CÁC YẾU TỐ TÁC ĐỘNG ĐẾN PHÁT TRIỂN NGUỒN NHÂN LỰC: TRƯỜNG HỢP CÁC DOANH NGHIỆP TẠI TỈNH ĐỒNG NAI

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TÓM TẮT

Phát triển nguồn nhân lực của doanh nghiệp phải được xem là một vấn đề trọng tâm, nó có thể đem lại sự phồn vinh cho tỉnh Đồng Nai. Chính vì vậy, mục tiêu của nghiên cứu là xác định các yếu tố tác động đến phát triển nguồn nhân lực tại các doanh nghiệp tỉnh Đồng Nai. Nghiên cứu này chủ yếu dựa trên hai phương pháp nghiên cứu chính là nghiên cứu định tính và định lượng. Phương pháp định tính được thực hiện từ lược khảo các tài liệu tổng quan có liên quan đến bài nghiên cứu. Phương pháp định lượng được tiến hành khảo sát theo bảng câu hỏi, đối tượng là giám đốc/phó giám đốc của doanh nghiệp đang hoạt động trên địa bàn tỉnh. Với mẫu gồm 500 phiếu, thu về 480 phiếu hợp lệ và sự hỗ trợ phần mềm SPSS 20.0, tác giả đã phân tích hồi quy tuyến tính đa biến và xác định được năm yếu tố tác động đến phát triển nguồn nhân lực với mức ý nghĩa là 5%. Từ những phân tích, đánh giá, nghiên cứu có những đóng góp mới vào cơ sở lý thuyết và đề xuất các hàm ý quản trị để phát triển nguồn nhân lực cho doanh nghiệp, góp phần phát triển kinh tế địa phương.

FACTORS AFFECTING HUMAN RESOURCE DEVELOPMENT: A CASE OF ENTERPRISES IN DONG NAI PROVINCE, VIETNAM

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ABSTRACT

The human resource development of enterprises must be considered a central issue that can bring prosperity to enterprises in Dong Nai province. Therefore, the study aims to determine the factors affecting human resource development in enterprises in Dong Nai province. This study is mainly based on two main research methods: qualitative and quantitative. The qualitative method was carried out from the literature review related to the research. The quantitative approach was applied using a questionnaire. The subjects were directors / deputy directors of enterprises operating in the province, with a sample of 500 votes; 480 valid ballots were collected with support. With the help of SPSS 20.0 software, the author analyzed multivariable linear regression and identified five factors affecting human resource development with a significance level of 5%. From the analysis, assessment, and new contributions to the theoretical basis, it proposes management implications to develop human resources for enterprises, contributing to the development of the local economy.

1. INTRODUCTION

Businesses play a critical and indispensable role in a developing country, creating jobs and stable income for workers and maintaining security and order in the country and Dong Nai province. In addition, Dong Nai is a province located in the Southeast region, having a significant position and role in the southern critical economic area and the whole country, and is one of the localities with a core and pioneering role in the cause of industrialization and modernization. Nowadays, Dong Nai has been quite a dynamic province, especially with the development of industrial parks in the area. Clearly recognizing this role, Dong Nai province has many policies to encourage business development to address the workforce in general and orient human resource development for service businesses in particular. The reason why the development of human resources of enterprises is not as expected is due to many factors such as problems with institutions, policies, administrative procedures, lack of capital, education and training, science and technology, investment and business conditions, shortage of skilled labor, etc. These are some of the factors that make labor productivity at businesses remain low when the province is in the process of economic integration.

Therefore, developing businesses' human resources must be considered a central issue, which can bring prosperity to the locality. However, companies in the province in recent years have not paid attention to this issue and have only stopped at the most superficial level of implementing salaries, insurance, and other regimes according to the provisions of the law [2]. Most businesses do not develop long-term human resource development plans but are only passive in recruiting workers when needed [1-2, 3]. Therefore, choosing the research article "Factors affecting human resource development of enterprises in Dong Nai province" is an urgent requirement, suitable in theory and practice.

2. LITERATURE REVIEW AND RESEARCH MODEL

2.1 Literature review

Concept of human resources: Human resources are resources that are always considered a factor in creating the success of every organization, country, and territory, especially in this day and age when the industrial economy is gradually shifting to a knowledge economy because the comparative advantage of development is shifting from resources, capital, and cheap labor to the advantage of human intelligence, thus human resources become a precious asset and a decisive factor in the development of every organization, country, and territory [1-2, 3-4]. A business can have modern technology, good service quality, and good infrastructure, but if it lacks a workforce, it will be difficult for that business to survive long term and build a competitive advantage. However, it can be said that humans are the totalizers of social relationships, so there are many different views on the concept of human resources, leading to different understandings of the connotation, depending on the approach [1-2, 3-4].

Human resource development is investment activities aimed at creating human resources with quantity and quality to meet the country's socio-economic development needs while ensuring the development of each individual. Human resource development creates conditions to liberate and promote human abilities through organizational development, training, and personal development to improve performance [1-2, 3].

Human resource development is any process or activity, either short-term or long-term, that can promote the development of workplace knowledge, expertise, productivity, and satisfaction of an individual or group, group of people, or for the benefit of an organization, community, or humanity. Human resource development helps organizations improve efficiency to implement goals and solutions to promote systematic learning that the organization sets out to create competitiveness in performing work to bring the organization to growth through employee initiatives [1-2, 3].

Enterprise human resource development is aimed at paying attention to the number and structure of labor, gradually improving the professional qualifications of the young workforce according to specific occupations or linking with enterprises for training to have an increasingly skilled labor force, in addition to innovation, policies to improve technological capacity and technical qualifications or policies to promote market expansion, support human resource development, etc. This policy helps businesses recruit good and quality workers associated with business goals, increase competitiveness with firms in the same industry, create motivation for development, and contribute more and more to the economy [1-2, 3-4]. However, to develop an enterprise's human resources, it is necessary to identify the impact factors as follows: (1) Labor recruitment, (2) Training and development, (3) Evaluation results, (4) Working environment, and (5) Salary and benefits [1-2, 3-4]. Results showed that there are seven factors affecting the human resource development of tourism in Quang Ngai province in the following order of magnitude: (1) Working environment; (2) Economic environment; (3) System education; (4) Evaluation of performance results; (5) Cultural Environment; (6) labor quality; (7) paid labor [6].

Thus, the human resource development of an enterprise is the quintessential combination of the workforce, training level, and the ethics and skills of employees to support the development of business plans for businesses to operate effectively and contribute to socio-economic development in the best way.

2.2 Research model

Based on the original theory of human resource development and the overview results of previous research, the author finds that many environmental factors in the enterprise impact the enterprise's human resource development that the author needs to focus on in-depth research in his research paper in the context of Dong Nai province as follows:

Labor recruitment: For businesses, labor recruitment is one of the critical stages. It can be said that recruiting qualified and specialized labor suitable to the recruitment

needs will help businesses spend less money and time and can bring expected business results, especially in the current context of 4.0 technology development. Labor recruitment is always especially essential for businesses [3, 4-5]. Thus, the first hypothesis is proposed as follows:

H1: Labor recruitment has a positive relationship with the human resource development of businesses.

Training and development are core issues that directly and strongly impact human resource development at enterprises from the perspective of comprehensively improving the quality of human resources [3, 4-5]. In an enterprise, to achieve long-term results, it is also necessary to pay attention to the training of the successor workforce, so fostering and improving the professional skills of the enterprise's employees is a regular and must-have issue. This is considered essential to develop human resources in enterprises [5]. Thus, the second hypothesis is proposed as follows:

H2: Training and development has a positive relationship with the human resource development of businesses.

Evaluating job performance results can help employees recognize shortcomings from work assigned to them by the business that has not been completed on schedule. Besides, employees are very interested in evaluating their performance results from business owners through their work [3, 5]. Therefore, it is an indispensable need in human resource development at enterprises and sometimes has a more substantial motivating meaning than material remuneration, so the third hypothesis is as follows:

H3: Performance evaluation has a positive relationship with the human resource development of businesses.

A good working environment will create conditions for workers to perform their work comfortably and stably, dramatically impacting the development of enterprise human resources. Furthermore, a professional and friendly working environment is an excellent opportunity for employees to affirm and develop maximum working capacity, study, and improve qualifications for the business goals of the enterprise [4, 5]. Therefore, it is an indispensable need in human resource development at enterprises, so the fourth hypothesis is proposed as follows:

H4: The working environment has a positive relationship with the human resource development of businesses.

Salary and benefits are a worker's income that must correspond to that person's working capacity. For businesses, it is essential to know how to train and attract good workers effectively and qualitatively. Quality will contribute to achieving the goals set by the company. Salary shows dedication to the business, while welfare is always an issue where employees need support from the industry and the salary regime [4, 5]. Thus, the fifth hypothesis is proposed as follows:

H5: Salary and benefits have a positive relationship with the human resource development of businesses.

Most previous authors only studied a few factors or evaluated some related content about human resource development or the enterprise's human resource development policy in general. However, these studies have not studied the factors affecting human resource development at businesses in Dong Nai province. In Dong Nai, up to this point, the author has not seen any scientific research studies on factors affecting human resource development. From there, it shows that the above limitations are gaps in the theory of factors affecting human resource development for businesses. Therefore, the research focuses on building a scale to measure factors affecting human resource development for the case of firms in Dong Nai province, testing and evaluating the appropriateness of the scale, and proposing management implications in research.

With the above analysis, the model is proposed as follows.
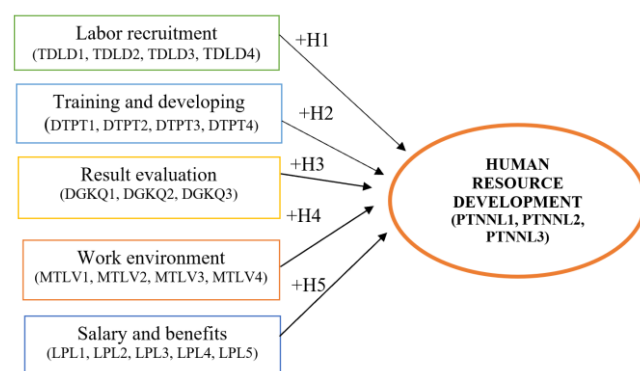
(Source: Compiled by author)

Hình 1. *Model to study factors affecting human resource development of businesses*

3. RESEARCH METHODS

3.1 Qualitative research

Qualitative research is used to understand how businesses are implementing human resource development to achieve business results in recent times. At the same time, the author also guides exploring related factors affecting enterprises' human resource developments in Dong Nai province. Carrying out the above research, the author conducted interviews using the discussion method with 05 business directors who have many years of experience and are knowledgeable about the province's business sector and the purpose of the interviews with these 05 managers. To focus on learning and sharing the human resource development methods that businesses are implementing, the opinions of 05 managers were synthesized by the author and added to the scale of factors in the study [7].

3.2 Quantitative research

Through a designed questionnaire, this research was conducted by direct interviews with employees, enterprise managers, heads and deputy heads of human resources departments, directors of workshops and grassroots trade union presidents designed based on the results of qualitative research. The research aims to identify and measure factors affecting the human resource development of businesses in Dong Nai province. The

exploratory factor analysis method was used to reduce the measurement variables, followed by Cronbach's Alpha reliability method to re-evaluate the scale. Multiple regression analysis determines the influence of factors affecting enterprise human resource development in Dong Nai province. The author used a convenient sampling method, surveying by questionnaire sent directly to 500 people (n = 500) of businesses operating in Dong Nai from January 2023 to March 2023, but there were 480 valid ballots processed, a passing rate of 96%, due to 20 ballots lacking information. The data was processed using SPSS 20.0 software [7].

Evaluating the scale: This is a crucial step to complete the scale from the content that management has contributed and survey the subjects mentioned above at businesses in Dong Nai province. This survey is controlled by the author. The suitability of the factors and readjust the scale used to measure the research components was checked to complete the official survey form to conduct the research. At the same time, the descriptive statistics were used to evaluate and then test Cronbach's alpha. The scale is stable and highly reliable if the reliability is more significant than 0.7.

In the next step, the author continues with exploratory factor analysis (EFA) to reduce observed variables to highly significant factors. However, to analyze exploratory factors, it is necessary to perform KMO tests. Kaiser-Meyer-Olkin measure is more critical than 0.5; the Bartlett test requires Sig < 0.05. If KMO is less than 0.5, this analysis does not meet the requirements of actual data from the market [7].

Finally, the author followed the least squares regression method, a multiple regression equation, to study the factors affecting enterprise human resource development in Dong Nai province, estimated based on the database collected from 480 valid questionnaires to determine the level of impact of factors affecting enterprise human resource development [7].

4. RESEARCH RESULTS

Dong Nai is a critical province in the Southeast economic region. According to statistics from the Dong Nai Department of Statistics in 2022, the population of the Province is estimated to reach approximately 3.256 million people, an increase of 2.74% compared to 2021; the workforce aged 15 and over in the entire Province will reach over 1.77 million people, a rise of 1.14% compared to 2021. A large population and a young, abundant labor force have been the strengths of the Province in the present and the future. The labor force in Dong Nai accounts for 55% of the total population. Urban workers account for 43%, and rural workers account for 57%. The economic sectors that employ the most workers are the non-state sector and the foreign investment sector in 2021, and in 2022, the labor employment rates of these two sectors continue to increase, reaching approximately 57% and 40%, respectively. Therefore, it can be imagined that there is a relatively large dependence between the jobs of Dong Nai workers and the production situation of enterprises.

In addition, the Dong Nai Statistics Department data shows that the proportion of workers paying unemployment insurance accounts for 46.37% of the labor force in this age group. Thus, a significant number (more than 50%) of workers in Dong Nai have not participated in unemployment insurance, a large part of which are freelance, seasonal, or unemployed workers. Therefore, the jobs of this group of workers may be more precarious than those of workers who pay unemployment insurance but have not been fully counted. The unemployment insurance collection and payment situation in Dong Nai also has strong fluctuations. The total insurance revenue has gradually decreased since 2020. In 2022, total revenue is only 70% compared to 2021. In the opposite direction, on the other hand, total unemployment insurance spending increased significantly from 2022. In 2023, total expenditures increased by 15% compared to 2022.

To meet the required information for the research, the survey subjects were employees, enterprise managers, heads and deputy heads of human resources departments, directors of workshops, and grass-roots trade union presidents. The total number of ballots issued was 500, and 480 valid votes were received, a rate of 96%. Thus, the total number of questionnaires included in the analysis is 480 with complete answers. The sample included in the official analysis had the following results: 198 respondents were male, accounting for 41.3% and the remaining 58.8% were female out of 480 valid votes. In addition, respondents with a monthly income of less than 5 million VND to less than 10 million VND accounted for 4.8%, equivalent to 23 people - the lowest rate. Next, respondents with monthly income from 15 million VND to less than 20 million VND accounted for the highest number, accounting for 41.1%, equivalent to 197 people. This is the highest rate in the survey sample of 500 people, but 480 responded validly. Respondents were aged 18 – 25 years old, with a rate of 6.3%. Respondents aged 35 to under 45 accounted for the highest proportion of 52.7%, equivalent to 253 people, followed by respondents aged 25 to under 35, accounting for 24.6%. Correspondingly, there are 118 people. Over-55-year-olds accounted for the lowest proportion, equivalent to 5.4% in the survey sample of 500 people, but 480 people responded validly.

Table 1. *Summary of Cronbach's Alpha results of factors*

No.	Code	Number of initial variables	Number of remaining variables	Cronbach's Alpha
1	Labor recruitment	4	4	0,915
2	Training and developing	4	4	0,919
3	Result evaluation	3	3	0,874
4	Work environment	4	4	0,920
5	Salary and benefits	5	5	0,902

6	Human resource development	3	3	0,839

(Source: Data processed by SPSS 20.0)

Table 1 shows that the author used Cronbach's alpha coefficient of 0.7 or higher and total variable correlation > 0.3 in carrying out this research. The Cronbach's alpha coefficients of the factors were tested in turn. After re-running, the Cronbach's alpha coefficients of the scales were all relatively large and met the requirements; no variables were eliminated from the scale. Thus, through the Cronbach's alpha 'est, 23 observed variables met the criteria, the Cronbach's alpha coefficient of the factors > 0.8 (lowest 0.839 and highest 0.920), achieving reliability for factor analysis research.

The result is that the KMO coefficient is 0.784 with a significance level (Sig) of 0.000 and Initial Eigenvalues = 1,502 > 1, and the total extracted variance is 79,690% > 50%, so the variance meets the requirements. This shows that the five extracted factors explain 79.690% of the variation in observed variables. With 20 observed variables in the independent factor and 03 observed variables in the dependent variable, the KMO result is 0.723, and the total variance extracted is 75.632% > 50%, so the results show that the data is eligible to be included. Multiple linear regression model analysis.

Table 2. *Analyze multiple linear regression results*

Factors	Unstandardized coefficients		Unstandardized coefficients	Sig.	VIF
	B	S.E	Beta		
©	0,974	0,093		0,000	
Salary and benefits	0,066	0,019	0,118	0,000	1,297
Work environment	0,250	0,021	0,395	0,000	1,274
Training and developing	0,138	0,013	0,317	0,000	1,079
Labor recruitment	0,200	0,015	0,403	0,000	1,101
Result evaluation	0,069	0,013	0,161	0,000	1,116
	R	R^2	Adj R^2	SE	Durbin-Watson
Model	0,774	0,599	0,595	0,330	1,862

(Source: Data processed by SPSS 20.0)

Table 2 shows the multiple linear regression model researching factors affecting enterprise human resource development in Dong Nai province, determining the impact level of five factors affecting enterprise human resource development. Karma. The method of using Enter is consistent with the nature of the research as an exploratory factor; the regression coefficients are positive and statistically significant at 5%, and the adjusted determination coefficient is 59.5% > 50%. The Durbin – Watson index = 1.862 indicates no autocorrelation phenomenon because it has a value between 1 and 3. In addition, the variance exaggeration factor VIF is less than 2, confirming no correlation between independent variables in the model.

In summary, the results of the above analysis show that enterprise human resource development is influenced by many factors, including observable and unobservable characteristics. The observed factors indicate the importance of factors affecting the human resource development of enterprises. From the above analysis results, 5 factors affecting the human resource development of enterprises have also been pointed out in Dong Nai province.

Based on the theory of human resource development, the scale to measure the value of related factors has been found in previous research works and qualitative research, and a theoretical model is proposed to study the influencing factors to enterprise human resources development in Dong Nai province. According to the author, it is necessary to prioritize according to the standardized beta coefficient to build management implications for developing enterprise human resources in Dong Nai province as follows: (1) Labor recruitment (0.403); (2) Working environment (0.395); (3) Training and development (0.317); (4) Salary and benefits (0.118); and (5) Performance evaluation (0.161). This result is scientific evidence and suggests management implications.

5. CONCLUSIONS AND MANAGERIAL RECOMMENDATIONS

5.1 Conclusions

Human resource development is a matter of concern for many businesses in Dong Nai province. With the proposed research objectives, the study on factors affecting the human resource development of companies in Dong Nai province has solved some theoretical and practical issues on human resource development. In addition, the study analyzed and measured factors affecting enterprise human resource development in Dong Nai province. The analysis results have shown that five factors affect enterprise human resource development according to the level of standardized coefficient b from substantial to weak, respectively: (1) Labor recruitment (0.403); (2) Working environment (0.395); (3) Training and development (0.317); (4) Salary and benefits (0.118) and (5) Performance evaluation (0.161). The following are suggestions for five management implications that will contribute to developing business human resources.

5.2 Managerial recommendations

Firstly, regarding labor recruitment (0.403), in the test results, there is evidence to confirm that labor recruitment directly impacts the development of the enterprise's

human resources because of this relationship hypothesis. H1 is accepted, proving that labor recruitment is the most critical factor for businesses today. Therefore, enterprises pay great attention to building recruitment plans and widely announcing recruitment following current state regulations, which must be linked to salary, bonus, and remuneration policies. With the actual requirements of the jobs to be recruited, business owners need to improve the quality of labor recruitment in the coming time, especially students, who are exceptionally qualified and highly skilled labor sources as well as new graduates from universities, colleges, and intermediate schools, with priority given to recruiting local workers.

Second, regarding the working environment (0.395), the working environment is considered to be the second most crucial factor that dramatically affects human resource development, including employee productivity and work quality. Therefore, businesses need to improve working conditions through the following contents: (1) Enterprises need to provide adequate labor protection equipment to ensure labor safety and workplace hygiene. Providing workers with requirements for each job position such as protective clothing, gloves, masks, etc helps to meet the needs of the job. (2) It is imperative to fully equip and perform periodic maintenance of factory cooling systems such as ceiling fans, ventilation fans, and vacuum cleaners. Periodical inspection of toxic factors at production workshops must be conducted, ensuring they meet dust, temperature, and noise regulations. (3) It is also essential to divided staff workload and working time reasonably. (4) Limitation of overtime and creation of a comfortable working space for employees is obligatory.

Third, regarding training and development (0.317), the results of this study show that training and development directly impact impacts the human resource development of businesses, ranked third. Hence, companies must develop and promulgate financial support policies to meet workers' training needs. In addition, companies must establish policies to maintain and develop young, dynamic, and creative human resources that are close to the company's strategic development goals in the coming time. The promotion of employees in enterprises should be carried out openly, transparently, fairly, and more equally with standards regarding age, gender, professional capacity, ethics, experience, achievements analysis, and management ability for each job position to motivate employees to try their best as well as know their shortcomings and take corrective measures. Moreover, it is crucial to boldly promote, appoint, and give opportunities to qualified, talented, dynamic, and decisive young workers at work as well as limit the appointment of incompetency.

Fourth, regarding salary and benefits (0.118), salary is one of the crucial criteria that has the most significant influence on the working decisions of employees in the enterprise. The above investigation shows that wages and benefits in businesses are underestimated, and most workers are not satisfied with their salaries. Therefore, enterprises need to improve and change salaries to show fairness to employees and to keep employees tied to the results through each stage, so paying employees time-based wages is as follows: according to workers, there are still unfair opinions and assessments of their labor achievements. It is necessary to improve salary and welfare policies in businesses as soon as possible.

Fifth, regarding outcome evaluation (0.161), based on the results of this research, it shows that the outcome evaluation factor directly impacts the development of an enterprise's human resources; this is a form of employee development at businesses because it is also the basis for evaluation criteria associated with evaluating work performance to help business owners make the right decisions for employees. In addition, it is advisable to regularly check and supervise through the task assignment table, and on that basis, process, evaluate, and analyze to promote advantages and overcome limitations. These contents must be clearly shown in writing or disseminated directly to employees to help them understand how the business owner evaluates. Furthermore, many different ways should be applied to consider this a genuinely fair issue for result evaluation.

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