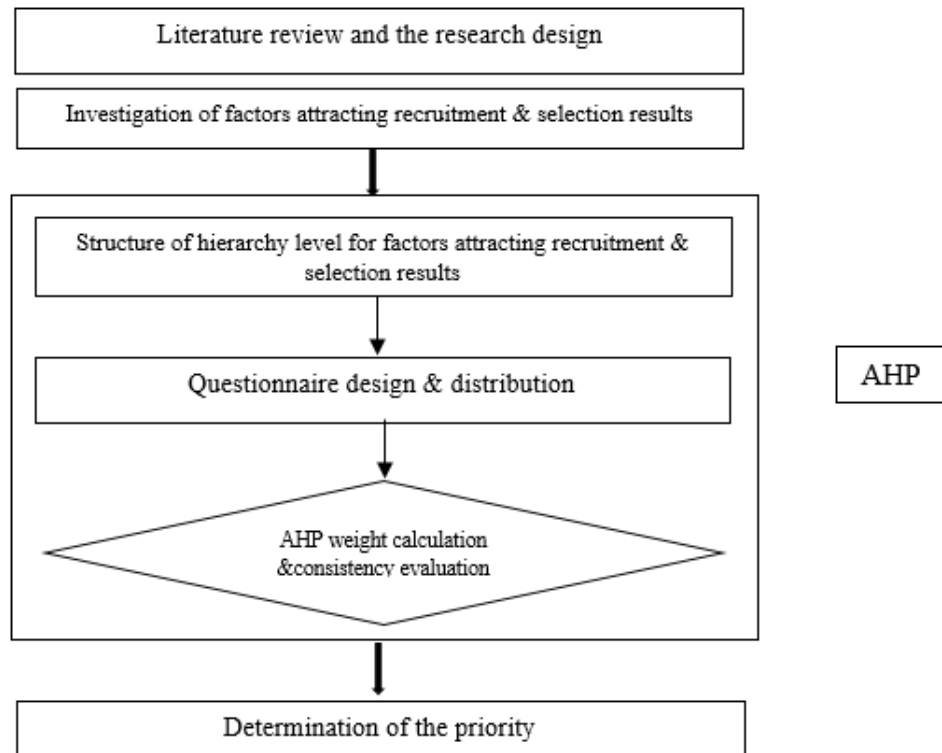


Figure 1. 1 The research procedure

## 1.5. Organization of the Study

The study includes 5 chapters:

Chapter 1 provides a general introduction to research. It consists of background of study, motivation, significant of study, area and the procedure of the study.

Chapter 2 deals with literature review that related to the factors attracting recruitment and selection results of Private Commercial Banks. Moreover, it reviews about the AHP approach which used in the research.

Chapter 3 presents an appropriate research design and methodology to conduct the study. The research model was the first time developed, the

questionnaire was designed follow the methodology instrument. Sampling plan and data collection were discussed on chapter 3.

Chapter 4 describes the results and the analyzes drawn from collected databased by applying AHP approach. It also gives the AHP weight calculation and the consistency evaluation.

Chapter 5 indicates the findings of the research, conclusions and suggestions for the study. The study's limitation is stated in this chapter as well.



# **CHAPTER TWO**

## **LITERATURE REVIEW**

### **2.1. The Development of Private Banks in Vietnam**

Before 1989, Vietnam had only a bank - State Bank of Vietnam with a main function of issuing national currencies and managing state budgets. In addition, State Bank of Vietnam was also responsible for conducting payment for state-owned enterprises and foreign trade transactions.

After 1989, Vietnam got the openness of the economy and initially transformed into a market economy. At that time, it's necessary for Vietnam's economy to be supported by the capital market, leading the decision of Social Republic of Vietnam Government that assigned Mr. Cao SyKiem - General Director of State Bank of Vietnam and other independent experts to draft 2 new banking ordinances. One ordinance was for State bank of Vietnam and another was for Commercial Banks.

#### ***2.1.1. The Development of Private Commercial Banks in Vietnam***

In 2013, Banking Plus - the press agency of State Bank of Vietnam published a report related to the development of Private Commercial Bank in Vietnam which include 4 stages:

*From 1989 to 1996*

In 1989 the ordinance of Commercial Banks was drafted and came into effect in May 1990, leading the establishment of Private Commercial Banking system. It

was the first appearance of Private Commercial Banks and Branches of Foreign Banks in Vietnam (Pham & Vuong, 2009). From 1993 onwards, Vietnam Private Commercial Banks began to be operated in a market-oriented manner and normalized relation with International Monetary Fund, World Bank. Until 1996, credit capital was extended to all economic sectors and reached an average growth of 36% per year, contributed to the restructuring of the economy towards industrialization - modernization and promotion (Duong, 2013)

#### *From 1997 to 2007*

In 1997, the National Assembly approved the Law on the State Bank of Vietnam and the Law on Credit Institutions that became basic and strong legal foundation for the banking system to continue renewing its operations in accordance with the market mechanism (Pham & Vuong, 2009)

According to (Duong, 2013), in 2000s, banking technology has developed strongly. Interbank electronic payment system was officially put into operation in May 2002, e-banking services have appeared, especially in the Private Commercial Banks sector. State Bank of Vietnam participated in negotiations to join the WTO and actively implemented commitments on international integration in the banking industry. It brought not only opportunities but also threats to Private Commercial Banks in Vietnam (Pham & Vuong, 2009).

#### *From 2008 to 2012*

The global financial crisis and recession in 2008 make negative effects on Vietnam's Private Commercial Banking system (Pham & Vuong, 2009). Under the moderation in monetary policy of State Bank of Vietnam, the Private Commercial Banks were supported to ensure liquidity, regulate interest rates in a downward trend.

The Private Commercial Banking system was restored in 2010 and returned to stability in 2012.

*From 2012 to present*

According to National Institute for Finance (2015)- an agency under Ministry of Finance in Vietnam, after dramatic development of the number of banks and types of services, in 2012, the Government approved Project No. 254 on restructuring credit institutions and commercial banks. After nearly 3 years of implementation, most of the weak private commercial banks have been merged with each other, or have been bought by large commercial banks. So far, Vietnam Banking sector had around 31 Private Commercial Banks and 61 Branches of foreign Bank. From 2014 to present, thank to stable macroeconomic environment, guaranteed liquidity banking activities have increased despite deposit rates have fallen sharply. The debt quality of the banking system has initially improved, the pressure on the decline in financial capacity has also decreased, and the credits for the economy tends to increase. In the first 6 months of 2015, credit increased by 7.83% compared to the end of 2014, up 18.98% over the same period (Nguyen, 2015).

Shinhan Bank Vietnam Limited (Shinhan Bank) is a subsidiary in Vietnam of Shinhan Bank which is belonged to Shihan Financial Group based in Korea. After 27 years of establishment and development, Shinhan Bank Vietnam has expanded its business activities in both North, Middle and South side of Vietnam with a total of 36 branches and transaction office. Shinhan Bank Vietnam Limited offers six main banking services: Retail, Private Banking, Asset Management, Small and Medium Enterprise, Organization, Investment Bank with business principle is “Creating optimal value for customer”. Shinhan Bank Vietnam Limited always listens to understand leading actions from customer’s perspective. Moreover, with a



clear understanding about its social responsibility, Shinhan Bank Vietnam Limited always do their best to spread the good things to society through volunteer activities.

As one of the earliest-established Joint-stock Commercial Banks in Vietnam (VPBank) has achieved steady development throughout its history. Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) has set an ambitious target of becoming the most consumer- friendly technology- driven bank and among Vietnam's top 3 most valuable banks by 2022. In 2019, Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) will strive to achieve its targets, i.e. among the top 5 private joint-stock commercial banks and top 3 retail private joint-stock commercial banks in terms of customer lending and deposit volumes and profit.

Nam A Commercial Joint-stock Bank (Nam A Bank) was established in 1992 with only 3 branches, nearly 50 employees and 5 billion VND of capital. Up to now, Nam A Commercial Joint-stock Bank (Nam A Bank) has constantly grown with a network of 103 branches and transaction offices. Compared to 1992, the capital of Nam A Commercial Joint-stock Bank (Nam A Bank) increased more than 600 times, the number of staff increased more than 30 times, most of them are young, dynamic, officially trained and capable of specialized expertise. The current goal of Nam A Commercial Joint-stock Bank (Nam A Bank) is becoming one of the leading modern banks in Vietnam on the basis of fast, solid, safe and effective development and continuous contribution to the economic development.

### ***2.1.2. The Role of Private Commercial Banks in Vietnam***

According to (Tran, 2018) Private Commercial Bank play an importance role in the Vietnam economy with following 3 main functions:

Credit intermediation: customers with excess money deposit their asset to Private Commercial Bank to have fixed saving interest while customers who need capital funding lends from Private Commercial Bank and pay fixed loan interest. It is the most important function of Private Commercial Banks.

Intermediary payment: Private Commercial Bank extracts the customer's deposit account to pay for to the beneficiary under the account owner's order. Private Commercial Bank gains benefits from collecting payment fees.

Creating money: it is the function that reflects the strict relationship between currency in circulation and bank credit.

## **2.2. Research Constructs**

Recruitment is a collection of techniques that aimed to find potential and suitable candidates for vacant position in organization. The selection always comes with recruitment, it's time to choose the most suitable candidate (Thompson, 2019). Selection is the next step of recruitment, organizing a rigorous hiring process will make it easier to make decision choices (Leatherbarrow & Janet, 2019). According to Reed, Lemak, & J.C., (1996), the core principle of recruitment and selection process is the harmonious relationship between the organization recruitment tendency and the candidate's ability.

### **2.2.1. Recruitment**

In recent years, more and more interested researches related to Human Resources Management have been released. These researches not only offered valid information but also contributed precious knowledge on recruitment and selection.

In (Omale, 1992) wrote in “Personnel management in Nigeria Civil Service: issues and procedure” that the recruitment process begins when candidates are interested in the job description and prepare application forms for vacancies. This process will be ended if the candidates are admitted to be a part of organization. Another researcher Eze (2002) affirmed that recruitment is the process of attracting and finding the candidates who can meet the job requirements, thereby improving working efficiency.

According to Costello (2009), recruitment is a combination of activities to obtain a number of legal qualified applicants, meeting two factors: right time and place. Both candidates and organization are given the choice right which ensure optimal benefits of each party. Amstrong (2006) gave the definition of recruitment as finding qualified candidates process to meet the organization’s employee needs with minimal costs. Organization opens application round, evaluates and chooses the most suitable applicants. Meanwhile, Dessler (2003) believed that recruitment is the process by which a group of candidates applies to an organization for employment. Because of huge costs from hiring unqualified staffs, organization have paid more the attention for recruitment activities. It shows that candidate’s quality greatly affects to recruitment process.

With the assessment of the above scholars, the definition of recruitment has been clarified. In general, recruitment is the process that organization seek the candidates who meet the job qualification with available budget. Recruitment is the first also the most importance step in organization’s personnel management so that appreciable investment on recruiting activities is in need. Besides, (EL-Kot & Leat, 2002) indicated that recruitment starts from existing vacancies are advertised.

### ***2.2.2. Selection***

The target of selection is matching potential candidates with existing vacancies requirements based on candidate's elements such as: experiences, skills, knowledge and personality in the context of satisfying legal and equality (Robinson, 2011). Amos T. L., Ristow, Ristow, & Pearse (2019) identified that selection is the choosing appropriate applicant procedure which follows specification and environment of the job. Along with Amos, Mathis & Jackson (2008) had the same point of view.

As the reported by (Mondy & Wayne, 2010), activity which selects the most accurate candidate for each position in organization called selection. It also considered as the next step of recruitment. Whereas recruitment to be seemed as a tool to encourage candidate's application, making decision who can be the new-coming staffs is the setting goal of selection. Therefore, not only attracting a great number of applicants but also choosing the most deserved ones become the key steps on human resources management and draw concerns from employers (Branine, 2008) They should exam thoroughly before carry out final decision (Nzukuma & Bussin, 2011).

### ***2.2.3. Recruitment and Selection Results***

According to Amos T. , Ristow, Ristow, & Pearse (2016), recruitment and selection result is the decision that allow candidates join organization based on their performance during recruitment and selection process. Recruitment and selection results show recruitment and selection process's effectiveness of organization (Chau & Nguyen, 2018). Recruitment and selection decisions are made after considering the suitability of the candidate's ability and the employer's needs of the enterprise (Nocoleta & Doina, 2014). Jovanovic (2004) affirmed that an effective recruitment

and selection results not only bring savings at costs but also improve the working efficiency because the talented resources that the company chosen can find out the shortest and most economical way to bring organization close to success.

### **2.3. Factors Attracting Recruitment and Selection Results**

In order to get a consistent recruitment and selection result, the organization needs to explore and develop the factors attracting recruitment and selection results. Because good health ensure that candidate can meet the productivity and job requirements. Nocoleta & Doina (2014) proposed to exploit factors such as personality, independence and understanding when hiring a senior position for the organization. Finally, Simonet & Castille (2020) argued that it is necessary to pay more attention for job characteristics before making recruitment and recruitment result.

There are many factors affecting the recruitment and selection result of an organization, including internal and external factors. In the scope of this research, the author will mention some factors that have a great influence on the recruitment results such as: organization characteristics, reward characteristics, job characteristics and applicant characteristics (Jonathan, Pawan, & Ann, 2020).

#### ***2.3.1. Organization Characteristics***

The size of the organization is an important factor affecting recruitment and selection result. The bigger size of the organization is, the more recruiting on demand is in need. It is entirely reasonable because organization needs personnel to accomplish the setting goals. According to Nocoleta&Doina (2014), organization's

size also determines its professionalism in recruitment and recruitment process causing the recruitment and selection result. For large organization, not only the HR department but also the managers of department related to the vacancies participate in the candidate evaluation and selection process. Meanwhile, recruitment and selection result at small organization is decided by only human resources managers leading the subjective recruitment and selection results (Simonet & Castille, 2020).

According to Zdenka, Augustín, Kristína, & Dagmar (2020), the organization that has a good reputation are more likely to successful attract the right talents. Easier in attracting competent and proficient resources is, the more opportunities in getting positive recruitment and selection result organization have (Radhika, 2018). Besides, goodwill is one of the most important factors attracting recruitment and selection results (Simonet & Castille, 2020) .

Secondly, the working environment plays an important role in making recruitment and selection result. Firstly, the working environment directly affects employer's requirements for candidates (Manolescu, 2006). Organization with flexible working environments was impressed by the dynamic's candidates causing the choosing young candidate tendency. Secondly, candidates will often be impressed by organization that has a professional working environment causing the impact on recruitment and selection results (Schuler & Jackson, 2007). Figure 2.1 shows the factors of bank characteristics that influence the results of recruitment and selection.

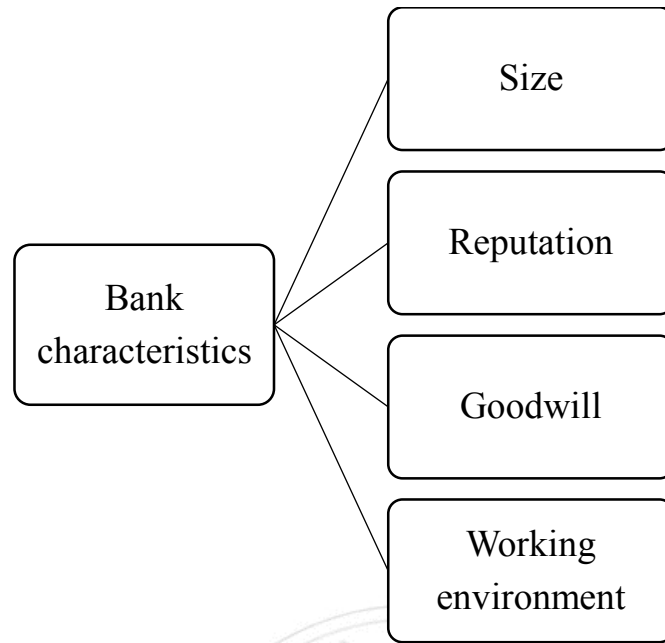


Figure 2. 1 Characteristics of Bank

*Source: This study*

### **2.3.2. Reward Characteristics**

In order to get the effective recruitment and selection result, impressing talents is extremely important. The bigger number of bright candidates that organization have, the more the probability of choosing the right persons causing the effective recruitment and selection (Ganesh & Kavita, 2016). High salary always attracts attention of potential candidates who suitable for the company Gusdorf (2008) mentioned that in the context of two organizations that require the same skills and experiences, candidates tend to choose where pay higher salaries. In addition, promotion ladder and incentives are highly considered by candidates while they make the decision. This is especially true for candidates who have more than 5 years experiences and look for a position that fit to their competences (Kim, Beak, & Shin, 2019). Meanwhile, almost all candidates who have under 5 years experiences will be attracted by the learning opportunity (Kim, Beak, & Shin, 2019) . Therefore,

salary, incentives, career ladders and learning opportunities have great impact on recruitment and selection result (Radhika, 2018). The figure 2.2 shows the factors of bank characteristics that influence recruitment and selection results.

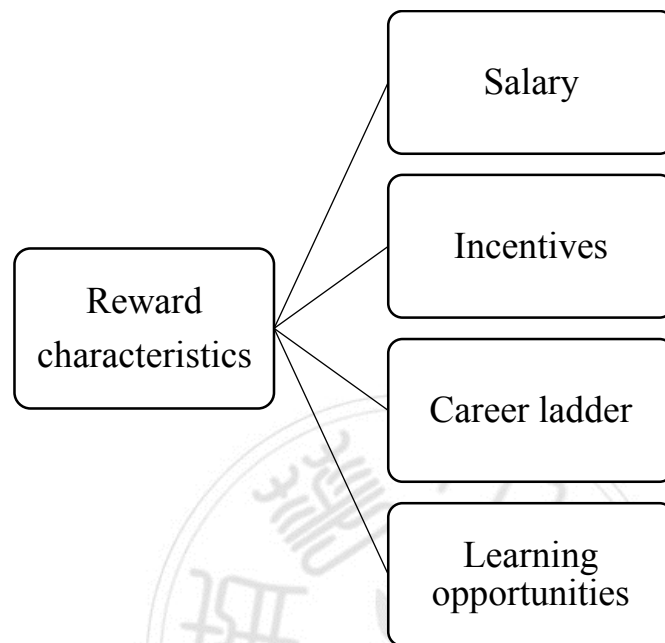


Figure 2. 2 Characteristics of Reward

*Source: This study*

### **2.3.3. Job Characteristics**

Just like the organization reputation, the job characteristics contribute a critical role to recruitment and selection result. The job characteristics greatly influence not only the organization's resolution but also the decisions of potential candidates (Radhika, 2018).

Based on challenging works and dissever tasks of each vacancy, organization will design requirements and consider them as the standard for making recruitment and selection results (Campion, 2019). An example, for corporate credit specialist



position at bank, being on assignment and meeting the monthly KPI set by the bank are reputed the job challenges. For this position, employees not only have to carry out desk tasks such as: preparing loan documents, valuing collateral, but also must find customer sources, recover bad debts. This is an instance of diverse tasks. Because of the challenging works as well as the diverse tasks in corporate credit specialist, the bank designs requirements for candidates such as: good communication skills, willing to work under high pressure, having a background in asset valuation and so on... In general, from the perspective of the employer, the job characteristic is a factor that significantly affects the recruitment and selection result (Simonet & Castille, 2020). Organizations always promote competent employees to an upper position with greater salary and higher responsibility. It is called an internal recruitment source. Nowadays, organization tends to build internal recruitment sources for its important positions which directly related to the initial recruitment and selection result. Organization should consider the required skills of candidates before making final recruitment and selection result.

From the perspective of the candidate, job characteristic can influence candidate's interest (Radhika, 2018). Potential candidates who likely willing to join new and unfamiliar things will be attracted by challenging works and diverse tasks (Klug, 2017). Sometimes, promotion opportunities are also considered by candidates before they decide to participate in organization or not (Raghavi, Kan, & Nishnava, 2013). Figure 2.3 shows the factors of job characteristics which influence the results of recruitment and selection.

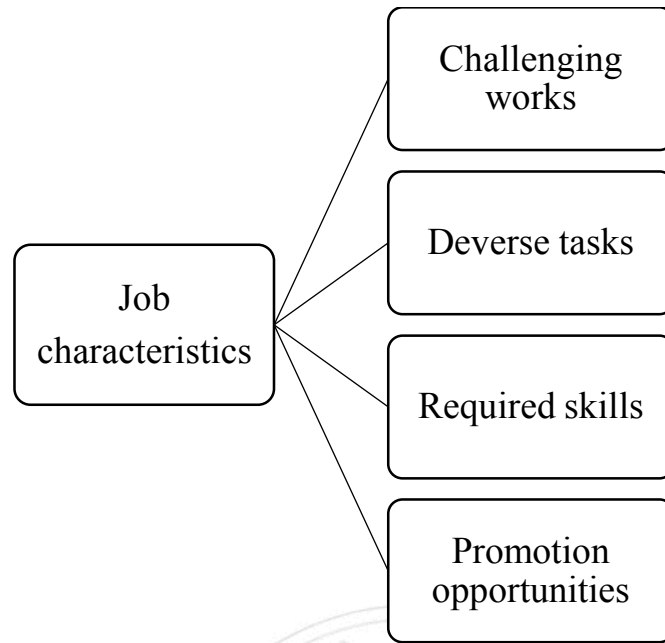


Figure 2. 3 Characteristics of Job

*Source: This study*

#### **2.3.4. Applicant Characteristics**

According to Yalcin (2019), organization is advised to select those who have completed the curriculum to meet the job requirements. In addition, the expertise and experience of the candidates are also considered by the employers (Amstrong, 2006). Because expertise and experience directly related to productivity as well as the flexibility in solving problems. For senior positions of the organization, experience and expertise are careful considered before making recruitment and selection result (Atkinson & Meager, 1994). Bratton & Gold (2007) mentioned that candidate's attitude impression in the interview can affects the recruitment and selection result. Although meeting the requirements for experience and proficiency, there are candidates who were rejected because of bad attitude. The final factor attracting recruitment and selection result is personality. Finding candidates with personality that suitable for the job vacancies can impact the organization income

(Wanous, 1992). In summary, applicant characteristic such as: experience, expertise, personality and attitude are the factors attracting recruitment and selection results. Figure 2.4. shows the characteristics of applicant.

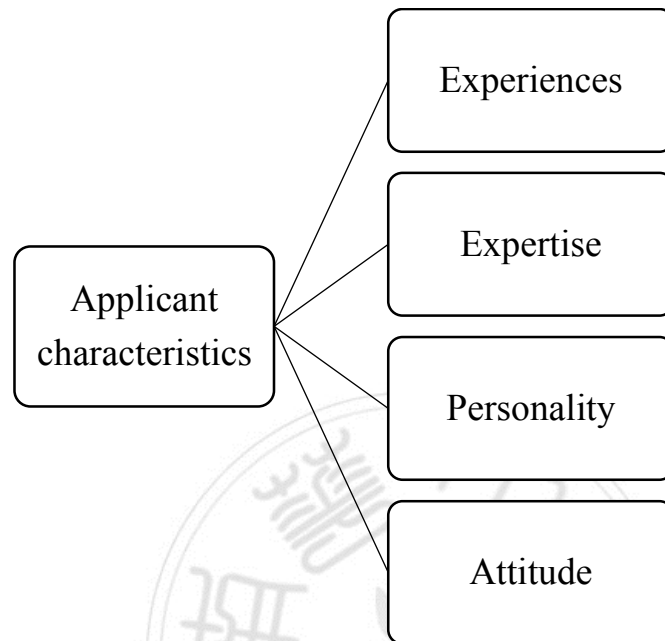


Figure 2. 4 Characteristics of Applicant

*Source: This study*

## **2.4. The Hierarchy Structure of Recruitment and Selection of Private Commercial Banks in Vietnam**

Figure 2.5 presents the Hierarchy Structure of Recruitment and Selection of Private Commercial Bank in Vietnam, this Hierarchy Structure was built by using existing theory which directly related to the research. There are 4 criteria under “Bank Characteristics” dimension: (1) Size, (2) Reputation, (3) Goodwill and (4) Working environment (Daniel M.Cable, 2003). According to Wilbur (1985), “Job characteristics” dimension is divided to 4 criteria: (1) Challenging work, (2) Diverse tasks, (3) Required skills and (4) Promotion. Meanwhile, “Reward characteristics”

includes (1) Salary and (2) Incentives (Heathfield, 2019), (3) Career ladder and (4) Learning opportunities (Odell, 2005). “Applicant characteristics” have 4 criteria such as: (1) Experiences, (2) Expertise, (3) Personality and (4) Attitude (Cheever, 2017).

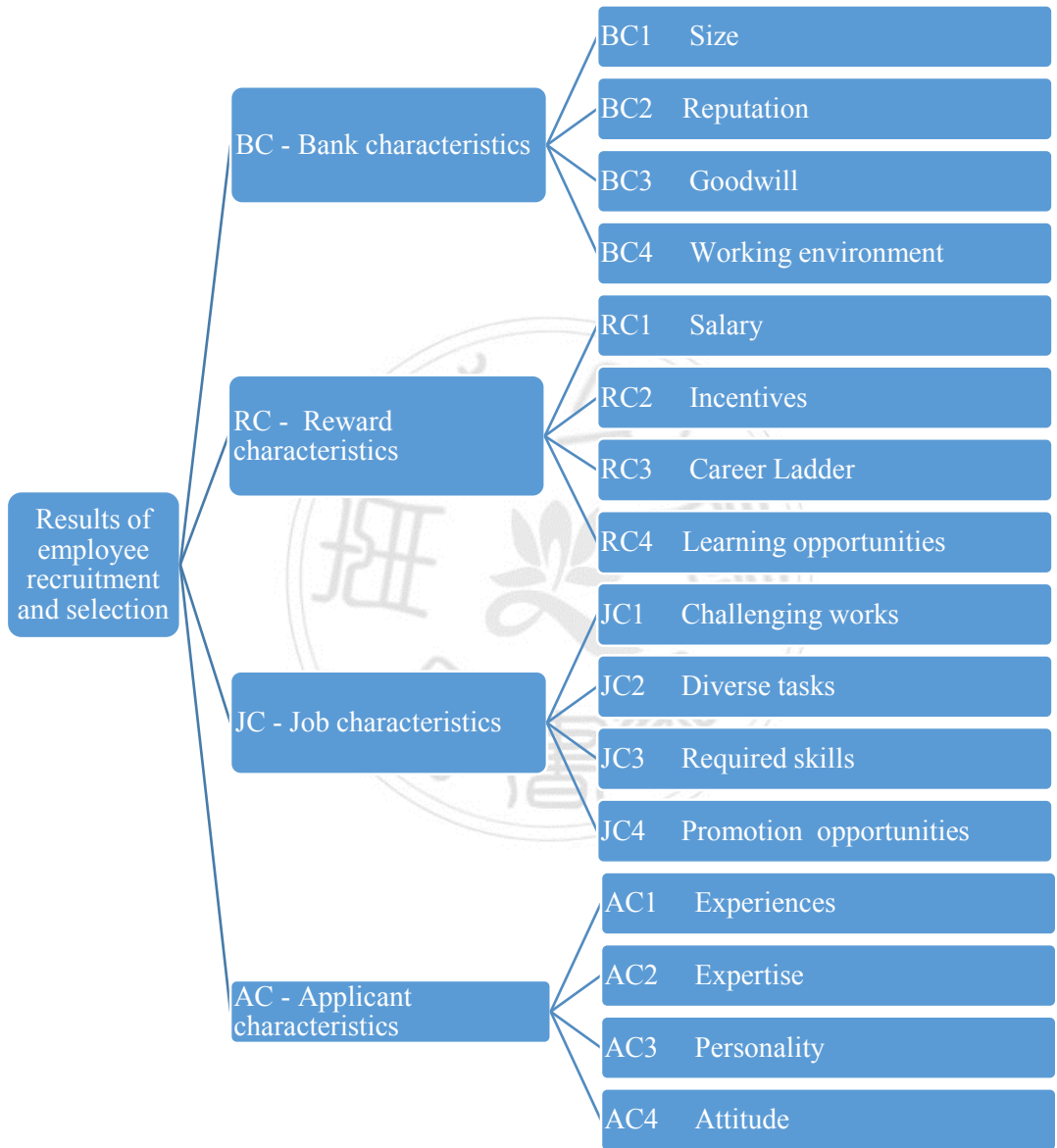


Figure 2. 5 Hierarchy Structure of Recruitment and Selection of Private Commercial Bank in Vietnam

*Reference from: this study*

# **CHAPTER THREE**

## **RESEARCH DESIGN AND METHODOLOGY**

### **3.1. Research Framework**

This study aims to explore the factors attracting recruitment and selection results in Private Commercial Banks in Vietnam. The AHP approach is applied to collect data. In this research, the descriptive analysis was used to understand the characteristics of each variable, respondent's answers were illustrated by using descriptive statistic techniques in term of frequency of distribution. Besides, AHP is utilized to assess and analyze the multiple comparisons and the calculate the importance weight. This study's proposed conceptual model as shown in Figure 3.1. The research model identifies the factors attracting recruitment and selection results of private commercial bank in Vietnam.

As shown in Figure 3.1, this study identified 4 major factors to determine the results of employee recruitment and selection for the Private Banks in Vietnam. The first factor is bank characteristics which include size, reputation, goodwill and working environment. The second factor is reward characteristics which include salary, incentives, career ladders and learning opportunities. The third factor is job characteristics which include challenging works, deserve tasks, required skills and promotion opportunities. The final factor is applicant characteristics which include experiences, expertise, personality and attitude. In addition, this study also selected 3 major private banks as the object of this study. AHP was applied there to identified the relative importance of the factors. Analysis of Variance (ANOVA) was also applied to compare the different of mean values of these influential items to

understand the philosophy of recruitment and selection among these influential factors.

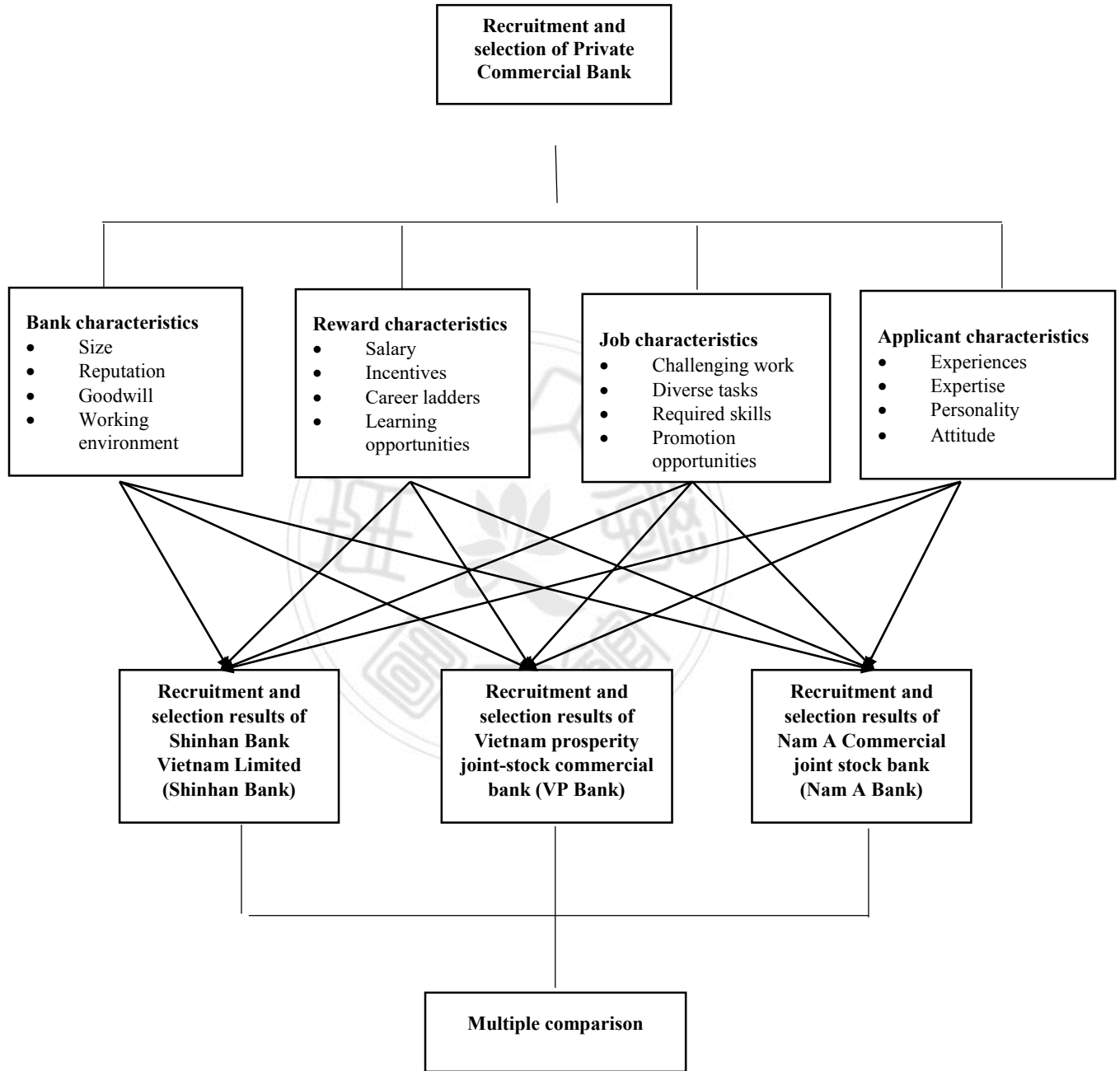


Figure 3. 1 The conceptual framework

Based on research framework above, this study identifies 4 criteria for bank characteristics, 4 criteria for reward characteristics, 4 criteria for job characteristics and 4 criteria for applicant characteristics (See table 3-1)

*Table 3.1. Factors affecting employee recruitment and selection results*

<b>Factors</b>	<b>Criteria</b>	<b>Characteristics</b>	<b>Weight</b>
Bank characteristics	BC1	Size	
	BC2	Reputation	
	BC3	Goodwill	
	BC4	Working environment	
Reward characteristics	RC1	Salary	
	RC2	Incentives	
	RC3	Career ladder	
	RC4	Learning opportunities	
Job characteristics	JC1	Challenging works	
	JC2	Diverse tasks	
	JC3	Required skills	
	JC4	Promotion opportunities	
Applicant characteristics	AC1	Experiences	
	AC2	Expertise	
	AC3	Personality	
	AC4	Attitude	

## **3.2. Sampling and Data Collection**

### ***3.2.1. Sampling Target***

In order to get valid information, the author interviewed human resources specialists from three Private Commercial Banks in Vietnam. They are Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank). Questionnaire with a set of close-ended questions is the core method in collecting primary data for study.

Three private commercial banks in Vietnam were chosen for study. The banking information used in study related to: Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank). The study's population included specialist who come from human resources department of these bank above. The total population from selected banks are around 80 staffs.

### ***3.2.2. Sampling***

To consider the qualification study in nature, the sample size is thirty (30) which consists of 10 samples from Shinhan Bank Vietnam Limited (Shinhan Bank), 10 samples from Vietnam Prosperity Joint-stock Commercial bank (VP Bank) and 10 samples from Nam A Commercial Joint-stock bank (Nam A Bank). Because people have the equal chance of being selected, the author used the random sampling technique to selected respondents from Human resources department of each bank.

## **3.3. Data Collection Instrument**



The author design a close-ended questionnaire based on the format of AHP, all questions are directly related to research problems. The human resources specialist from Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint -stock Bank (Nam A Bank) send their respondent by filling the questionnaire. This instrument provides useful information for study. The developed questionnaires were distributed to and retrieved from the respondents in person. In all, 30 questionnaires were collected with 10 valid responds from each bank.

There are four sections of the questionnaire:

Section A: Personal information – age, sex, name of bank, current position and working experience.

Section B: Recruitment and Selection issues – evaluate the importance level among factors attracting recruitment and selection results of Private Commercial Bank in Vietnam.

Section C: Using frequencies on recruitment and selection results – measure the frequency of the application these factors on recruitment and selection results.

Section D: Suggestions – got the recommendation of respondents for efficiently exploit factors attracting recruitment and selection results.

The questionnaire items are as follows:

### **Section A: Personal data**

1. Sex
  - Male
  - Female

2. Respondent's age: .....
3. Which private commercial bank are you working for?
- Shinhan Bank Vietnam Limited
  - Vietnam Prosperity Joint-stock Commercial Bank (VP Bank)
  - Nam A Commercial Joint-stock Bank
4. Current position: .....
5. How long have you been working for your bank?
- Less than 1 year
  - 1 - 5 years
  - 6 - 10 years
  - More than 11 years

**Section B: Recruitment and Selection issues**

With respect to factors affecting recruitment and selection results  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria
Bank characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reward characteristics
Bank characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Job characteristics
Bank characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Applicant characteristics
Reward characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bank characteristics
Reward characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Job characteristics
Reward characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Applicant characteristics
Job characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bank characteristics
Job characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reward characteristics
Job characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Applicant characteristics
Applicant characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bank characteristics
Applicant characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reward characteristics
Applicant characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Job characteristics

With respect to elements under "Bank characteristics" dimension  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria
Size	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reputation
Size	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Goodwill
Size	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Working environment
Reputation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Size
Reputation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Goodwill
Reputation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Working environment
Goodwill	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Size
Goodwill	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reputation
Goodwill	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Working environment
Working environment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Size
Working environment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reputation
Working environment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Goodwill

With respect to elements under "Reward characteristics" dimension																			
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)																			
to evaluate the level of importance between A options and B options.																			
A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria	
Salary	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Incentives	
Salary	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Career Ladder	
Salary	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Learning opportunities	
Incentives	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Salary	
Incentives	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Career Ladder	
Incentives	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Learning opportunities	
Career Ladder	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Salary	
Career Ladder	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Incentives	
Career Ladder	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Learning opportunities	
Learning opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Salary	
Learning opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Incentives	
Learning opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Career Ladder	

With respect to elements under "Job characteristics" dimension																			
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)																			
to evaluate the level of importance between A options and B options.																			
A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria	
Challenging works	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diverse tasks	
Challenging works	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Required skills	
Challenging works	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promotion opportunities	
Diverse tasks	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Challenging works	
Diverse tasks	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Required skills	
Diverse tasks	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promotion opportunities	
Required skills	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Challenging works	
Required skills	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diverse tasks	
Required skills	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promotion opportunities	
Promotion opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Challenging works	
Promotion opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diverse tasks	
Promotion opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Required skills	

With respect to elements under "Applicant characteristics" dimension  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria
Experiences	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Expertise
Experiences	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Personality
Experiences	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Attitude
Expertise	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Experiences
Expertise	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Personality
Expertise	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Attitude
Personality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Experiences
Personality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Expertise
Personality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Attitude
Attitude	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Experiences
Attitude	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Expertise
Attitude	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Personality

### Section C: Using Frequencies on Recruitment and Selection results

For all above question, we would like to have the opinions from the respondents on the actual application of the items for the recruitment and selection. Respondents are asked to evaluate the frequency of the application of these items at your Bank's recruitment and selection, ranging from frequency (1) to very high frequency (10)

	Please evaluate the frequency of the application the use during recruitment and selection at your bank on each of the following items									
	1	2	3	4	5	6	7	8	9	10
Bank characteristics										
Reward characteristics										
Job characteristics										
Applicant characteristics										
Size										
Reputation										
Goodwill										
Working environment										
Salary										
Incentives										
Career Ladder										
Learning opportunities										
Challenging works										
Diverse tasks										
Required skills										
Promotion opportunities										
Experiences										
Expertise										
Personality										
Attitude										

Note: 1 = very low frequency of use  
10 = very high frequency of use

**Section D: Suggestions**

Please give some suggestions in order to exploit effectively factors attracting recruitment and selection results of Private Commercial Banks in Vietnam.

.....

.....

.....

.....

### 3.4. Application of AHP

AHP is considered as the most reliable technique in criteria weighting which developed by Saaty (1980). AHP approach help to divide issues into small parts, thus easier to handle. In this research, 60 set of AHP were distributed to Human Resource Department of the banks to estimate the importance of each factors for the results of employee recruitment and selection in Private Commercial Bank in Vietnam. Meanwhile, the weights of between criteria of each factors and employee recruitment and selection results are discovered by applying AHP in criteria weighting. AHP process which includes 5 steps is shown in detail as following:

***Step 1: Constructing the hierarchy structure*** is the fundamental stage of AHP process. The goal, factors and sub-criteria which decomposed following hierarchy structure are identified in this step. Hierarchy is used to explain the relationship between the upper and lower criteria. Figure 3.2 shows the hierarchy structure of AHP for this study.

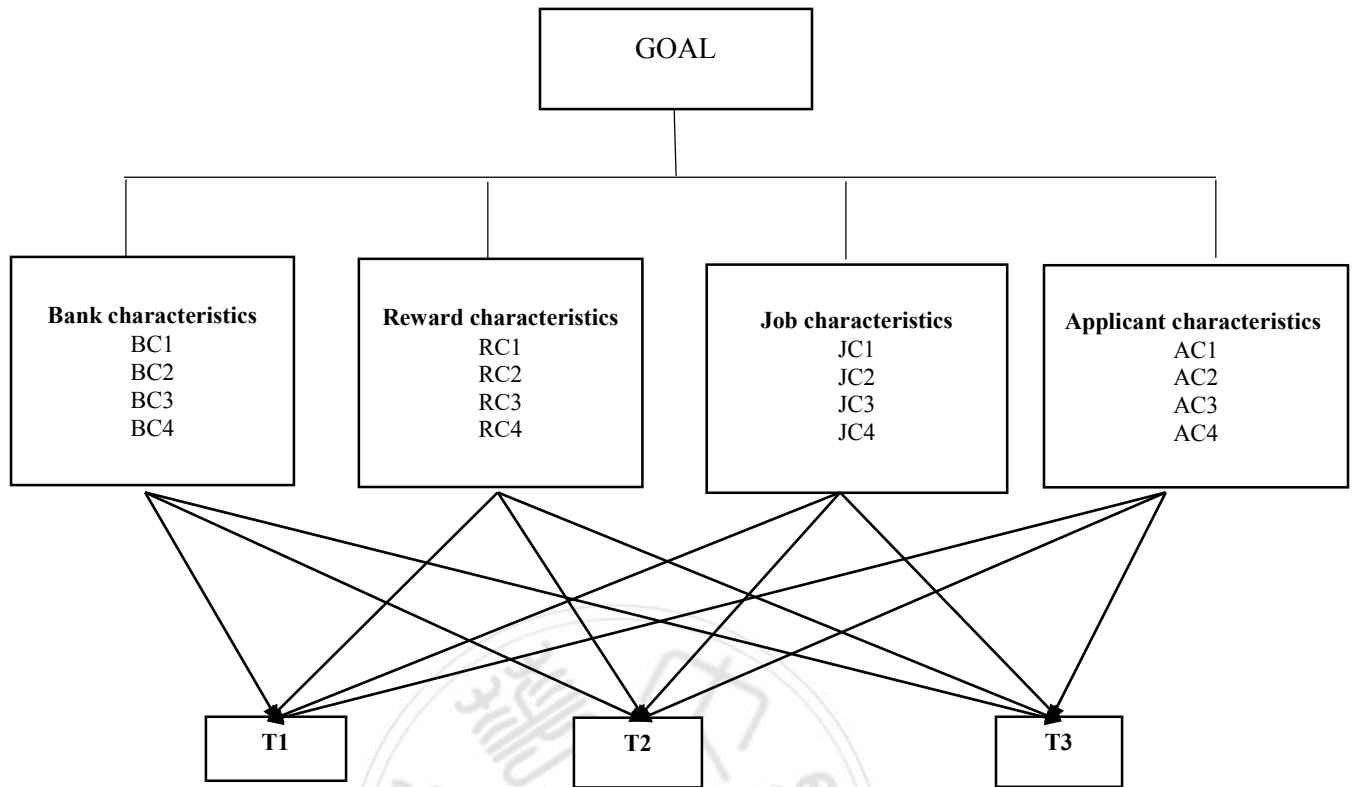


Figure 3. 2 AHP hierarchical structure

**Step 2: Stating a set of pairwise comparison matrixes** means utilizing the upper level by compare the criteria below which against it, thereby a matrix should be built for each threshold in the upper level. The researcher could rate the comparison ranging from 1 to 9 which shown in table 3.2 for finding out the relative importance between goal and criteria.



Table 3.2: Scale of AHP

Intensity of importance	Definition
1	Equal importance
3	Weak importance of one over another
5	Essential or strong importance
7	Demonstrated importance
9	Absolute importance
2,4,6,8	Intermediate values between the two adjacent judgments

A	1	2	...	n
1	1	$a_{1,2}$	...	$a_{1,n}$
2	$1/a_{1,2}$	1	...	$a_{2,n}$
...	...	...	1	...
n	$1/a_{n,1}$	$1/a_{n,2}$	...	1

Figure 3.3 Comparison Matrix

Source: Saaty (1980)

**Step 3: Evaluating matrix consistency:** the experts have to calculate the consistency and check its value in order to ensure the preference rating are consistent. Computing consistency ratio includes 3 stages. First, calculate the consistency measure then compute the consistency index by the following formula:

$$CI = \frac{\lambda_{\max} - n}{n - 1}$$

Source: Saaty (1980)

Where  $\lambda_{max}$  is the maximum eigenvalue of the importance matrix and n is the total criteria. Consistency Ratio (CR) would be calculated as:

$$CR = \frac{CI}{RI}$$

*Source: Saaty (1980)*

Where RI called random index, figure 3.4 reflects the consistency index of Random Matrixes:

n	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
RI	0.00	0.00	0.58	0.90	1.12	1.24	1.32	1.41	1.45	1.49	1.51	1.54	1.56	1.57	1.59

*Source: Saaty (1980)*

***Step 4: Computing the weight average rating for each level and ranking:*** from the calculated local weight, the expert will compute global priority of each factor. Based on global priority, the order of each factors will be arranged.

***Step 5: Selecting the one which has the best score:*** The factor that has best score will be ranked no 1, etc.

### 3.5. Data Analytic Techniques

Once the data collection is completed, the author separate information for different research objectives. Collected data might be analyzed by AHP approach and the SPSS software.

# **CHAPTER FOUR**

## **RESEARCH RESULTS AND DISCUSSION**

The statistical results of AHP analysis is shown in this chapter. The AHP analysis included 5 steps: constructing the hierarchy structure, State a set of pair wise comparison matrixes, analyzing the consistency of each survey, computing geometric mean and calculating the relative weight for each factor.

### **4.1. Descriptive Analysis**

There are totally 60 questionnaires that distributed to the respondents of 3 Commercial Private Banks in Vietnam: Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank). 33 questionnaires were responded with return rate is 55 percentages. However, only 3 of 33 responded questionnaires were invalid because some respondents did not complete questionnaires. It means the approximate invalid percentage is 9% whereas valid percentage is very high, at around 91 percentages. Table 4.1 shows the valid questionnaire percentage.

Table 4. 1 Valid questionnaire percentages

Sample Sources	Shinhan Bank	VP Bank	Nam A Bank	Total
Distributed	20	20	20	60
Collected	12	10	11	33
Valid	10	10	10	30
Valid percentages	83%	100%	91%	91%

## 4.2. Information of Respondents

Table 4. 2 Information of respondents

Interview Number	Gender	Age	Bank Name	Current Position	Seniority	Note
Interview #1	Female	25	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	1-5 years	Valid
Interview #2	Male	26	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	1-5 years	Valid
Interview #3	Male	30	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	1-5 years	Valid
Interview #4	Male	29	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	1-5 years	Valid
Interview #5	Female	25	Shinhan Bank Vietnam Limited (Shinhan Bank)	Recruitment Staff	1-5 years	Valid
Interview #6	Female	25	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	1-5 years	Valid
Interview #7	Male	40	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	1-5 years	Valid
Interview #8	Male	28	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	1-5 years	Valid
Interview #9	Female	23	Nam A Commercial Joint Stock Bank (Nam A Bank)	Human Resources Staff	Less than 1 year	Invalid
Interview #10	Female	27	Nam A Commercial Joint Stock Bank (Nam A Bank)	Human Resources Staff	1-5 years	Valid
Interview #11	Female	28	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	1-5 years	Valid
Interview #12	Female	23	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	Less than 1 year	Valid
Interview #13	Female	26	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	1-5 years	Invalid
Interview #14	Female	30	Nam A Commercial Joint Stock Bank (Nam A Bank)	Human Resources Manager	6-10 years	Valid
Interview #15	Female	27	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	Less than 1 year	Valid
Interview #16	Male	35	Nam A Commercial Joint Stock Bank (Nam A Bank)	Recruitment Manager	6-10 years	Valid
Interview #17	Female	26	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	Less than 1 year	Invalid
Interview #18	Female	26	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Training Staff	1-5 years	Valid
Interview #19	Male	26	Shinhan Bank Vietnam Limited (Shinhan Bank)	Recruitment Staff	1-5 years	Valid
Interview #20	Female	29	Shinhan Bank Vietnam Limited (Shinhan Bank)	Training Staff	1-5 years	Valid
Interview #21	Male	35	Shinhan Bank Vietnam Limited (Shinhan Bank)	Human Resources Staff	6-10 years	Valid
Interview #22	Female	23	Nam A Commercial Joint Stock Bank (Nam A Bank)	Human Resources Staff	Less than 1 year	Valid
Interview #23	Female	29	Nam A Commercial Joint Stock Bank (Nam A Bank)	Recruitment Team Leader	1-5 years	Valid
Interview #24	Female	25	Nam A Commercial Joint Stock Bank (Nam A Bank)	Recruitment Staff	1-5 years	Valid
Interview #25	Female	24	Nam A Commercial Joint Stock Bank (Nam A Bank)	Recruitment Staff	1-5 years	Valid
Interview #26	Female	26	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	1-5 years	Valid
Interview #27	Female	25	Nam A Commercial Joint Stock Bank (Nam A Bank)	Human Resources Staff	1-5 years	Valid
Interview #28	Female	30	Nam A Commercial Joint Stock Bank (Nam A Bank)	Human Resources Staff	6-10 years	Valid
Interview #29	Female	24	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	1-5 years	Valid
Interview #30	Female	27	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Human Resources Staff	1-5 years	Valid
Interview #31	Female	28	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Traning Staff	1-5 years	Valid
Interview #32	Female	32	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Recruitment staff	6-10 years	Valid
Interview #33	Female	26	Vietnam Prosperity Joint-Stock Commercial Bank (VP Bank)	Recruitment staff	Less than 1 year	Valid

Note: Collected data from Interviewer #9, Interviewer #13 and Interviewer #17 are invalid.

The research purpose is to find out the factors affecting recruitment and selection results of Private Commercial Banks in Vietnam, thereby the target respondents are staffs who working for Human Resources Department in Shinhan Bank Vietnam Limited (Shinhan Bank), Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank). Table 4.2 shows in detail the information of respondents. While about 75 percentages of female respondents, the figure for male respondents is dramatically lower, at 25 percentages. Almost staffs in Human Resources Management sectors are female leading this large gap between the number of female and male respondent. The information that collected from respondents are reliable and helpful because 22 of 33 respondents have worked for the bank from 1 to 5 years and 5 respondents have 6-10 experience years as human resources staff.

### **4.3. Weight Analysis**

AHP approach was conducted in order to define the important level of each factor and its criteria to the employee recruitment and selection results. The weight of each factors and its criteria were computed by AHP formula. Beside, Consistency Ratio was used to verified the consistency level of collected data. It is reasonable for the research if CR is less than 0.1 (Table 4.3).

#### **4.3.1. Overall Weight Analysis**

According table 4.3, the weights of factors affecting employee recruitment and selection results were presented. The eigenvectors (ev) which shows priority of each factors were calculated by using weight.  $\lambda_{max}$  equals 4.145 and CR equals 0.0538 (less than 0.1) shows that the related data were in reasonable consistency

level. The first priorities are “Reward characteristics” and “Applicant characteristics” with the same eigenvector 0.39. The results show that “Reward characteristics and Applicant characteristics” are the most importance factors considered before making employee recruitment and selection results. Followed by “Job characteristics” with an eigenvector of 0.17 and the last priority belongs to “Bank characteristics” with an eigenvector of 0.05. Based on the achieved results, the “Bank characteristics” gets the least consideration during employee recruitment and selection procedure. Applicant are very concerned about their rewards such as: salary, incentives, career ladder, and learning opportunities while the banks are very concerned applicant qualifications, including working experiences, expertise, personality and attitude.

*Table 4. 3 Weight for factor affecting employee recruitment and selection results*

<b>Criteria</b>	<b>Weight (ev)</b>	<b>Rank</b>
Bank characteristics	0.05	3
Reward characteristics	0.39	1
Job characteristics	0.17	2
Applicants characteristics	0.39	1
<b><math>\lambda_{\max} = 4.145, CR=0.0538</math></b>		

#### **4.3.2. Weight Analysis for each Dimension**

Figure 4.1 shows both the weight, local priority and global priority of each factor. The global priority reflects impact level of each criterion to employee recruitment and selection results. Following table 4.3, “Reward characteristics” and “Applicant characteristics” have the highest eigenvector and have the first priority to affect employee recruitment and selection results in Private Commercial Banks in Vietnam. Look into the detail of “Reward Characteristic”, “Salary” (RC1) gets rank no.1 in local priority with a weight of 0.43 but have rank no.2 in global priority with

a weight of 0.1683. For “Applicant characteristics” (AC1) has a weight of 0.43 with rank no.1 in local priority and also becomes the most important criteria which to be considered in employee recruitment and selection results in Private Commercial Bank in Vietnam with the highest global priority of 0.1692. For overall weight of factors attracting employee recruitment and selection results, rank no.3 and no.4 belong to “Job characteristics” and “Bank characteristics”, respectively. “Promotion opportunities” (JC4) and “Required skill” (JC3) of “Job characteristics” are ranked no.1 with a weight of 0.43 in local priority but receives a weight and rank in global are 0.0736 and no.5. The least impact factor - “Bank characteristics” has “Working environment” (BC4) is ranked no 9 with weight of 0.0274 in global priority while it obtains a weight of 0.55 and is ranked no.1 in local priority. The table 4.4 presents not only the importance weight and priority but also the interesting finding that top 4 existing priorities are under “Reward characteristics” and “Applicant characteristics”. It means these 2 factors have the most importance impact to employee recruitment and selection making procedure in Private Commercial Banks in Vietnam. Thereby, human resources staffs who work for banking sector should pay attention for them.

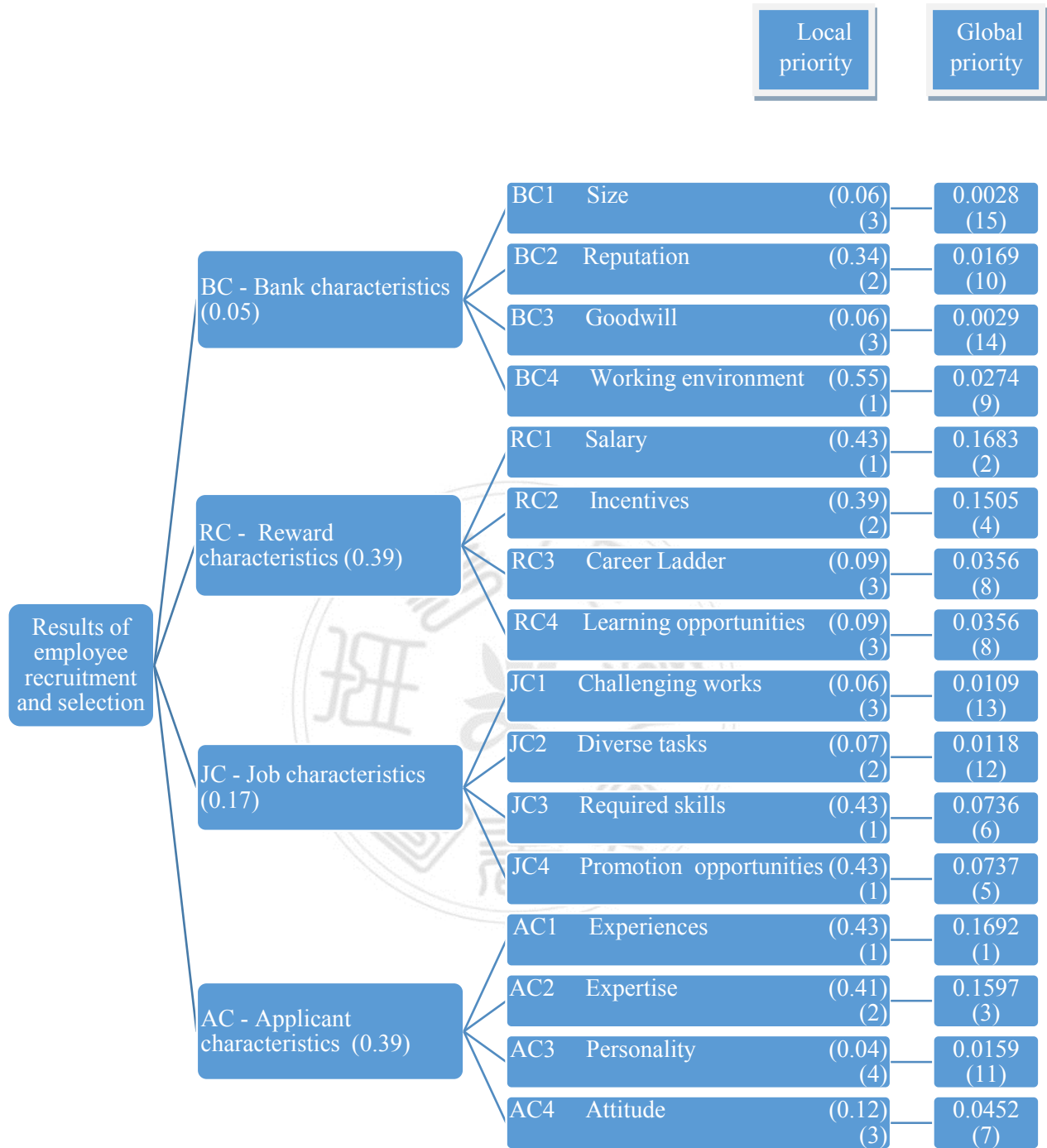


Figure 4.1 Overall Global priority and rank



Table 4. 4 Local priority and rank of factor criterion

Criteria		Weight	Rank
<b>Bank characteristics (<math>\lambda_{max} = 0.4183</math>, <math>CR=0.068</math>)</b>			
<b>BC1</b>	Size	0.06	3
<b>BC2</b>	Reputation	0.34	2
<b>BC3</b>	Goodwill	0.06	3
<b>BC4</b>	Working environment	0.55	1
<b>Reward characteristics (<math>\lambda_{max} = 4.006</math>, <math>CR=0.002</math>)</b>			
<b>RC1</b>	Salary	0.43	1
<b>RC2</b>	Incentives	0.39	2
<b>RC3</b>	Career ladder	0.09	3
<b>RC4</b>	Learning opportunities	0.09	3
<b>Job characteristics (<math>\lambda_{max} = 4.003</math>, <math>CR=0.001</math>)</b>			
<b>JC1</b>	Challenging works	0.06	3
<b>JC2</b>	Diverse tasks	0.07	2
<b>JC3</b>	Required skills	0.43	1
<b>JC4</b>	Promotion opportunities	0.43	1
<b>Applicant characteristics (<math>\lambda_{max} = 4.065</math> <math>CR=0.024</math>)</b>			
<b>AC1</b>	Experiences	0.43	1
<b>AC2</b>	Expertise	0.41	2
<b>AC3</b>	Personality	0.04	4
<b>AC4</b>	Attitude	0.12	3

Look into the detail of table 4.4, the consistency level for each dimension should be verified.  $\lambda_{\max}$  and CR of “Bank characteristics” are 0.4183 and 0.0068, respectively. For the dimension called “Reward characteristics”,  $\lambda_{\max}$  is 4.006 while CR equals 0.002. “Job characteristics” gets 4.003 in CR with 0.001 for  $\lambda_{\max}$  and “Applicant characteristics”  $\lambda_{\max}$  and CR are 4.065 and 0.024, respectively. Consistency Ratio of all dimension are less than 0.1, which means questionnaire collected data is in consistent manner and the statistics results meet AHP consistency requirement.

#### ***4.3.3. Weight Analysis for 3 Private Commercial Banks***

The weight analysis results in table 4.5 shows the staffs points views between 3 Private Commercial Banks about the importance level of criteria under each factor affecting employee recruitment and selection results.

The results of data collected from human resource staffs who work for Shinhan Bank Vietnam Limited (Shinhan Bank) reflects that “Salary” (RC1) has the highest impact level to employee recruitment and selection results with eigenvector of 0.64. Followed by importance criterion for employee recruitment and selection results are “Experiences” (AC1), “Expertise” (AC2), “Incentives” (RC2) and “Required skills” (JC3) with eigenvector are 0.1709, 0.1629, 0.0926 and 0.0747, respectively. Look into detail of table 4.5, human resources staffs of Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) have top 5 “Salary” (RC1), “Experiences” (AC1), “Expertise” (AC2), “Incentives” (RC2) and “Required skills” (JC3) as well. Nam A Commercial Joint Stock Bank (Nam A Bank) got the point of views that top 5 criteria which have largest impact on employee recruitment and selection results making procedure are “Experiences” (AC1), “Expertise” (AC2),

“Salary” (RC1), “Incentives” (RC2) and Career Ladder (RC3). It leads the conclusion that the criteria under “Reward characteristics” dimension play main role to make the employee recruitment and selection results in Private Commercial Bank. The only difference in point of views among 3 bank is “Required skills” (JC3). Staffs of Shinhan Vietnam Limited and Vietnam Prosperity Joint-stock Commercial Bank believe that “Required skill” is more importance than “Career Ladder” which responded in top 5 by Nam A Commercial Joint-stock Bank. In Private Commercial Bank in Vietnam, Nam A Commercial Joint-stock Bank willing to train about required skills for new-coming staffs even they have not met the required skills yet as long as they suitable with the opening- position. For the larger bank as Shinhan Bank Vietnam Limited and Vietnam Prosperity Joint-stock Commercial Bank, there are a lot of candidates applying for the opening-position, it means the competitive level to fit the opening-position is higher than usual. Employers will consider and choose candidates who meet the required skill for banking sector. Thereby, in Shinhan Bank Vietnam Limited and Vietnam Prosperity Joint-stock Commercial Bank, “Required skill” receive higher weight and rank.

ANOVA results are shown on the table 4.5, the sig F of both criteria under factor dimension are higher than 0.05, which concludes that there is no significant difference between Shinhan Bank Vietnam Limited, Nam A Commercial Joint-stock Bank and Vietnam Prosperity Joint-stock Commercial Bank about the means of each criteria under factor dimension.

Table 4. 5 The weight and ANOVA results of criteria under factor dimension

Factor	Criteria		SHINHAN BANK			NAM A BANK			VP BANK			F	P
			Factor weight	Local priority	Global priority	Factor weight	Local priority	Global priority	Factor weight	Local priority	Global priority		
Bank Characteristics	BC1	Size	0.05	0.06	0.0031	0.06	0.06	0.0035	0.06	0.05	0.0030	1.167	0.327
	BC2	Reputation		0.33	0.0167		0.32	0.0194		0.37	0.0224	2.340	0.116
	BC3	Goodwill		0.06	0.0030		0.05	0.0033		0.07	0.0042	0.443	0.647
	BC4	Working Environment		0.54	0.0272		0.56	0.0337		0.51	0.0304	0.923	0.409
Reward Characteristics	RC1	Salary	0.39	0.64	0.2477	0.40	0.35	0.1414	0.30	0.42	0.1250	1.205	0.315
	RC2	Incentives		0.24	0.0926		0.35	0.1414		0.42	0.1250	0.445	0.645
	RC3	Career Ladder		0.06	0.0239		0.16	0.0645		0.08	0.0250	3.150	0.059
	RC4	Learning opportunities		0.07	0.0257		0.13	0.0527		0.08	0.0250	0.231	0.795
Job characteristics	JC1	Challenging works	0.17	0.07	0.0120	0.14	0.05	0.0077	0.26	0.05	0.0141	0.537	0.590
	JC2	Diverse tasks		0.07	0.0115		0.08	0.0112		0.08	0.0206	0.370	0.694
	JC3	Required skills		0.44	0.0747		0.43	0.0603		0.51	0.1338	0.563	0.576
	JC4	Promotion opportunities		0.42	0.0718		0.43	0.0603		0.35	0.0915	0.122	0.886
Applicant characteristics	AC1	Experiences	0.39	0.44	0.1709	0.40	0.44	0.1767	0.38	0.42	0.1611	0.155	0.857
	AC2	Expertise		0.42	0.1629		0.42	0.1686		0.39	0.1495	0.500	0.612
	AC3	Personality		0.04	0.0157		0.04	0.0169		0.04	0.0151	0.123	0.885
	AC4	Attitude		0.10	0.0405		0.09	0.0377		0.14	0.0544	1.286	0.293

#### 4.4. The Practices of Employee Recruitment and Selection Results

Information about actual application of the factors for employee recruitment and selection was collected by examining human resources staffs who're working for Shinhan Bank Vietnam Limited, Nam A Commercial Joint-stock Bank and Vietnam Prosperity Joint-stock Commercial Bank, respectively. This study used to measure the application of the criteria during recruitment and selection process, the 10-sclae, ranging from very low application frequency (1) to very high application frequency (10).

##### 4.4.1. The Practices of Shinhan Bank Vietnam Limited (Shinhan Bank)

*Table 4. 6 Descriptive Statistics of criteria under factor dimension for Shinhan Bank Vietnam Limited (Shinhan Bank)*

	N	Minimum	Maximum	Mean	Std. Deviation
Size	10	3.00	5.00	4.1000	.73786
Reputation	10	6.00	7.00	6.6000	.51640
Goodwill	10	1.00	5.00	3.6000	1.17379
Working environment	10	8.00	9.00	8.4000	.51640
Salary	10	1.00	10.00	8.4000	2.71621
Incentives	10	8.00	10.00	9.2000	.78881
Career ladder	10	7.00	9.00	8.2000	.63246
Learning opportunities	10	7.00	9.00	8.3000	.67495
Challenging works	10	4.00	6.00	4.9000	.87560
Diverse task	10	4.00	5.00	4.6000	.51640
Required skills	10	8.00	10.00	9.1000	.99443
Promotion opportunities	10	6.00	10.00	8.2000	1.13529
Experiences	10	6.00	9.00	7.6000	1.17379
Expertise	10	7.00	10.00	8.0000	1.05409
Persionality	10	7.00	8.00	7.4000	.51640
Attitude	10	7.00	10.00	8.8000	1.03280
Valid N (listwise)	10				

According to table 4.6, “Incentives” and “Required skills” with mean equal 9.2 and 9.1, respectively have highest frequency of use on employee recruitment and selection results making of Shinhan Bank Vietnam Limited (Shinhan Bank). Follow by “working environment” and “Salary” with mean of 8.4, “Expertise” which have the same mean of 8.0 and “Experiences” with mean of 7.6. From the obtained results, employer in Shinhan Bank Vietnam Limited (Shinhan Bank) are focusing on 6 basic criteria such as: “Incentives”, “Required skill”, “Working environment”, “Salary”, “Expertise” and “Experiences”. Besides, “Attitude” is also considered seriously by Shinhan Bank Vietnam Limited (Shinhan Bank) in recent years with mean equals 8.8 – a dramatic amount. Meanwhile, “Size”, “Goodwill”, “Challenging work” and “Deserve tasks” have not been paid attention yet. Shinhan Bank Vietnam Limited (Shinhan Bank) should exploit these criteria to reach better results in employee recruitment and selection.

#### ***4.4.2. The Practices of Nam A Commercial Joint-stock Bank (Nam A Bank)***

According to table 4.7, “Learning opportunities” and “Expertise” with the same mean of 9.0 have the highest frequency of use on employee recruitment and selection results making of Nam A Commercial Joint-stock Bank (Nam A Bank). Follow by “Incentives”, “Career ladder” and “Salary” with the same mean of 8.9 and “Experiences” with mean of 8.8. From the obtained results, employer in Nam A Commercial Joint-stock Bank (Nam A Bank) are focusing on 6 basic criteria such as: “Learning opportunities”, “Expertise”, “Incentives”, “Career ladder”, “Salary” and “Experiences”. Besides, “Attitude” is considered seriously by Nam A Commercial Joint-stock Bank (Nam A Bank) in recent years with mean equals 8.0 – a dramatic amount. Meanwhile, “Size”, “Goodwill”, and “Reputation” have not been paid attention yet.

*Table 4. 7 Descriptive Statistics of criteria under factor dimension for Nam A Commercial Joint-stock Bank (Nam A Bank)*

	N	Minimum	Maximum	Mean	Std. Deviation
Size	10	3.00	5.00	4.2000	.78881
Reputation	10	2.00	5.00	3.6000	.96609
Goodwill	10	1.00	3.00	1.8000	.78881
Working environment	10	7.00	10.00	8.7000	.82327
Salary	10	8.00	9.00	8.9000	.31623
Incentives	10	8.00	10.00	8.9000	.56765
Career ladder	10	8.00	10.00	8.9000	.56765
Learning opportunities	10	8.00	10.00	9.0000	.47140
Challenging works	10	5.00	7.00	6.4000	.69921
Diverse task	10	5.00	6.00	5.6000	.51640
Required skills	10	7.00	8.00	7.7000	.48305
Promotion opportunities	10	7.00	8.00	7.7000	.48305
Experiences	10	7.00	10.00	8.8000	1.03280
Expertise	10	8.00	10.00	9.0000	.66667
Persionality	10	7.00	9.00	8.2000	.91894
Attitude	10	7.00	9.00	8.0000	.94281
Valid N (listwise)	10				

#### ***4.4.3. The Practices of Vietnam Prosperity Joint-stock Commercial Bank (VP Bank)***

According to table 4.8, “Incentives”, “Career Ladder”, “Promotion opportunities” and “Working environment with the same mean of 9.1 have the highest frequency of use on employee recruitment and selection results making of Vietnam Prosperity Joint-stock Commercial Bank (VP Bank). Follow by “Learning opportunities”, “Experiences” and “Expertise” with the same mean of 9.0 and “Required skills” with mean of 8.5. From the obtained results, employer in Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) are focusing on 6 basic criteria such as: “Incentives”, “Career Ladder”, “Promotion opportunities”, “Career ladder”,

“Expertise” and “Experiences”. Besides, “Reputation” is considered seriously by Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) in recent years with mean equals 8.4 – a dramatic amount.

*Table 4. 8 Descriptive Statistics of criteria under factor dimension for Vietnam Prosperity Joint-Stock Commercial Bank*

	N	Minimum	Maximum	Mean	Std. Deviation
Size	10	3.00	8.00	5.5000	1.71594
Reputation	10	6.00	10.00	8.4000	1.07497
Goodwill	10	3.00	9.00	5.2000	2.04396
Working environment	10	8.00	10.00	9.1000	.56765
Salary	10	8.00	10.00	9.0000	.66667
Incentives	10	8.00	10.00	9.1000	.56765
Career ladder	10	8.00	10.00	9.1000	.56765
Learning opportunities	10	7.00	10.00	9.0000	.81650
Diverse task	10	4.00	9.00	6.2000	1.39841
Required skills	10	6.00	10.00	8.5000	1.26930
Promotion opportunities	10	8.00	10.00	9.1000	.56765
Experiences	10	8.00	10.00	9.0000	.66667
Challenging works	10	4.00	10.00	7.2000	1.93218
Expertise	10	7.00	10.00	9.0000	.81650
Personality	10	6.00	10.00	7.7000	1.41814
Attitude	10	7.00	10.00	8.2000	1.13529
Valid N (listwise)	10				

Table 4.9 shows the actual mean of practical application factors on recruitment and selection results among three Private Commercial Banks in Vietnam. “Reputation” and “Goodwill” are highlight differences among three banks. Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) has the highest actual mean about “Reputation” and “Goodwill” with 8.4 and 5.2, respectively. Followed by, Shinhan Bank Vietnam Limited (Shinhan Bank) gets 6.6 of “Reputation” and 3.6 of “Goodwill”. Nam A Commercial Joint-stock Bank (Nam A Bank) undergoes opposite pattern with other banks, its actual mean in “Reputation” and “Goodwill” are 3.6 and 1.8, correspondingly. The reason for difference between “Reputation”



and “Goodwill” among these three bank is operation performance. In case of Vietnam Prosperity Joint-stock Commercial Bank (VP Bank), it has outstanding operation performance leading good “Reputation” and “Goodwill”. Human resource staffs in Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) try to exploit these 2 factors as advantages. Meanwhile, Nam A Commercial Joint-stock Bank (Nam A Bank) has unattractive operation performance so “Reputation” and “Goodwill” cannot become its strengths during recruitment and selection process.

*Table 4. 9 Actual means and ANOVA results of criteria under factor dimensions*

Criteria	Actual Mean			F	P
	Shinhan Bank	Nam A Bank	VP Bank		
Size	4.10	4.20	5.50	4.45	0.0210
Reputation	6.60	3.60	8.40	74.80	0.0010
Goodwill	3.60	1.80	5.20	14.05	0.0150
Working environment	8.40	8.70	9.10	2.92	0.0071
Salary	8.40	8.90	9.00	0.39	0.0068
Incentives	9.20	8.90	9.10	0.55	0.0058
Career Ladder	8.20	8.90	9.10	6.42	0.0050
Learning opportunities	8.30	9.00	9.00	3.65	0.0400
Challenging works	4.90	6.40	6.20	8.20	0.0020
Diverse tasks	4.60	5.60	8.50	7.88	0.0020
Required skills	9.10	7.70	9.10	5.22	0.0120
Promotion opportunities	8.20	7.70	9.00	8.19	0.0020
Experiences	7.60	8.80	7.20	5.95	0.0070
Expertise	8.00	9.00	9.00	4.50	0.0210
Personality	7.40	8.20	7.70	1.57	0.0227
Attitude	8.80	8.00	8.20	1.60	0.0220

The ANOVA results also are shown on the table 4.9, the sig P that is lower than 0.05 in all of the criteria, which concludes that there is significantly different from the frequency of using above listed criteria between Shinhan Bank Vietnam

Limited (Shinhan Bank), Nam A Commercial Joint-stock Bank (Nam A Bank) and Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) . For example, Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) has significantly higher frequency of use on the following criteria: (1) Working environment, (2) Goodwill, (3) Career ladder, (4) Salary, (5) Required skills, (6) Expertise, (7) Diverse tasks, (8) Size, (9) Reputation, while Nam A Commercial Joint-stock Bank (Nam A Bank) has significantly higher frequency of use on (1) Learning opportunities, (2) Expertise, (3) Experiences, (4) Personality, (5) Challenging works, and Shinhan Bank Vietnam Limited (Shinhan Bank) has significantly higher frequency of use on (1) Required skills, (2) Attitude.



## CHAPTER FIVE

### CONCLUSION AND RECOMMENDATION

The purposes of this study are identifying the influential factors attracting recruitment and selection of Private Commercial Banks in Vietnam, understanding the hierarchical structure of these influential factors, identifying the perceived importance and performance of the factors for recruitment and selection and comparing the differences of the application of recruitment and selection among three Private Commercial Bank in Vietnam.

#### 5.1. Research Conclusions

The results of the AHP analysis show that “Applicant characteristics” and “Reward characteristics” (0.39) are factors that have the highest weight to the employee recruitment and selection results of Private Commercial Banks in Vietnam. The finding out of this study are appreciated with (Bui & Suntrayuth, 2017), the point of view shows that Private Commercial Banks in Vietnam are always eager to hire candidates who have not only “Expertise” but also needed “Experience”. Therefore, under the employer perspective, “Applicant characteristics” plays an important role (Pham & Paille, 2019). This is the reason why criteria under “Applicant characteristics” dimension get the highest ranking in global weight. In detail, “Experiences” achieves no.1 and “Expertise” is ranked no.3.

While evaluating a candidate, first of all, employers consider about “Experiences” of applicant because experienced candidate will catch up the job faster leading reduction in training costs (Rahim, 2019). Besides, “Expertise” of candidates are also scrutinized, “Expertise” not only reflects capacity at the present

time but also proves the ability to learn in the future of candidates. “Experience” and “Expertise” of candidates are necessary conditions for the effective employee selection and recruitment results (Rahim, 2019). Ranked no.1 as well, “Reward characteristics” is considered as factor that greatly influences the employee recruitment and selection results of Private Commercial Banks in Vietnam (Bui & Suntrayuth, 2017). A great remuneration policy is an extremely effective tools that employers are using for the purpose of recruiting talents (Siavelis & Morgenstern, 2018). The AHP Analysis result shows that criteria under “Reward characteristics” dimension such as: “Salary”, “Incentives” have rank of no.2 and no.4 in global priority, respectively. It should be emphasized that an effective employee recruitment and selection result is not only recruiting talented employees but also retaining as long as possible (Ekwoaba, Ikeije, & Ufoma, 2015). Being aware of reality, employers of Private Commercial Banks in Vietnam should try to improve “Reward characteristics” in order to effectively serve their recruitment and selection activities (Cheng & Nasurdin, 2011). The evidence is that the large Private Commercial Bank with great “Reward characteristics” as Vietnam prosperity joint-stock commercial bank (VP Bank) always achieves a big attraction from employees.

From the perspective of the applicants, “Applicant characteristics” and “Reward characteristics” are also regarded as the higher weighted factors affecting their behavior (Hong & Kim, 2019) which directly impact to the employee recruitment and selection results of Private Commercial Banks in Vietnam. Almost bank’s recruit candidates based on their “Experience” and “Expertise” to make decisions about whether they apply for a vacancy or not (Lawless, 2012). After that, flowing job description published by the Private Commercial Banks to choose the one that has the greatest “Reward characteristics” and also is consistent with them. For the same vacant position of 2 Private Commercial Banks, candidates tend

to apply to the bank which hold better “Reward characteristics” (Hong & Kim, 2019). A Recruitment staffs of Shinhan Bank Vietnam Limited (Shinhan Bank) said that for 2019 Focused Recruitment Period with the position of "personal credit specialist", Shinhan Bank received a total of more than 2000 applications. With the same position-" personal credit specialist ", during 2019 Focused Recruitment Period, Nam A Commercial Joint-stock bank (Nam A Bank). received about 1,000 applications. The reason for this difference is “Reward characteristics”, starting salary for the position of " personal credit specialist " at Shinhan Bank is approximately 6,000,000 VND per month, plus commission on each transaction and salary review based on individual KPI occurs each 6 months. Meanwhile, starting salary for this position at Nam A Commercial Joint-stock Bank (Nam A Bank) is approximately 5,000,000 VND, the commission paid to is lower 5-7% than Shinhan Bank.

For criteria under ranked no.2 - "Job characteristics" dimension (0.17), the “Promotion opportunity” and “Required skills” are 2 criteria that receive big attention from employers with the global priority are 5 and 6, respectively. Because both vacant position needs a group of required skills and candidates have to meet all required skills to complete assigned tasks (Turker & Selcuk, 2009). In addition, “Promotion opportunities” of vacancies are carefully considered by the employers (Lawless, 2012). Through interviews with Human Resources specialists of Vietnam Prosperity Joint-stock Commercial Bank (VP Bank), Private Commercial Banks in Vietnam are trying to streamline their operations, which means they tend to recruit candidates who can meet “Required skills” that suitable for several positions and train them to become high quality human resources of the bank. Therefore, before making employee recruitment and selection results, “promotion opportunity” of the candidate is tremendously considered by employers (Zhang, Xu, & Sun, 2020).

Finally, "Bank characteristics" (0.05) which is the group with the weakest impact on employee recruitment and selection results of Private Commercial Banks in Vietnam. Prominent among criteria under "Bank characteristics" dimension is "Working environment" with rank of no.9 in global priority. Employers try to build an image of a professional and friendly working environment in the eyes of candidates. The reason is that candidates are always attracted by a good working environment (Zhang, Xu, & Sun, 2020). Once candidates determine that a Private Commercial Banks has a good working environment, the chances of applying to that bank will be higher.

Along with the AHP result, the ANOVA analysis also shows that the average variance of the factors attracting employee recruitment and selection results among the three banks are not different. It means that the analysis results of the three banks are identical. Shinhan Bank, Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank) are Private Commercial Banks in Vietnam, so this conclusion can be representative for the Private Banking Sector in Vietnam.

## **5.2. Recruitment and Selection Trend**

Based on the analysis of the recruitment practices in Shinhan Bank, Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank), the evaluating candidates trend of Private Commercial Banks in Vietnam has been drawn. Currently, Private Commercial Banks are interested in the "Reward characteristics" dimension, they try to develop better "Reward characteristics" to recruit and retain talent. Second position belongs to "Applicant characteristics" dimension. Recent years, employees of Private

Commercial Banks in Vietnam tend to pay more attention to “Attitude” of the candidate during the recruitment and selection process. “Attitude” reflects working attitude and behavior of candidates if they are accepted (Kerpelman, 2010). A recruitment staff of Shinhan Bank expressed that candidates who are honest while interviewing more likely to be recruited. In addition, Criteria under “Bank Characteristics” such as “Reputation” have been exploited by employers to achieve higher efficiency in employee recruitment and selection results (Daniel & José, 2011).

### **5.3. Suggestion and Limitation**

As with all studies, this research has remarkable limitations that can be investigated in the future. Firstly, the research results are analyzed based on data collected from three Private Commercial Banks: Shinhan Bank, Vietnam Prosperity Joint-stock Commercial Bank (VP Bank) and Nam A Commercial Joint-stock Bank (Nam A Bank), so it may not reflect all the factors affecting recruitment and selection results of all Banking sector in Vietnam. Secondly, only 10 Human Resources specialists were interviewed each bank so the data collected input may not represent real opinion of all employees at these three banks. Because of the above limitations, the following suggestion may be considered for Private Commercial Banks in Vietnam to obtain better employee recruitment and selection results.

Firstly, Private Commercial Banks in Vietnam should consider more carefully on "Attitude" and "Personality" to recruit candidates. As stated in section 5.2, candidate's attitude during recruitment and selection process reflects quite honestly working attitude and behavior of candidates if they are accepted, while candidate's “Personality” determines how long can they work for bank.

Secondly, Private Commercial Banks in Vietnam should have a higher appreciation of "Challenging works" and "Diverse tasks". These 2 criteria play important roles in attracting qualified candidates who want to find opportunities for further development. In addition, they are also criteria that create motivation for employees who are in middle-level manager. Because effective recruiting results are not only about recruiting talented employees but also retaining them as long as possible.

Finally, Private Commercial Banks in Vietnam should exploit its "Reputation" and "Goodwill" in a better way. Because candidates are strongly impressed by large and reputable Private Commercial Banks, while "Goodwill" has the ability to create competitiveness for banks in the recruitment process.





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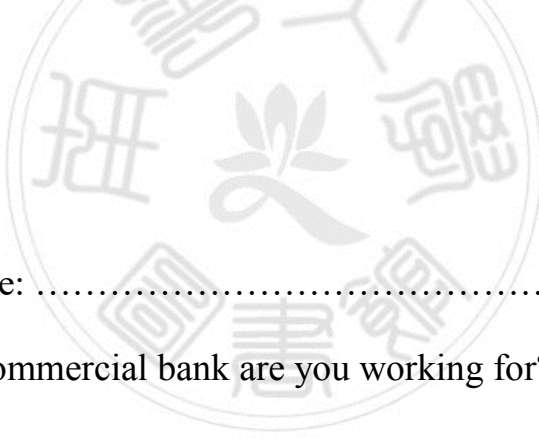
# APPENDIX

## Appendix I: Questionnaire

This questionnaire was designed for collecting information about factors attracting recruitment and selection results of private commercial bank in Vietnam. Please kindly complete this questionnaire as objectively as possible. The collected data will be an instrument of academic research. The author will treat it as confidential. Thank you.

Please write or tick the corresponding answer to each of the question.

### Section A: Personal data

- 
6. Sex
    - Male
    - Female
  7. Respondent's age: .....
  8. Which private commercial bank are you working for?
    - Shinhan Bank Vietnam Limited
    - Vietnam Prosperity Joint-stock Commercial Bank (VP Bank)
    - Nam A Commercial Joint-stock Bank
  9. Current position: .....
  10. How long have you been working for your bank?
    - Less than 1 year
    - 1 - 5 years

- 6 - 10 years
- More than 11 years

## Section B: Recruitment and Selection issues

With respect to factors affecting recruitment and selection results Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance) to evaluate the level of importance between A options and B options.																		
A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria
Bank characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reward characteristics
Bank characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Job characteristics
Bank characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Applicant characteristics
Reward characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bank characteristics
Reward characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Job characteristics
Reward characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Applicant characteristics
Job characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bank characteristics
Job characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reward characteristics
Job characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Applicant characteristics
Applicant characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Bank characteristics
Applicant characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reward characteristics
Applicant characteristics	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Job characteristics

With respect to elements under "Bank characteristics" dimension  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria
Size	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reputation
Size	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Goodwill
Size	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Working environment
Reputation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Size
Reputation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Goodwill
Reputation	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Working environment
Goodwill	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Size
Goodwill	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reputation
Goodwill	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Working environment
Working environment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Size
Working environment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Reputation
Working environment	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Goodwill

With respect to elements under "Reward characteristics" dimension  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely		Very strongly		Strongly		Moderately		Equally		Moderately		Strongly		Very strongly		Extremely	B Criteria
Salary	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Incentives
Salary	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Career Ladder
Salary	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Learning opportunities
Incentives	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Salary
Incentives	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Career Ladder
Incentives	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Learning opportunities
Career Ladder	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Salary
Career Ladder	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Incentives
Career Ladder	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Learning opportunities
Learning opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Salary
Learning opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Incentives
Learning opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Career Ladder



With respect to elements under "Job characteristics" dimension  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely	Very strongly	Strongly	Moderately	Equally	Moderately	Strongly	Very strongly	Extremely	B Criteria								
Challenging works	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diverse tasks
Challenging works	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Required skills
Challenging works	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promotion opportunities
Diverse tasks	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Challenging works
Diverse tasks	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Required skills
Diverse tasks	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promotion opportunities
Required skills	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Challenging works
Required skills	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diverse tasks
Required skills	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Promotion opportunities
Promotion opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Challenging works
Promotion opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Diverse tasks
Promotion opportunities	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Required skills

With respect to elements under "Applicant characteristics" dimension  
Please use 1-9 scale (where 1 is equally importance and 9 is extremely importance)  
to evaluate the level of importance between A options and B options.

A Criteria	Extremely	Very strongly	Strongly	Moderately	Equally	Moderately	Strongly	Very strongly	Extremely	B Criteria								
Experiences	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Expertise
Experiences	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Personality
Experiences	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Attitude
Expertise	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Experiences
Expertise	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Personality
Expertise	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Attitude
Personality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Experiences
Personality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Expertise
Personality	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Attitude
Attitude	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Experiences
Attitude	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Expertise
Attitude	9	8	7	6	5	4	3	2	1	2	3	4	5	6	7	8	9	Personality

### Section C: Using Frequencies on Recruitment and Selection results

For all above question, we would like to have the opinions from the respondents on the actual application of the items for the recruitment and selection. Respondents are asked to evaluate the frequency of the application of these items at your Bank's recruitment and selection, ranging from frequency (1) to very high frequency (10)

	Please evaluate the frequency of the application the use during recruitment and selection at your bank on each of the following items									
	1	2	3	4	5	6	7	8	9	10
Bank characteristics										
Reward characteristics										
Job characteristics										
Applicant characteristics										
Size										
Reputation										
Goodwill										
Working environment										
Salary										
Incentives										
Career Ladder										
Learning opportunities										
Challenging works										
Diverse tasks										
Required skills										
Promotion opportunities										
Experiences										
Expertise										
Personality										
Attitude										

Note: 1 = very low frequency of use

10 = very high frequency of use

## Section D: Suggestions

Please give some suggestions in order to exploit effectively factors attracting recruitment and selection results of Private Commercial Banks in Vietnam.

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## Appendix II: Weight Analysis for factors affecting recruitment and selection results (Apply AHP approach)

Criteria	BC	RC	JC	AC	Total	Average	Consistency measure	Lamda max
BC	0.06	0.07	0.03	0.07	0.22	0.05	4.1613	4.1454
RC	0.33	0.40	0.42	0.40	1.55	0.39	4.1613	
JC	0.28	0.13	0.14	0.13	0.68	0.17	4.0976	
AC	0.33	0.40	0.42	0.40	1.55	0.39	4.1613	
TOTAL	1.00	1.00	1.00	1.00	4.00	CI	0.0485	OK
						RI	0.9000	
						CR	0.0538	

**Appendix III: Weight Analysis for Bank characteristics (Apply AHP approach)**

Criteria	BC1	BC2	BC3	BC4	Total	Average	Consistency measure	Lamda mmax
BC1	0.06	0.03	0.06	0.08	0.23	0.06	4.0835	4.1834
BC2	0.41	0.24	0.50	0.21	1.36	0.34	4.2320	
BC3	0.06	0.03	0.06	0.09	0.23	0.06	4.0008	
BC4	0.47	0.71	0.39	0.62	2.19	0.55	4.4173	
Total	1.00	1.00	1.00	1.00	4.00	CI	0.0611	OK
						RI	0.9000	
						CR	0.0680	

**Appendix IV: Weight Analysis for Reward characteristics (Apply AHP approach)**

Criteria	RC1	RC2	RC3	RC4	Total	Average	Consistency measure	Lamda mmax
RC1	0.42	0.40	0.45	0.45	1.73	0.43	4.011	4.006
RC2	0.42	0.40	0.36	0.36	1.54	0.39	4.010	
RC3	0.08	0.10	0.09	0.09	0.37	0.09	4.002	
RC4	0.08	0.10	0.09	0.09	0.37	0.09	4.002	
Total	1.00	1.00	1.00	1.00	4.00	CI	0.002	OK
						RI	0.900	
						CR	0.002	

**Appendix V: Weight Analysis for Job characteristics (Apply AHP approach)**

Criteria	JC1	JC2	JC3	JC4	Total	Average	Consistency measure	Lamda max
JC1	0.06	0.07	0.06	0.06	0.26	0.06	4.001	4.003
JC2	0.06	0.07	0.07	0.07	0.28	0.07	4.001	
JC3	0.44	0.43	0.43	0.43	1.73	0.43	4.005	
JC4	0.44	0.43	0.43	0.43	1.73	0.43	4.005	
<b>TOTAL</b>	1.00	1.00	1.00	1.00	4.00	CI	0.001	OK
						RI	0.900	
						CR	0.001	

**Appendix VI: Weight Analysis for Applicant characteristics (Apply AHP approach)**

Criteria	AC1	AC2	AC3	AC4	Total	Average	Consistency measure	Lamda max
AC1	0.43	0.42	0.39	0.49	1.74	0.43	4.126	4.065
AC2	0.43	0.42	0.39	0.39	1.64	0.41	4.088	
AC3	0.05	0.05	0.04	0.02	0.16	0.04	4.011	
AC4	0.09	0.11	0.17	0.10	0.46	0.12	4.036	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.022	OK
						RI	0.900	
						CR	0.024	

**Appendix VI: Weight Analysis for factors affecting recruitment and selection results of Shinhan Bank Vietnam Limited (Apply AHP approach)**

Criteria	BC	RC	JC	AC	Total	Average	Consistency measure	Lamda max
BC	0.06	0.07	0.03	0.07	0.22	0.05	4.015	4.1089
RC	0.33	0.40	0.42	0.40	1.55	0.39	4.161	
JC	0.28	0.13	0.14	0.13	0.68	0.17	4.098	
AC	0.33	0.40	0.42	0.40	1.55	0.39	4.161	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.036	OK
						RI	0.900	
						CR	0.040	

Criteria	BC1	BC2	BC3	BC4	Total	Average	Consistency measure	Lamda mmax
BC1	0.07	0.04	0.06	0.09	0.25	0.06	4.089	4.186
BC2	0.40	0.23	0.50	0.21	1.34	0.33	4.247	
BC3	0.07	0.03	0.06	0.09	0.24	0.06	3.998	
BC4	0.47	0.70	0.39	0.62	2.17	0.54	4.412	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.060	OK
						RI	0.900	
						CR	0.069	

Criteria	RC1	RC2	RC3	RC4	Total	Average	Consistency measure	Lamda mmax
RC1	0.67	0.73	0.56	0.57	2.54	0.64	4.196	4.075
RC2	0.17	0.18	0.31	0.29	0.95	0.24	4.072	
RC3	0.07	0.04	0.06	0.07	0.25	0.06	4.000	
RC4	0.08	0.05	0.06	0.07	0.26	0.07	4.033	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.025	OK
						RI	0.900	
						CR	0.028	

Criteria	JC1	JC2	JC3	JC4	Total	Average	Consistency measure	Lamda max
JC1	0.07	0.07	0.07	0.07	0.28	0.07	4.003	4.003
JC2	0.07	0.07	0.06	0.07	0.27	0.07	4.001	
JC3	0.43	0.47	0.43	0.43	1.76	0.44	4.005	
JC4	0.43	0.40	0.43	0.43	1.69	0.42	4.003	
TOTAL	1.00	1.00	1.00	1.00	4.00	CI	0.001	OK
						RI	0.900	
						CR	0.001	

Criteria	AC1	AC2	AC3	AC4	Total	Average	Consistency measure	Lamda max
AC1	0.44	0.43	0.39	0.49	1.75	0.44	4.200	4.107
AC2	0.44	0.43	0.39	0.41	1.67	0.42	4.157	
AC3	0.05	0.05	0.04	0.02	0.16	0.04	4.013	
AC4	0.07	0.09	0.17	0.08	0.42	0.10	4.057	
Total	1.00	1.00	1.00	1.00	4.00	CI	0.036	OK
						RI	0.900	
						CR	0.039	

**Appendix VII: Weight Analysis for factors affecting recruitment and selection results of Nam A Commercial Joint-stock Bank (Apply AHP approach)**

Criteria	BC	RC	JC	AC	Total	Average	Consistency measure	Lamda max
BC	0.06	0.07	0.03	0.07	0.22	0.06	4.017	4.126
RC	0.35	0.41	0.43	0.41	1.61	0.40	4.197	
JC	0.24	0.10	0.11	0.10	0.55	0.14	4.092	
AC	0.35	0.41	0.43	0.41	1.61	0.40	4.197	
Total	1.00	1.00	1.00	1.00	4.00	CI	0.042	OK
						RI	0.900	
						CR	0.047	

Criteria	BC1	BC2	BC3	BC4	Total	Average	Consistency measure	Lamda mmax
BC1	0.06	0.04	0.06	0.08	0.23	0.06	4.088	4.148
BC2	0.35	0.24	0.50	0.21	1.30	0.32	4.167	
BC3	0.06	0.03	0.06	0.08	0.22	0.05	4.003	
BC4	0.47	0.71	0.44	0.62	2.24	0.56	4.337	
Total	0.94	1.01	1.06	0.99	3.99	CI	0.049	OK
						RI	0.900	
						CR	0.055	

Criteria	RC1	RC2	RC3	RC4	Total	Average	Consistency measure	Lamda mmax
RC1	0.35	0.35	0.33	0.38	1.41	0.35	4.029	4.021
RC2	0.35	0.35	0.33	0.38	1.41	0.35	4.029	
RC3	0.18	0.18	0.17	0.13	0.64	0.16	4.011	
RC4	0.12	0.12	0.17	0.13	0.53	0.13	4.012	
Total	1.00	1.00	1.00	1.00	4.00	CI	0.007	OK
						RI	0.900	
						CR	0.008	

Criteria	JC1	JC2	JC3	JC4	Total	Average	Consistency measure	Lamda max
JC1	0.06	0.04	0.06	0.06	0.22	0.05	4.006	4.037
JC2	0.12	0.07	0.07	0.07	0.34	0.08	4.015	
JC3	0.41	0.44	0.43	0.43	1.72	0.43	4.063	
JC4	0.41	0.44	0.43	0.43	1.72	0.43	4.063	
TOTAL	1.00	1.00	1.00	1.00	4.00	CI	0.012	OK
						RI	0.900	
						CR	0.014	



Criteria	AC1	AC2	AC3	AC4	Total	Average	Consistency measure	Lamda max
AC1	0.44	0.43	0.41	0.49	1.77	0.44	4.097	4.049
AC2	0.44	0.43	0.41	0.41	1.69	0.42	4.070	
AC3	0.05	0.05	0.05	0.03	0.17	0.04	4.008	
AC4	0.07	0.09	0.14	0.08	0.38	0.09	4.022	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.016	OK
						RI	0.900	
						CR	0.018	

**Appendix VIII: Weight Analysis for factors affecting recruitment and selection results of Vietnam Prosperity Joint-stock Commercial Bank (Apply AHP approach)**

Criteria	BC	RC	JC	AC	Total	Average	Consistency measure	Lamda max
BC	0.06	0.06	0.05	0.06	0.23	0.06	4.038	4.049
RC	0.29	0.31	0.24	0.38	1.22	0.30	4.038	
JC	0.29	0.31	0.24	0.19	1.03	0.26	4.037	
AC	0.35	0.31	0.48	0.38	1.52	0.38	4.081	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.016	OK
						RI	0.900	
						CR	0.018	

Criteria	BC1	BC2	BC3	BC4	Total	Average	Consistency measure	Lamda max
BC1	0.06	0.04	0.03	0.07	0.20	0.05	4.059	4.156
BC2	0.39	0.31	0.51	0.28	1.49	0.37	4.316	
BC3	0.11	0.03	0.06	0.08	0.28	0.07	4.011	
BC4	0.44	0.61	0.40	0.57	2.02	0.51	4.239	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.052	OK
						RI	0.900	
						CR	0.058	

Criteria	RC1	RC2	RC3	RC4	Total	Average	Consistency measure	Lamda mmax
RC1	0.42	0.42	0.42	0.42	1.67	0.42	4.000	4.000
RC2	0.42	0.42	0.42	0.42	1.67	0.42	4.000	
RC3	0.08	0.08	0.08	0.08	0.33	0.08	4.000	
RC4	0.08	0.08	0.08	0.08	0.33	0.08	4.000	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.000	OK
						RI	0.900	
						CR	0.000	

Criteria	JC1	JC2	JC3	JC4	Total	Average	Consistency measure	Lamda max
JC1	0.06	0.03	0.08	0.04	0.22	0.05	4.020	4.098
JC2	0.12	0.07	0.08	0.05	0.32	0.08	4.034	
JC3	0.41	0.48	0.56	0.60	2.06	0.51	4.181	
JC4	0.41	0.41	0.28	0.30	1.41	0.35	4.159	
<b>TOTAL</b>	1.00	1.00	1.00	1.00	4.00	CI	0.033	OK
						RI	0.900	
						CR	0.036	

Criteria	AC1	AC2	AC3	AC4	Total	Average	Consistency measure	Lamda max
AC1	0.42	0.41	0.38	0.49	1.70	0.42	4.121	4.063
AC2	0.42	0.41	0.38	0.37	1.57	0.39	4.076	
AC3	0.05	0.05	0.04	0.02	0.16	0.04	4.013	
AC4	0.11	0.14	0.21	0.12	0.57	0.14	4.041	
<b>Total</b>	1.00	1.00	1.00	1.00	4.00	CI	0.021	OK
						RI	0.900	
						CR	0.023	