

High-quality human resources development based on the digital economy in Ho Chi Minh city



Nguyen Phan Thu Hang*

Faculty of Business Administration, Saigon University (SGU), Ho Chi Minh City, Vietnam

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ABSTRACT

The country's industrialization and modernization and international integration in Ho Chi Minh City (HCMC) have the advantage of a large population and abundant working-age human resources. However, the quality is not high, and the improvement of the quality of human resources is still limited. The training and development of human resources in line with the socio-economic development process have been paid special attention by HCMC, identifying this as one of the five breakthrough programs of the HCMC in the period 2020-2025 to meet the current trend of international integration and competition with many challenges. Besides, the paper focuses on high-quality human resources development in the socio-economic development of HCMC. Moreover, HCMC attaches particular importance to the construction and development of high-quality human resources to meet the cause of industrial promotion requirements. Thus, the author uses descriptive statistics from a survey of 400 experts in human resource management from 400 enterprises. The main findings had more than 60.0 percent agree with improving the quality of human resources for HCMC in the digital economy based on the surveying. The article's novelty proposed some policy implications for high-quality human resources development.

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1. Introduction

Human resources assessed essential factors for the operation and management of the overall program of socio-economic recovery and development from now to 2030. Vietnam hopes to want to reach 17 national sustainable development goals. Human resources, especially high-quality human resources, play a decisive role in the socio-economic development of each country. Besides, our Party and State attach particular importance to the construction and development of high-quality human resources to meet the cause of industrial promotion requirements. The country's industrialization, modernization, and international integration today (Ahmed et al., 2017).

In the modern world, then gradually shifting to a knowledge-based economy and in the trend of globalization and international economic integration, human resources, especially high-quality human

resources, are increasingly available to play a decisive role. Recent growth theories indicate that an economy that wants to overgrow at a high rate must rest on at least three fundamental pillars adopting new technologies, modern infrastructure development, and modern infrastructure development to improve the quality of human resources. In particular, the most critical driver of sustainable economic growth is people, especially high-quality human resources. People invested in development have skills, knowledge, skills, experience, and creative capacity to become capital-human capital, human capital (Hamadamin and Atan, 2019). In a world with many fluctuations and fierce competition, the victory will belong to countries with high-quality human resources, a favorable legal environment for investment, and socio-political environment stability. Thus, the article also proposed some policy implications for high-quality human resources development based on the digital economy in HCMC.

2. Literature review

2.1. Human resource development

Human resource development is an extension of training and development with a planned

* Corresponding Author.

Email Address: npthang@sgu.edu.vn

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Corresponding author's ORCID profile:

<https://orcid.org/0000-0002-9769-0532>

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organizational learning orientation intended to improve skills, knowledge, and understanding. Developing and facilitating human potential through organizational development, training, and personal development aims to improve performance (Çalışkan, 2010; Mitlacher, 2011).

Human resource development aims to help managers develop leadership skills and connect individuals, enhancing creativity, confidence, and ability to work in a team in different cultural environments. Human resource development is a broad concept that focuses on establishing and implementing human resource development, practices, and policies globally in society and organizations (Pedersen, 2013; Bae and Rowley, 2004).

Human resource development is the totality of forms, methods, policies, and measures to perfect and improve the quality of human resources to meet the requirements of human resources for socio-economic development in the future at each stage of development. Human resource development promotes organizational learning to enhance job performance and create change through training, development, initiatives, and solutions management corporate and personal development measures (Park and Rainey, 2012).

In short, human resource development is the process of increasing the quantity (scale) of human resources and improving the quality of human resources, creating an increasingly reasonable human resource structure (Andersen and Pedersen, 2012). With the development approach from an individual perspective, human resource development makes people mature, having social capacity (physical, intellectual, personality) and high social dynamism. Human resources are the skills, knowledge, and capabilities of existing or potential people for socio-economic development in a community." The World Bank believes that: Human resource is the whole "human capital" including physical strength, intelligence, and professional skill each individual member possesses.

2.2. High-quality human resources

There can be many ways to understand high-quality human resources from a human resource perspective. From a qualitative perspective, high-quality human resources is a workforce capable of meeting critical socio-economic issues, thereby creating high efficiency in job-solving for growth and social development (Afiouni et al., 2014; Yen and Lee, 2011). With a quantitative approach, high-quality human resources are equipped with the knowledge and have high professional qualifications. The concept of knowledge here includes the connotations that human beings are basically trained. The higher and more specialized training is, the higher the quality of human resources will be talking about a high level of expertise means discussing how to represent that knowledge in

practice with a group of skilled experts (Fallah, 2018; Fahed-Sreih, 2012).

Thus, high-quality human resources can be understood as a part of human resources in society, which plays a pivotal role, typically responding to essential issues in the socio-economic development of each country and territory in each period (Zineldin and Hytter, 2012).

In other words, high-quality human resources are assessed by many factors: Physical strength, intelligence, working ability, socio-political positivity, ethics, and emotions of human resources. These factors interact and support each other to help the subject promote its total value (García et al., 2019). Accordingly, specific manifestations of high-quality human resources can be considered in the following essential content:

Physical fitness: It can be said that an indispensable factor for high-quality human resources is health. Health today is understood as the absence of disease and as physical and mental perfection. Employees with good health can bring high labor productivity thanks to their persistence and toughness (Raudeliūnienė and Meidutė-Kavaliauskienė, 2014). Whether physical or mental, all workers need good physical strength to maintain and develop their intellect, transfer knowledge into practical activities, and turn knowledge into physical power. Furthermore, it requires mental toughness, faith and will, and the ability to operate the mind in different conditions and in extreme challenges (Steers et al., 2004).

Intelligence is the most essential and vital factor of human resources, especially high-quality human resources. Intellectual capacity manifests in using scientific achievements to invent advanced technological techniques and acumen, adapt quickly, and master modern technology. Today, science and technology's rapid and robust development requires workers with education and professional and technical qualifications to work proactively and use modern tools (Scheible and Bastos, 2013). The more in-depth the process of promoting industrialization and modernization is, the more specialized it is that human resources are required to achieve high productivity, and the production and business efficiency is many times greater.

Professional ethics: The essential requirement for people in society is to have heart, benevolence, and altruism, appreciate the labor and understand the struggle of others. For high-quality human resources, who have physical strength, intelligence, and specialized knowledge, the lack of these things will sometimes cause unpredictable consequences for people and society. Must know how to love and share love in life.

2.3. Evaluation criteria for developing high-quality human resources

Promoting the quantity of high-quality human resources: The economy associated with scientific and technological development is related to flexible

organizational models and the application of science and technology. In particular, technology will lead to new labor organizations, requiring a more mass-based and highly qualified workforce to directly participate in production; highly flexible, creative, innovative, and highly trained (Stone et al., 2021). These leaders will create data software for other employees to organize and implement, creating conditions to promote social development. In any society, highly qualified people are needed to form advanced technology. Thus, there is a need to rapidly increase the number of knowledge workers, management workers, and data workers. This force must account for an unprecedented proportion of the total national labor force (Andersen and Kjeldsen, 2013).

Quickly restructure high-quality human resources: The development trend of the market economy is always associated with the development trend of some specific industries, called the knowledge-intensive industry. Therefore, the structure of high-quality human resources must have a definite shift to knowledge industries to create a force for forming an advanced technical economy (Abualoush et al., 2018). This shift must rapidly increase the workforce training to develop high-quality human resources and a team of highly qualified university lecturers, and at the same time, it must rapidly increase the number of human resources in science and technology.

Build and form a team of cadres with talented people in society: Talented people have foresight on their job positions and know how to calculate and identify all previous developments and the impact of changes of the times to promote development socio-economic within the scope of their responsibility, also known as management vision (Chen and Bozeman, 2013). A person with vision is a person who has knowledge and sensitivity about adaptation or has adaptive qualities in operating and responding to work. In other words, self-mastery before the change of command. Self-employment also means absorbing scientific and technological achievements while adapting to new things and creating new ones.

Mind is expressed in patriotism, national spirit, and humanity and always has a desire for change to promote specific actions, contributing to creating fundamental changes in one's work or for other countries and territories. Talent is an aspect of the high quality of human resources; talent is formed by innate excellence. Talent is developed through training to create qualified people, and some talented people are also born in the actual working environment (Hutchings et al., 2012).

Criteria for evaluating the process of developing high-quality human resources. Evaluation criteria for the increase in the number of high-quality human resources.

These indicators include the ratio of workers with university degrees or higher compared to the total labor force; the growth rate and the number of students per ten thousand people; the proportion

and evolution of the number of students, newly recruited students, and graduates every year (Omar et al., 2018).

Beheshtifar and Safarian (2013) studied criteria for determining the adjustment of the structure of high-quality human resources. These indicators include changes in the construction of high-quality human resources by region and territory; changes in the design of high-quality human resources by economic sector, by field; changes in the ratio of the number of cadres in the scientific research sector to one hundred people; differences in the percentage of science and technology staff to the total number of high-quality human resources; the ratio of university teaching staff to the total number of high-quality human resources.

Criteria for assessing high-quality human resources' adaptability and scientific and technological creativity. These criteria include the members' attitude, readiness, and professional skills. Management and support of high-quality human resources; the level of technology use, the foreign language proficiency of high-quality human resources; the number of inventions and the ability to invent science and technology of high-quality human resources compared to human resources; scientific research works and the index of creativity in research works compared to a team of high-quality human resources; the number of scientific works applied in practice compared to the number of research works of high-quality human resources (Al-Mustapha and Olugbenga, 2016).

Criteria for assessing the consciousness of high-quality human resources. These indicators include a sense of responsibility towards the nation for high-quality human resources in the face of scientific and technical development, concern about the community's difficulties with the regional district, and the level of purity (through the corruption index) of high-quality human resources.

2.4. The role of developing high-quality human resources

High-quality human resources in society have some specific functions as follows.

High-quality human resources will help businesses, companies, and organizations have the fastest access to the best and most modern knowledge and technology. Then, the practical application of knowledge and technology to organizations, companies, and enterprises' production and business activities promoted development (Hom et al., 2017).

High-quality human resources help to improve the labor productivity of organizations, companies, and enterprises thanks to the staff's skills and knowledge, and working experience. High-quality human resources will complete the assigned work well, be creative, and learn new ways to achieve the best labor productivity.

Improve competitiveness in the market and go further with high-quality human resources. The

training of high-quality human resources helps organizations, companies, and enterprises develop sustainably and is the foundation for the growth of their businesses. High-quality human resources are like "wings" to take the business further on its development path. Thereby, we see that high-quality human resources are a significant factor and a key factor for organizational development, sustainable business development, increased competitiveness, and long-term development in the future.

Human resources, especially high-quality human resources, are the superior and necessary force constituting the nation's human resources, an essential factor in the cause of national construction and development. Most high-quality human resources in our country are people working for the public sector, with rights and obligations prescribed by law. As a management and user entity, the State is responsible for formulating and implementing policies on training, fostering, building, developing, using, and employing high-quality human resources. The effectiveness and efficiency of the state apparatus are determined by the qualifications, capacity, ethical qualities, and work efficiency of human resources, especially high-quality human resources.

Having the capacity, professional qualifications, and ethical attributes to meet the requirements and tasks in the period of accelerating industrialization and modernization of the country, building a socialist rule of law state and a socialist economy, socialist-oriented market, and international integration. To successfully develop high-quality human resources, it is necessary to have reasonable policies. The State should invest in training, fostering, building, and developing human resources in a comprehensive, long-term strategy to make high-quality human resources with reasonable structure and quality.

2.5. Factors affecting the process of developing high-quality human resources

Impacts from the quality of training high-quality human resources. The knowledge of each person plays an essential role in forming high-quality human resources. But the acquisition of knowledge of each person must go through training institutions. It is understood that training and educational environment directly impact the formation of the knowledge factor of each person. In reality, today, the quality of training at each institution is different, depending on many elements from the environment of the training institution and the capacity of the training institution with good teachers, the students will be good (Anderfuhren-Biget et al., 2010).

The impact of applying advanced knowledge to the training process at all levels. Thanks to the rapid invention of science and technology and advanced knowledge techniques in the training process, today's era are burning knowledge. In different facilities with different training equipment, the ability of human resources is entirely different. This

leads to the formation of learning for each person at different levels. Therefore, many people can invent immediately after training, but some still lack something of a fundamental nature, so they cannot deploy the work.

The impact of the application environment of high-quality human resources. People can form and promote typical qualities in a favorable environment to create a knowledge-based economy in the new era. The intellectual capital of each person is also just the consciousness stored in a physical facility. When it is put to use, it can be used to see its good or bad value. Therefore, the environment for knowledge to manifest is critical. If a good seed is sown on poor soil, the origin will rot or not germinate and vice versa (Omar et al., 2018).

Influenced by the view of using and appreciating high-quality human resources. In fact, a human being trained with high quality has not yet brought into full play the benefits of society if it is not used correctly. Each person has a specific forte and short, and if used correctly and respected, it will benefit the community. Policies that respect talents such as recruitment, job arrangement, promotion, and social compensation also significantly impact high-quality human resources development.

Depending on the level and ability of each person, assign and arrange the work for the right person at the right job, ensuring there is guidance, tutoring, and support, especially at the beginning. This is a critical job and determines the success and attachment level of talents to the agency or organization they work for. A reasonable assignment will motivate them to work more effectively, the quality of work will be better, and they will promote their strengths and personal passions (Al-Mustapha and Olugbenga, 2016; Garcia et al., 2019).

3. Methods of research

Descriptive, analytical, statistical methods, comparative analysis, and synthesis combined with quantitative analysis. The study uses basic general research methods in social science research in general and economics in particular, such as qualitative analysis applied in combination with statistical methods. In addition, the study also carried out sociological surveys and in-depth interviews to analyze and evaluate the current situation of human resource development in HCMC. The author interviewed 31 people, including leaders and managers, and surveyed by questionnaire with 400 business managers working in HCMC (Hair et al., 2010).

Primary sources of information through in-depth interviews and sociological surveys by questionnaire: In-depth discussion: The interviewees were 31 experts in human resource management knowledgeable about human resources and set out policies and organized human resource development activities. The content of the interview questions is built based on the theory presented above and aims to clarify the main activities of

human resource development. The author has collected data from primary and secondary information sources to have research materials (Hair et al., 2010).

The sociological survey by questionnaire: The survey subjects are qualified human resources, usually business directors. The author designed and built the questionnaire based on consultation with experts, synthesis of theories, and references from relevant documents. The criteria for assessing the capacity of human resources knowledge, skills, and attitudes use a 5-point Likert scale arranged from 1 to 5, with the higher the score, the more agree with the statement given out (1: Totally disagree; 2: Disagree; 3: Temporarily agree; 4: Agree; 5: Totally agree). The sociological survey questionnaire was completed and conducted a trial interview before the large-scale survey.

The author reviewed secondary sources of information through scientific works that have been recognized and published at home and abroad, such as publications, books, journals, and statistics of research agencies' rescue. Especially the statistical data on the quantity, size, and quality of qualified human resources collected by the author from relevant departments.

After collection, secondary information is synthesized, analyzed, and combined between theory and practice; Primary information from in-depth interviews is synthesized and analyzed according to the research problem; Primary information from the survey by questionnaire was entered, processed, and analyzed by specialized software in processing survey data SPSS 20.0. The main results from in-depth interviews and sociological surveys are synthesized, analyzed, and evaluated to propose managerial implications to improve the quality of human resources for HCMC.

4. Results and discussions

4.1. Results

The practice of developing human resources, especially high-quality human resources in HCMC. Over the years, the system of legal documents on human resource development has been promulgated relatively fully and is increasingly being perfected. Specifically, the National Assembly promulgated the Labor Code in 2012, the Law on Vocational Education in 2014, the Education Law in 2019, the Law on Civil servants, the Law on Public Employees, etc. The government has issued many legal documents. The law guides the law's implementation and promulgates many mechanisms and policies on human resource development. This system of records has created a clear legal framework and created a driving force for promoting human resource development in both quantity and quality.

In addition to the rather specific system of legal documents promulgated, the method of state management apparatus on human resource development has been gradually consolidated to

improve the effectiveness and efficiency of the management. State management on a national scale, meeting the requirements of the new development period. Currently, the system of state management agencies for human resource development in our country includes ministries with functions and tasks to perform state management in specialized fields related to human resource development, such as the Ministry of Education and Training, the Ministry of Labor-Invalids and Social Affairs, the Ministry of Health, the Ministry of Home Affairs; ministries with state management functions in many specialized fields related to such human resource development such as the Ministry of Finance, the Ministry of Planning and Investment; all ministries, branches.

Implement Decision No. 579/QĐ-TTĐ dated April 19, 2011, of the Prime Minister approving the Strategy for Vietnam's human resource development for the period 2011-2020 and Decision No. 1216/QĐ-TTĐ dated July 22/ In 2011, the Prime Minister approved the Vietnam Human Resource Development Plan for the period 2011-2020. force; implemented many solutions and policies to attract, recruit, train, foster, and develop high-quality human resources, initially achieving actual results.

The country's human resources have been enhanced in both size and quality. The national labor force will increase from 50.4 million people in 2010 to 56.2 million in 2020. The trained workers will increase from 40% in 2010 to about 65% in 2020. High-quality human resources have also increased significantly, in which some industries are reaching regional and international levels, such as healthcare, mechanical engineering, technology, and construction.

However, human resource development, especially high-quality human resources, is limited and has not met the requirements and tasks. Specifically, Vietnam's strategy and planning for human resource development have just been introduced at the national level. In the process and master plan on human resource development in Vietnam for 2011-2020, the specific demand for the quantity and quality of high-quality human resources of the whole country in general and each ministry, sector, or branch has not been identified locally. Therefore, there is no basis for a unified and synchronous policy for developing high-quality human resources to effectively attract, recruit, train, foster, arrange, use and employ reasonable.

In fact, the proportion of untrained workers is still significant, the quality of training is low, the occupational structure is not reasonable, there is a shortage of qualified, capable, and skilled workers, and an excess of manual workers public, and no training. They lack highly qualified leadership, management, and corporate governance staff; they lack a team of experts in economic, technical, and skilled workers. International competition with unskilled, cheap labor is increasingly ineffective and weakens us. The underdevelopment and shortage of high-quality human resources are becoming significant obstacles to the industrialization and

modernization of the country and international integration.

In addition, many cadres, civil servants, and public employees in administrative agencies and public non-business units have not met the requirements and tasks. Resolution No. 26-NQ/TW dated May 19, 2018, of the Seventh Plenum of the Party Central Committee, term XII clearly stated: In general, the staff is significant but not substantial; the situation of both redundancy and shortage of cadres occurs in many places. The linkage between levels and sectors is still limited. The percentage of young cadres, female cadres, and cadres of ethnic minorities has not reached the set target. Lack of good leaders, managers, scientists, and leading experts in many fields. The capacity of the staff is not uniform. The presence is still limited and weak; many officials, including senior officials, lack professionalism and do not follow their expertise and forte; English level, Communication skills, and ability to work in an international environment are still limited. Many young cadres lack bravery and are afraid to practice.

According to the General Statistics Office's forecast, the golden population period will last for about 34 years and end in 2041. Thus, we have spent more than 10 years in the golden age. The population structure is golden, but the reality shows that the surplus value and economic efficiency are not commensurate with the number of existing laborers in the whole country. This is evident in the comparison. The labor productivity of Vietnam is much lower than that of some countries in Southeast Asia: Equal to only 7% of Singapore, equal to 17.6% of Malaysia; 36.5% of Thailand; 42.3% of Indonesia; 56.7% of the Philippines, and 87.4% of Laos.

In addition to the achievements, the implementation of the state management function on human resource development has limitations, which are:

- Firstly, the state management of human resource development is not centralized and unified from the central to the local but is scattered among state management agencies and governing units, between ministries, industry, and locality. Specialized legal documents have been promulgated, but papers have no consensus. There are even contradictions, overlaps, and inadequacies leading to difficulties in developing sources of human resources in general. The legal provisions on state management of human resource development are specified in many of the above documents. Still, the actual application of the law and the assignment and administration of the government with the agencies are not limited to the state management of human resources related is not clear, specific, or inconsistent, so the effectiveness is not high.
- Second, many legal documents lack practical feasibility and effectiveness, leading to the state management of human resource-supplying establishments being loose and lacking rigor. Many

training institutions have not established training regulations and standards on output quality. The quality assessment is still internal. There is a lack of independent accrediting organizations to assess the quality of human resources.

- Thirdly, the lack of consistency between professional state management and human resource and financial management leads to a lack of consistency in the direction and administration of the education and training system, making the control. The quality of human resources faces many difficulties. Specifically, job orientation for junior high and high school students is not good; Vocational training and education are not really based on the needs of society. Having not yet attracted the participation of human resource development from employers; teachers and lecturers are still lacking in number, weak in professional skills, and there is a significant disparity in development levels among localities, regions, and regions; the system of methods and tools for testing, monitoring, accrediting and evaluating the results of education and training is ineffective. There is a lack of transparency in the recruitment process of human resources for the public sector, leading to the low quality of human resource recruitment, which has not been able to attract talented people to work for the public sector.

4.2. Discussions

The world is entering the Industrial Revolution 4.0, focusing mainly on intelligent production and developing qualified and high-quality human resources, increasingly playing a decisive role. Therefore, it is necessary to correctly and clearly perceive positive, practical, and effective contents, policies, and solutions to innovate and strengthen the construction and promotion of human resources, meeting the requirements of the cause of HCMC construction and development in the new period.

1. HCMC should continue completing human resource training (3.4182). Around the world, in many countries, human resources, exceptionally qualified human resources, are valuable assets. Therefore, investment in human resource training is considered an urgent and essential investment to improve the organization's human resources quality. Through training, human resources have improved their understanding of the organization's goals and corporate culture, equipped them with new professional and technical knowledge and skills, and developed themselves in team development. This result is consistent with the study by [Yen and Lee \(2011\)](#). As analyzed above, the training of human resources with professional and technical qualifications still has many shortcomings, such as There is no long-term training plan, and the content and form of exercise are not suitable. Therefore, in the current competitive context for

high-quality human resources, HCMC needs to actively improve the quality of human resources and their capacity to perform their jobs through perfecting training. Training should be based on HCMC's strategies, human resource capacity gaps, and human resources' aspirations for personal development. Focus on promoting the work of "Dual training," gradually narrowing the gap between training and employing workers; forming thinking and a sense of entrepreneurship for students after vocational training. Improve the quality of managers and teachers in vocational education institutions; regularly organize training classes, fostering professional knowledge, pedagogy, informatics, and foreign languages. Negotiate, cooperate and transfer advanced training programs to countries and the world. Completing the self-assessment of the quality of training programs as a basis for accrediting training quality.

2. HCMC should continue developing a long-term training plan (3.0208). The long-term training plan for human resources with professional and technical qualifications should ensure sufficient quantity, reasonable human resource structure, and meet future work requirements (Fallah, 2018). At the same time, HCMC needs to develop strategies and policies for training qualified and technical human resources in the long term, following the process in each planning stage. With the advent of industrial parks and strong competition trends to meet the demanding requirements of future jobs, it is crucial to building a long-term training roadmap for qualified human resources. Technical expertise is essential. Develop a master training plan for the whole HCMC needs to make a list of training aspirations, assess the importance of training aspirations, and prioritize the identified training needs. Priority should be given to urgent training needs that HCMC needs to implement immediately because otherwise, it will directly affect HCMC's goals. HCMC needs to consider organizational costs, benefits, and resource availability to ensure the most economically viable training program. Furthermore, to ensure the sustainability of human resource training, organizations need to actively form and develop a training fund to provide funding for periodic training programs. Accordingly, this funding is used to implement the training program and reward and motivate those with outstanding achievements after training to encourage human resources to participate in learning, self-development, and HCMC development.
3. HCMC should continue developing the spirit of lifelong learning for human resources (3.2675). In the context of the knowledge economy, competition between organizations based on human capacity is of great significance in the strong development of science and technology (García et al., 2019). To meet the new requirements in the new conditions, it is required

that human resources constantly improve the spirit of self-study and self-training to hone knowledge, skills, and practice attitudes and work ethic industry contributes to the sustainable development of HCMC. Therefore, HCMC needs to create conditions, encourage and motivate employees so that employees are always proactive in self-study, self-discovery, creativity, and overcome the limitations of soft skills, form good habits and discipline good law in labor. To do so, HCMC needs to implement the following solutions to develop the spirit of lifelong learning for human resources. Improving the self-study spirit for employees is very important for each employee to actively improve their own capacity, build their career and save on training costs in HCMC. In particular, foreign language knowledge and soft skills require human resources to have a great spirit of self-study and self-training to be proficient in meeting job requirements. However, to implement this solution, HCMC needs to strengthen propaganda to spread the spirit of self-study and support creating conditions in terms of facilities, time, and funding to create conditions for human resources to be successful and encourage learning to improve professional skills.

4. HCMC should continue completing financial and non-financial remuneration for human resources (3.1948). Completing salary and bonus work and improving the working environment are vital to meet human resources' material and spiritual needs when working with HCMC. When satisfied with the content and spiritual incentives, human resources will trust HCMC. They are motivated to study, research, raise awareness, and have professional and technical qualifications and work capacity. The current situation of financial and non-financial remuneration policies shows that some limitations need to be overcome, such as low wages, limited working environment conditions, and not being guaranteed to create motivation (Omar et al., 2018). Human resources should stick with HCMC and not maximize their working capacity. High-quality human resources have not yet clearly seen the opportunity to develop in the future when associated with HCMC. To achieve the goal of providing high-quality human resources after vocational training, contributing to increasing labor productivity and socio-economic development in the period of 2021-2025, the City sets goals and solutions The method of striving to achieve the targets set out as follows: Striving to reach 87% of working workers who have received vocational training with training quality accepted by production facilities and enterprises; 100% of universities are selected high-quality universities, universities with critical occupations are accredited according to the regulations of the Ministry of Labor, War Invalids and Social Affairs, of which at least 2 vocational education institutions meet the standards. International accreditation is recognized by international accreditation organizations; 100% of vocational

educators meet the Ministry of Labor, War Invalids, and Social Affairs standards. To achieve the above goal, the City proposes critical solutions such as: Continuing to innovate and improve the state management capacity of vocational education to approach advanced management methods, which are currently outstanding globally. Complete the planning and development of vocational education in the city. Focusing on investing in and improving the quality of universities selected high-quality universities, universities with critical occupations and associated with spearhead occupations of the city in the coming time such as information technology -communication-intelligence artificial, automation-robot, healthcare, corporate administration, finance-banking, and tourism.

5. HCMC should continue improving working conditions and spiritual life for human resources (3.1325). HCMC needs to apply a reasonable and flexible working time regime and ensure employees' safe and hygienic working conditions. To improve labor productivity and work efficiency, employees need to have excellent working command and comfortable and convenient rest conditions to regenerate labor and enhance physical strength. HCMC needs to focus on improving physical strength and ensuring workers' health by taking specific measures such as: Establishing reasonable labor norms and having clear regulations on overtime-appropriate breaks between hours. According to the collective labor agreement and comply with the labor law provisions. Besides, safe and hygienic working conditions are also essential factors that HCMC cares about. HCMC needs to regularly review, improve and upgrade the quality of machinery and equipment and ensure safety and hygiene at work. HCMC has highly qualified and specialized human resources to meet the needs of the labor market. It is recommended that the Government, the Ministry of Labor-Invalids and Social Affairs,

increase investment in building high-quality universities and educational institutions (Hutchings et al., 2012). Public universities have critical vocational planning to create motivation to encourage these universities to take the lead in training high-quality human resources on par with regional and international universities. Empowering the HCMC to take the initiative in allocating and implementing funding for the Target Program on Vocational Education and Employment for the period 2020-2025 with policies to encourage the development of vocational education and promotion of labor market development; improve the efficiency of labor supply-demand connection; promoting decent work associated with increased labor productivity, improving working conditions, rising incomes.

Limited sample size: Quantitative research focuses mainly on business leaders in HCMC and has not been studied in other industrial park enterprises in the province and the whole country. Limitations on data collection methods: During direct interviews with leaders and managers in HCMC, the author could not collect all the desired information due to time constraints touch. The collected data from the sociological survey showed that the proportion of valid answer sheets compared to the number of ballots given out was still limited. The research results are only applicable in the time to 2025, then new studies are needed to match the sustainable development needs of HCMC in the future, in line with the sustainable development goals of Vietnam's stability in the trend of global integration.

Table 1 shows that the test results are good with a sample of 400 managers, but only 385 managers have enough information, and 385 samples were processed. These results indicated Mean and Std. Deviation (SD) is essential. The results are very consistent with theory and practice in HCMC, and they agree with the evaluation results below.

Table 1: Descriptive statistics from surveying 385 managers related to human resource development

Contents	N	Min	Max	Mean	Std. deviation
Q1: Completing human resource training	385	1.00	5.00	3.4182	1.00218
Q2: Develop a long-term training plan	385	1.00	5.00	3.0208	1.04811
Q3: Developing the spirit of lifelong learning for human resources	385	1.00	5.00	3.2675	0.89478
Q4: Completing financial and non-financial remuneration for human resources	385	1.00	5.00	3.1948	0.95523
Q5: Improve working conditions and spiritual life for human resources	385	1.00	5.00	3.1325	0.97126

In reality, population experts say high-quality human resources training in Ho Chi Minh City. There are still many limitations in Ho Chi Minh City, such as the psychology of learners attaching importance to degrees and not correctly assessing the extent of vocational education. Hence, most parents still direct their children to university after graduation from a popular industry. The university admissions process has undergone many changes, with low entrance standards and increased competition between higher education and vocational education. The physical facilities of several vocational education institutions are still backward compared to the

requirements, have not invested in advanced teaching techniques, and have not created a reputation for employers, making concerns about recruiting workers after vocational education training have partly affected the socio-psychology in career guidance and student classification with that.

Fig. 1 shows that the author uses descriptive statistics from a survey of 400 experts in human resource management from 400 enterprises but frequency statistics from surveying 385 managers related to human resource development. Research results show that more than 60.0 percent

(cumulative percent) agree to improve the quality of human resources for HCMC in the digital economy.

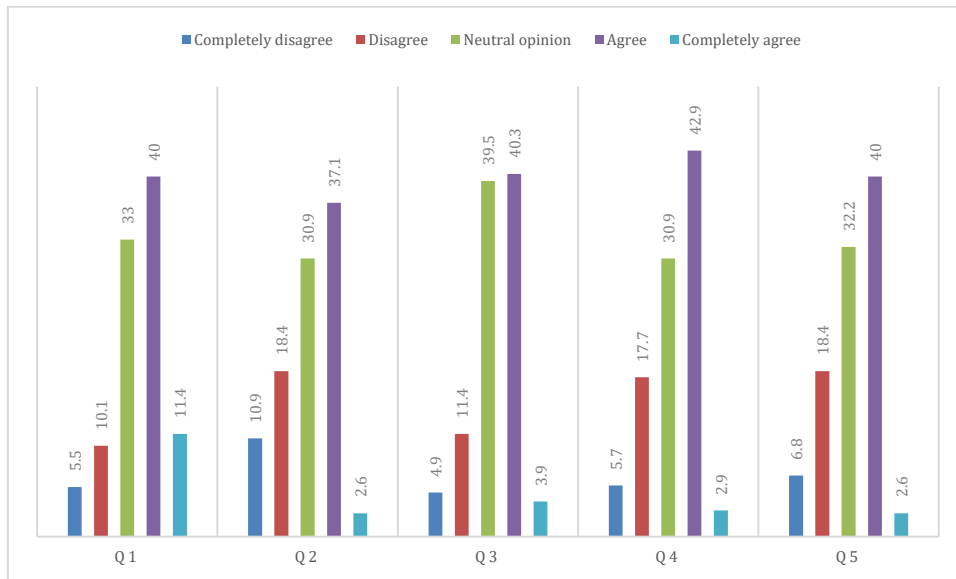


Fig. 1: Frequency statistics from surveying 385 managers related to human resource development

In addition, the annual enrollment, in general, met and exceeded the set target; however, there were still some enrollment units that achieved less than 20% of the target. The enrollment did not meet the set target partly due to the mentioned objective factors and partly due to the failure to correctly identify the vocational training needs of society and businesses, but only focused on training according to available capacity. Besides, there is still a percentage of teachers who do not meet the standards as prescribed, and the work of self-assessment, grading, and accreditation of vocational education quality has not been carried out evenly throughout the units; The creation of training and fostering the contingent of managers and teachers in vocational education still faces many difficulties; limited funding.

5. Conclusion

In the knowledge economy and the development of the industrial revolution 4.0, the gray matter content in each product and service is increasingly concerned and valued as the top priority. Therefore, the human factor with the intellectual capacity to meet technology requirements is valuable. Among the resources of an organization, despite having the most modern machinery system and abundant financial resources, it lacks human resources with solid professional qualifications, proficient skills, and enthusiasm for the job organization can hardly survive and develop sustainably. Therefore, creating human resources in general and high-quality human resources is an important and urgent activity for Vietnam's sustainable development and HCMC.

Synthesize theory on content and measures to develop high-quality human resources. The research has systematized the views on developing high-quality human resources. The author has collected information and analyzed the current situation of developing high-quality human resources in HCMC.

The author also pointed out the limited capabilities of human resources and the shortcomings in developing high-quality human resources. Most human resources are limited in using foreign languages, professional and technical skills, social interaction skills, and experienced industrial working style attitude in the working process.

Measures to develop high-quality human resources have not fully put the human resource's capacity, have not created the motivation for human resources to love and be passionate about work, and especially have not built cohesion and loyalty of high-quality human resources to the organization. Based on the above analysis and assessment, the author proposes some critical management implications and recommendations for HCMC to develop high-quality human resources further.

Compliance with ethical standards

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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