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# PROCEEDINGS 2023

The International Conference on
# HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

14-15 th December, 2023 | Hanoi, Vietnam

**HANOI UNIVERSITY OF SCIENCE AND TECHNOLOGY**



# PROCEEDINGS 2023

## THE INTERNATIONAL CONFERENCE ON HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

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## FOR SUSTAINABLE DEVELOPMENT

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# THE INTERNATIONAL CONFERENCE ON HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

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# THE INTERNATIONAL CONFERENCE ON HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

**December 2023 - Hanoi, Vietnam**

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# THE INTERNATIONAL CONFERENCE ON HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

*Website: icpt.hust.edu.vn*

| KEYNOTE SPEAKERS | |
|---|---|
| Jonathan Pincus | Senior International Economist, UNDP Vietnam |
| Timothy Ong | USAID HCMC Office Director |
| Mitch Kirby | USAID Senior Education Advisor |
| Prof. Tran Van Phong | Member of the Central Theoretical Council, under Communist Party of Vietnam |
| Prof. Yoshino Fumio | Takushoku University, Japan |
| Prof. Kim, Seong Beom | Director of the Institute of Ocean and Civilizations at Asian Humanity Foundation, Korea |
| Prof. Pan Jin'e | Senior research fellow of the Chinese Academy of Social Sciences, China |
| Prof. Macro Brunazzo | University of Trento, Italy |
| Prof. Michal Valčo | Comenius University, Bratislava, Slovakia |

# CONTENT

## SECTION 2: INTERNATIONAL EXPERIENCE IN HIGHLY QUALIFIED HUMAN RESOURCE DEVELOPMENT AND SUSTAINABLE DEVELOPMENT

# SECTION 3: ORIENTATION AND SOLUTIONS FOR HUMAN RESOURCE TRAINING AND SUSTAINABLE DEVELOPMENT FOR VIETNAM

# PREFACE



**Assoc. Prof. Huynh Dang Chinh**

Vice President, Hanoi University of Science and Technology

Head of the organizing committee


Sustainable development is the development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. It is a balanced development between economic, social and environmental factors.

In 2015, 17 sustainable development goals were officially adopted at the United Nations Summit with the participation of 193 member countries. Those goals are for human development. On the contrary, to accomplish those goals, we must rely on human resources.

Today, the world is facing non-traditional challenges such as climate change, energy security, digital transformation safety, food security, and global disease prevention. Therefore, sustainable development has become an urgent requirement for every country in the world, including developed countries and developing countries.

To realize sustainable development goals as announced by the United Nations, the Government of Vietnam issued Resolution No. 136/NQ-CP dated September 25, 2020, on sustainable development. In particular, the Government of Vietnam emphasizes the opinion that "people are the center of sustainable development".

Thus, human training & development is the most important factor for sustainable development. Therefore, higher education institutions have an important role in promoting sustainable development in countries.

Hanoi University of Science and Technology is a leading research and training university in Vietnam, which trains Vietnamese and international students with high quality and large scale. The vision and mission of Hanoi University of Science and Technology is to become a high-ranking university in Asia and actively contribute to sustainable development.

For in-depth research and widespread discussion, Hanoi University of Science and Technology organizes the "International Conference on Human Resources for Sustainable Development" (ICPT.HUST 2023) under the approval of the Ministry of Education and Training of Vietnam.

The Conference has received the attention of Vietnam Communist Party agencies, Government agencies, and international organizations such as the Central Propaganda Department, USAID, British Council, and Embassies of countries that have students studying at our university.

Furthermore, the Conference received many articles from researchers and management experts from countries with large economies in Asia (such as China, Japan, and Korea), as well as other countries with developed industries in Europe (such as Italy, Russia, and Slovakia).

The Conference includes 03 sections:

- The first section is "Human resource training strategy and policy for sustainable development";
- The second section is "International experience in highly qualified human resource development and sustainable development";
- The third section is "Orientation and solutions for human resource training and sustainable development for Vietnam".

Research and discussions at the Conference provide suggestions on:

- Strategy and policy for sustainable development;
- Developing human resources for high-tech industries of the 4.0 Industrial Revolution;
- English language training to meet global labor standards.

Many useful international experiences have also been shared by international scholars. Besides, there have been many articles providing useful directions and solutions for Vietnam's sustainable development.

In particular, from an international vision, there have been positive assessments of Vietnam's economic model and achievements. That is a lesson for many developing countries to create an independent and self-reliant economy in the world today.

On behalf of Hanoi University of Science and Technology, I would like to express my sincere thanks to the leaders, managers, scholars from Vietnamese and international agencies and organizations who have come to Hanoi University of Science and Technology to attend the International Conference ICPT.HUST 2023.

The opinions discussed at the Conference are extremely useful and appreciated.

We look forward to Vietnam's high-quality human resources and sustainable development.

Welcome to the International Conference ICPT.HUST 2023.

# SECTION 1

# HUMAN RESOURCE TRAINING STRATEGY AND POLICY FOR SUSTAINABLE DEVELOPMENT

# TRAINING HIGH-QUALITY HUMAN RESOURCES - A STRATEGIC FOCUS FOR SUSTAINABLE DEVELOPMENT

**Doan Van Bau**

Director of the Department of Political Theory, Central Propaganda Committee, Vietnam

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## Abstract

*It can be said that the Communist Party of Vietnam always identifies people as the central position. Therefore, consistent in its views, in the documents and resolutions of the 13th Congress, it has been determined:*

*First, identify the three breakthrough stages of the strategy. Developing high-quality human resources is one of the important strategic breakthroughs to ensure the construction of Vietnam by 2045 into a developed country with high income following a Socialism orientation. This is one of the very important and urgent decisions.*

*The Social Party determines to train high-quality human resources to meet the increasing need for integration in the context of the fourth industrial revolution taking place very quickly.*

*This is a very important breakthrough; therefore, at the recent 8th Central Conference of the Communist Party of Vietnam, we focused on discussing a very important resolution signed in November 2023. That is Resolution No. 45, related to continuing to build and promote the role of the intellectual class to meet the requirements of rapid and sustainable national development.*

*Today, I am very grateful to come to the conference. I highly appreciate the Organizing Committee for inviting international and Vietnamese scientists, managers, and experts. During the conference, we hope to listen to the experiences, lessons, and initiatives of scientists and international organizations for us to continue researching and synthesizing. On that basis, we will advise the Party to continue making policies and recommendations, as well as direct the State to promulgate laws to achieve the goals set out in Resolution No. 45. The goal is to have high-quality human resources to develop the country until 2045. With such expectations, we wish our conference great success, we wish opinions and experiences enriching theories and practices in the process of developing high-quality human resources in Vietnam.*

**Keywords:** high-quality human resources, sustainable development, socialism.

# SOME UPDATE ISSUES NEED TO BE SOLVED
# FOR SUSTAINABLE DEVELOPMENT

**Le Huy Hoang**

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## Abstract

*Today we have seen that even developments in industrially developed countries are facing problems. We recognize the humility of scholars in Japan and Korea when presenting such problems on this international platform.*

*In particular, I was very impressed with a report that mentioned a new problem that is probably a huge challenge for the world soon. That is a report related to ethical issues of AI in human resource management. It is a problem that is not only to be questioned now but may give birth to other problems in the future. Those experiences will be very valuable to Vietnam, as we have been on a 40-year journey of innovation since 1986. To report, in our innovation journey, we also paid special attention to human resource development. In Vietnam's most recent Party Congress, the 13th Congress in 2021, we outlined three strategic breakthroughs to develop the country. Among those three strategic breakthroughs, one is a breakthrough in the strategy of developing human resources, especially high-quality human resources. The Party and State consider developing high-quality human resources as one of the key strategies for development in the coming time.*

*Thus, the awareness and actions of the Party and the State of Vietnam during the entire period of the innovation process are completely consistent with the common perception of the world. Recently, we have paid special attention to human resource developments to adapt to the fourth industrial revolution. At the Central Propaganda and Training Commission, many conferences have been organized recently and we are paying special attention to human resources in science and technology "STEM". I am also very impressed with the professors of China, whose extremely important message behind China's success is to invest and highly value talented individuals. "The talented" means more than just "high-quality human resources", they are the center for development, for investment that pioneer development. For Vietnam, we would like to share that in November 2023, the Central Committee of the Communist Party of Vietnam also issued a very important resolution related to "talent", which is to develop the intellectual team. awake. There are many strong solutions in investment, attraction, and utilization of talents in the socio-economic development of the country. Those are a few things I would like to discuss with scholars about Vietnam's innovation development and the Party's emphasis on the development of high-quality human resources.*

*I hope the conference will not only stop at discussion but also create a community that will continue to exchange and share meaningful knowledge in the coming time, to continue learning and studying from experiences and lessons around the world for sustainable national development.*

**Keywords:** high-quality human resources, sustainable development, Vietnam.

# TRAINING HIGHLY QUALIFIED HUMAN RESOURCES – EXPERIENCES FOR VIETNAM AND DEVELOPING COUNTRIES

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**Abstract**

*The goal is that by 2045, Vietnam will become a high-middle-income country. Achieving this goal requires Vietnam's medium-term goal of achieving a real growth rate above 6% per year. Around the world, some countries have tried to do this to overcome the middle-income trap and achieve high-income status. Some successful countries have thrived, relying on making "big pushes" in science and technology, especially investments in education and research capacity. Typically, East Asian countries invest a proportion of their GDP in science and technology and building research infrastructure. Besides, these countries also continuously increase their rankings in innovation index rankings by increasing their global patent market share and the number of researchers.*

*For example, China went from being a global technology consumer to a global technology producer in record time. Some of China's policies include: Project 211 (1995) to raise research standards in 100 universities; Project 985 (1998) "world-class universities": Beijing, Tsinghua, Fudan, Zhejiang, and Nanjing, among others; National Medium and Long-Term Plan for the Development of Science and Technology (2006-2020); Goal of creating an innovation-oriented country and scientific powerhouse; Implemented through Science and Technology 5-year plans (2006 – 2010, 2011 – 2015, 2015 – 2020).*

*China has increased the proportion of GDP devoted to research and development, which identifies areas that are heavily invested in human resources and talent. Many scientists have gone abroad or received advanced training in their fields and have taken up academic positions or industrial positions in North America, Europe, and Japan. In about 10 years, China has attracted about 2,000 scientists to return to China to work. In addition, China also implemented the STEM Education 2029 Action Plan.*

*Singapore is a small country. Their strategy is to emphasize foreign investment, experts, and public sector management. The government implements policies such as: the National Technology Plan and National Science and Technology Board (1991); investing $2 billion drives to train researchers and build infrastructure; Implement Research, Innovation, and Enterprise Plans (To invest $19 billion*

*for four strategic tech domains and three crosscutting programs; To foster public-private R&D: Technopreneurship21, Growing Enterprises with Technology Upgrade (Get-Up), National Innovation Challenge (NIC), Thematic programs: Cybersecurity, Marine Science, AI).*

*Japan is a country that achieved high-income levels much earlier than other countries in the region. Japan also strongly promotes science and technology even though it is already quite a rich country in science and technology. They introduced science and technology development policies such as the Science and Technology Basic Law (1995). Based on that foundation, there are action plans and programs such as S&T Basic Plan 1996, new plans every 5 years to catch up with the US and Europe; Annual "Comprehensive Strategies on Science, Technology and Innovation" from 2014 (Integrated Innovation Strategy from 2018); Super Science High Schools launched in 2002; Computer programming mandatory subject in primary schools since 2020; Strategic Innovation Promotion programs, 2018 – 2022.*

*Korea also promotes research and development of science and technology. The methods that Korea has implemented are as follows: R&D traditionally undertaken by large domestic corporations, oriented to specific technical problems; Framework Act on Science and Technology 2001; 2018 Fourth Basic Plan for National Science and Technology (2018 – 2022); Basic Plan to Foster and Support Human Resources for Science and Technology 2011 – 2015… Since 2001, South Korea has significantly increased spending on both research and development and training in original subjects.*

*The experience of the above countries is a lesson for Vietnam to refer to. Currently, Vietnam not only has to compete with Japan South Korea, Taiwan, and Singapore but also with Thailand and Malaysia, with countries that already have significant technological capabilities in fields such as electronics and the semiconductor industry.*

*This is a challenge for Vietnam. Currently, the above countries have significant capacity and have achieved a more advanced level of development than Vietnam. Vietnam has become a middle-income country, no longer able to compete in exporting goods thanks to the exploitation of cheap and large-scale labor. Vietnam needs to start competing to export products with more sophisticated technology but must catch up with countries with a higher industrial base.*

*Thus, countries participating in the middle-income region need to promote science, technology, and innovation strongly. There are very few successful countries. The countries that have succeeded are because the proportion of investment in science and technology in their GDP is increasing.*

*Vietnam has been a country attracting investment from the world in the fields of electronic equipment assembly with many different types of products, from consumer electronics to positioning equipment, precision measuring equipment, etc., photography, and various types of semiconductors.*

*For many industries, Vietnam has established itself as a country with assembly manufacturing, which is a labor-intensive field. However, there has been a move towards more complex processes, such as semiconductor design. Importantly, because of the availability of industrial assembly facilities (which is the last step of the production chain), researchers and companies in Vietnam can participate and build relationships with these industries globally and can also provide them with the inputs they need for their products.*

*This is essentially what is happening in China. China emerged as a major Manufacturing Nation long before it developed its core technological capabilities. China has such a huge demand for high-tech components that it is increasingly trying to source more from domestic companies. However, there is*

*still a long way to go for China to achieve its sustainable development goals, as per capita income remains relatively low and China still depends on imports for the majority of its products. For example, 55% of high-tech components in Chinese products are imported. This number is decreasing and will continue to decrease. There is a lesson for Vietnam about using its internal resources to attract the presence of large multinational companies, absorb technology, and build relationships. Besides, it is attracting thousands of highly skilled Vietnamese overseas scientists working abroad, to find ways to bring them back to Vietnam and work in some of these advanced areas.*

**Keywords:** middle-income trap, developing countries, human resources, science and technology.

# DEVELOP HIGH-TECH HUMAN RESOURCES, WITH SOME REQUIREMENTS TO MEET THE NEEDS OF VIETNAM AND COOPERATION BETWEEN VIETNAM AND U.S

**Timothy Ong[1], Mitch Kirby[2]**

[1] USAID HCMC Office Director, [2] USAID Senior Education Advisor

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## Abstract

*USAID has partnered with the Vietnamese government and Vietnamese higher education institutions on many higher education training and human resource development programs. Looking back at this 10-year journey of USAID Vietnam, supported higher education activities have succeeded in upgrading curriculum, improving teaching methods, enhancing local and international accreditation, as well as promoting the private education and training sector.*

### *In the field of scientific and technical training and research*

*One of the pioneering projects supported by USAID to support high-tech human resource development was the Higher Engineering Education Alliance Program (HEEAP) program from 2010 to 2014. It aimed to transform the Vietnamese technical training methods from passive listening to project-based tutorials. This is USAID's first higher education program, which has developed strategic partnerships between Vietnamese universities and the private sector to develop curricula and teaching and learning that are relevant to the branch.*

*The approaches will prepare graduates with the academic skills needed to move into the Digital Workforce. Our private sector partner and at that time need for Skilled Engineers working in chip factories moved from 2012 to 2016. The University and Vocational Leadership Innovation Project is a continuation renewing our commitment to promoting institutional leadership to achieve higher standards in Vietnam's universities and technical colleges. We support human resource development and skills building for academic leaders, including principals and senior lecturers, ensuring the quality of professional staff that will prepare the next generation of technologists next technique. We also support higher education institutions participating in quality improvement, and preparing quality improvement systems. We continue to develop a cooperation model between businesses and universities with a focus on ensuring the quality of curriculum development and university construction. The focus is on curriculum development, quality assurance, and building university autonomy, encouraging innovation in Vietnamese higher education institutions by closely linking*

*original teaching with the needs and capacity of industry partners through Strategic Partnerships with industry and the Government of Vietnam. The Higher Engineering Education Alliance Program (HEEAP) supports undergraduate education in Technology and Engineering Innovation, to produce students who, upon graduation, can solve problems and build solutions measures to promote Vietnam's socio-economic development.*

*By the end of the Program, it had supported more than 4,300 students, having created more than 270 projects that were demonstrated across Vietnam. The program takes advantage of the diversity of partners, which are the Government's public higher education institutions, to develop projects that contribute to the modernization of technical education. It proves that cooperation in academic training has created a Vietnamese Workforce with technical and soft skills required by the technology industry.*

### In the field of medical training and research

*To be able to successfully participate in the global Manufacturing technology chain, of course, does not stop at modernizing technical programs at universities. So, in 2016, USAID expanded its partnership model to medical education to ensure that high-quality health care could be provided to the population. It is also the solution to addressing pandemic and global health threats. Through curriculum innovation and improved access to medical education over 10 years, USAID convenes diverse groups of public university and private sector partners to build A strong and efficient workforce in Vietnam, capable of meeting the needs of the 21st Century.*

*From 2016 to 2022, the 6-year undergraduate training program at 05 medical universities has been improved from a "Theory-based curriculum" to a "comprehensive competency-based program", integrating medical knowledge with the standard clinical skills of a specialized position. With the support of Harvard Medical School, the collaborative approach between doctors and patients is expanding to 5 more medical universities. USAID is assisting in assessing Vietnam's health system for emerging threats, with a focus on strengthening infection prevention and control, along with improving antibiotic use to minimize the spread of drug-resistant bacteria.*

*In partnership with a network of national and provincial hospitals, the USAID Program supports the standardization of best practices through new training systems on standard operating procedures for medical staff economics and management systems. Knowledge is disseminated throughout the network to continuously promote quality at the national level with the Ministry of Health and at the local level with universities and hospitals in Hanoi and Ho Chi Minh City.*

### About improving leadership and management capacity

*Cooperation in developing Vietnam's human resources has begun with specialized training programs for Vietnamese leaders, from the successful Fullbright economics teaching program nearly two decades ago, in the mid-1990s. 90.*

*That special relationship created a new model that is currently underway at Fulbright University in 2000. In June 2014, in coordination with USAID and the trust fund, the Government of Vietnam authorized the establishment of The American University in Vietnam (AUV), as an independent non-profit university. The AUV model draws on our higher education tradition of research, open inquiry, and critical analysis, while also being rooted in Vietnam's rich cultural traditions and heritage. USAID's support helps AUV achieve its goal of achieving International Certification.*

*Starting in 2020, USAID has recorded many achievements from the above higher education programs. We recognize that while many programs are working well at higher education institutions, they are scaling up, reaching increasing numbers, and influencing system-level changes. In 2022, USAID developed a new higher education support program called "Partnership for Higher Education Reform" (PHER). The project supports Vietnam National Universities (VNU) and Danang University. It provides support for VNU and their member universities to improve both administration systems and management information systems, to ensure teaching quality, and online training, and to develop study. It was USAID Vietnam's first effort to provide system-level support for higher education programs in Vietnam.*

***Regarding cooperation opportunities to develop human resources for the high-tech industry***

*Now we can look at the current opportunities for us to cooperate in developing high-tech human resources. During President Joe Biden's visit to Vietnam, the US Government and Vietnam Government upgraded their bilateral relationship to a comprehensive strategic partnership (CSP). CSP has renewed the relationship between the United States and Vietnam for peace, prosperity, and sustainable development in a rapidly developing world. The CSP also includes several agreements and initiatives related to economic cooperation and human resource development.*

*The joint statement of the leaders of the two governments calls for continued cooperation between training courses of leading academic institutions, scholarship programs, and exchange programs focusing on the fields of public science technology, engineering, and mathematics related to this problem.*

*CSP calls for continuing to build training in areas where USAID has emphasized support in cooperation with the Vietnamese government and Vietnamese Universities. Mutual trust and understanding between Vietnam and the United States are increasingly improving. The number of Vietnamese students studying abroad is the fifth largest number of foreign students in the United States. Many of these students are pursuing careers in science, technology, and engineering at U.S. community colleges, universities, and institutions of higher education.*

*The comprehensive strategic partnership also includes a new program in collaboration with USAID and Vietnam's Ministry of Education and Training (MOET). The primary goal of this program will be to support the Ministry of Education and Training to modernize the higher education sector, especially in the fields of science and technology, to be able to keep up with rapid changes in the economy and employment.*

*USAID will provide technical assistance to accelerate the digital transformation of higher education and improve data for the systems management program. Undergraduate and graduate training programs will also be internationalized on the Internet. A limited number of higher education institutions and sectors will be selected, to directly support the technology sectors that are central to the economic growth of Vietnam and the United States. The field of higher education and human resource development in Vietnam currently has great development needs. USAID also commits to continue to cooperate and support Vietnamese higher education institutions and the private sector now and in the future. The cooperative relationship with Vietnam on higher education and human resource development has and will continue to grow as it has over the past two decades.The CSP marks a new phase of cooperation between the United States and Vietnam in human resource development, and USAID looks forward to supporting and strengthening the partnership.*

***About America's human resource development experience***

*It is necessary to focus on the quality of the curriculum, ensuring that the curriculum content being taught meets international accreditation standards. Using various quality assurance systems are good way to confirm the quality of an academic program. The curriculum is intended for students to work in a specific field, so students must receive extensive training in practical skills and knowledge from a network of institutional partners. university education*

*Vietnam is very strong in theoretical teaching. Technical knowledge is great, but care needs to be taken in building not only technical skills but also soft skills. Make sure students are encouraged to do Project-based learning and not just focus on theory. That's what the United States has done as part of its training program. For example, students will work together with faculty and community service projects, and real-life projects that they may have.*

*In addition, it is necessary to attract the private sector and businesses to participate in the training program. We set up Advisory Councils for each specific training sector, with the participation of businesses and the private sector. Doing so ensures that university curricula are in line with what business and industry need.*

*Finally, promote gender equality. We want more women in science and technology and encourage more women to enter STEM.*

**Keywords**: high-tech human resources, cooperation, Vietnam, U.S, USAID.

# SOLUTIONS TO IMPROVE WORKFORCE LANGUAGUE PROFICIENCY ACCORDING TO GLOBAL LABOR STANDARDS

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## Abstract

*English proficiency holds increasing significance in global business, accentuated by post- pandemic shifts in workplace dynamics, such as economic uncertainties and global talent acquisition. Organisations strive for international expansion and diverse talent pools, necessitating English skills across various job roles, especially in emerging markets like Vietnam. However, the 2023 EF English Proficiency Index revealed moderate proficiency in Vietnam (ranked 58/90), emphasising the need for enhanced workforce language capabilities for global competitiveness.*

*Solutions to improve English proficiency encompass diverse approaches. Recognising the changing learner-teacher dynamic, English learning in workplaces should align with critical skill development outlined by the World Economic Forum's Future of Jobs report. Integrating English learning into context-specific situations facilitates individual and organisational performance.*

*Formal instructor-led language learning, despite its structured approach, remains popular. It offers a comprehensive curriculum and expert guidance, fostering collaborative learning experiences and tailored content delivery. Adapting to learner needs, facilitative approaches, varied multimedia elements, and flexible scheduling are crucial for effectiveness.*

*Informal learning, occurring outside formal settings, leverages self-directed learning, work immersion, and community engagement. It focuses on practical communication, authentic language exposure, and social interaction, fostering continuous learning and global connectivity.*

*A balanced blend of formal and informal methods is recommended, accounting for organisational contexts, learner preferences, and budget constraints. While formal learning provides a foundation, informal learning sustains and supplements language acquisition, enabling organisations to optimise learning strategies aligned with their unique needs.*

**Keywords**: Solution, to improve English, human resources, developing contries.

# 1. BACKGROUND

## 1.1 Global business speaks English

'English is the global language of trade. It is the worldwide lingua franca favoured everywhere from academia to social media, medicine to aviation, popular culture to technology.' (British Council. 2023)

English is the most widely spoken language in the world. It is the global language of communication and is likely to retain this position for the next decade and beyond. The desire to learn English is driven primarily by the potential it offers to secure better jobs and economic security (The Future of English: Global Perspectives, British Council, 2023).

In 2016, a study by QS and Cambridge English Language Assessment highlighted that English 'is just as important for businesses in native and non-native English-speaking countries' with English language skills being important for over 95% of employers in many non-native English-speaking countries. It predicted that the need for English in the workplace would increase over the following 10 years. This prediction has accelerated post pandemic.

## 1.2 The post-pandemic workplace context: increasing the need for language proficiency

The post-pandemic workplace environment that organisations operate in has witnessed significant shifts, predicted to intensify in coming years. Economic uncertainty, competitive pressure, challenges in talent acquisition and retention and evolving skills requirements have increased the need for greater connections across borders. Digital transformation, flexible and remote working and talent mobility have created additional opportunities to facilitate these connections.

Organisational globalisation: To ensure their competitiveness and long-term sustainability, many organisations are expanding their international presence, influence and connections, entering foreign markets, establishing overseas subsidiaries, diversifying their supply chains across international borders to bolster revenue streams and reduce costs.

Workforce globalisation: Many organisations are casting a wider net and accessing a global talent pool to source the skills and expertise they need. They are recruiting individuals from different countries, outsourcing across borders, and collaborating with consultants and partners across the world. Internal talent mobility is becoming increasingly important, as organisations offer employees opportunities for career advancement through projects in or with different countries.

## 1.3 English proficiency for human resources

English proficiency is becoming an important skill for all sectors, levels of seniority and many job roles. It is not only a requirement for professional jobs or senior management roles – it has increasingly become necessary for lower-skilled jobs in the service sectors (Trajectory Partnership, 2018). Many multinational corporations use English as one of the primary working languages. However, expectations for proficiency levels vary across diverse roles (Trajectory Partnership, 2018). Some organisations are specifying skills and levels of English for certain roles and assessing proficiency as part of recruitment.
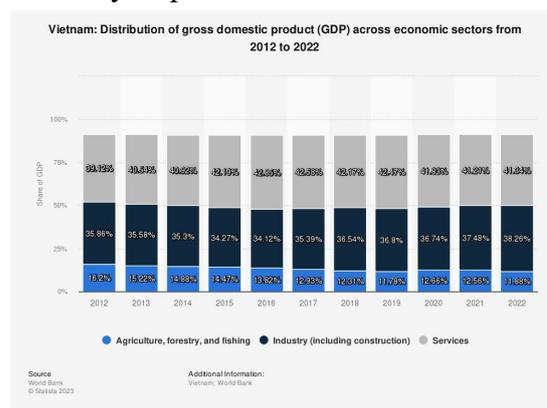


*Figure 1: Vietnam: distribution of GBP by sector 2012-2022*

Over the last 10 years, the services sector has significantly contributed to Vietnam's economy, at between 39 and 42.85% of GDP. (Figure 1, World Bank). It is slowly increasing

again post pandemic. Agriculture, forestry and fishing industries' contribution has gradually been declining. This highlights the need for organisations in Vietnam to ensure their workforces have the skills levels to compete regionally and globally. They should identify proficiency levels needed for success, review current skills levels and implement strategies to upskill their workforces for sustainability.

**1.4 Organisations' needs**

In the post-pandemic, globalised workplace context, organisations need employees with a combination of strong technical and soft skills to succeed. The Future of Jobs 2020 (World Economic Forum) identifies critical, thinking, problem-solving, self-management, active, learning, resilience, flexibility, stress tolerance as key skills for employee development.

Organisations need employees to be able to use English in specific situations, to carry out work tasks, communicate and collaborate and ensure individual and organisational performance, supporting growth and sustainability. Research shows that all four skills, speaking, listening, reading and writing, are important to achieving this (QS and Cambridge English Language Assessment, 2016). The study further highlights that employers view reading and speaking as the most important skills overall. Reading is useful for developing knowledge, understanding instructions and contracts, and speaking is 'the most important skill in service industries such as travel, leisure and hospitality, where social interaction is a big part of the job' (p. 16). However, in research and development roles require strong written English, with 80 per cent of journal articles being in English.

Workplace English skills should be developed in context, leaning on project-based learning and rooted in problem solving, while incorporating intercultural competence and digital literacy (The Future of English: Global Perspectives, British Council, 2023).

**1.5 Employees' needs**

Learners want to learn useful, relevant English and skills that will help them to get the jobs they want in a very competitive global job market. In the workforce, busy employees need to develop skills that will have an immediate impact on their performance, productivity and ability to engage stakeholders. They also need learning that is flexible and convenient and can be done at their own pace. (The Future of English: Global Perspectives, British Council, 2023).

Working professionals are keen that the course content, methodology and materials are authentic and relevant to their workplace contexts, prefer their course to focus on the outcomes rather than processes of instruction, and are able to use their content knowledge to take more responsibility for their learning. They prefer project or task-based learning, beginning with a diagnostic task then building the skills identified as areas for improvement during the programme (Sullivan, 2007). This has resulted in a shift in the traditional learner-teacher relationship. (Sullivan, 2007).

## 2. SOLUTIONS TO IMPROVE WORKFORCE ENGLISH PROFICIENCY

**2.1 Education systems: evolving solutions**

Governments are increasingly prioritising developing English skills through their education systems. Examples include introducing English as a subject at a lower age in schools or delivering secondary and higher education in English (English as a Medium of Instruction, EME), (Trajectory Partnership, 2018). There has also been an increase in vocational or specific language provision in further education, such as English for tourism, the oil industry and healthcare, as predicted by Graddol (2006).

However, the English taught in mainstream education in many countries and territories around the world is not aligned with the type of

English required in the workplace. There needs to be more emphasis on skills-based learning and the productive skills that connect 'learning to real life and the world of work' with the ultimate goal of creating 'a proactive workforce equipped with knowledge and in-demand and highly valued skills' (Indrarathne & McCulloch, 2022, p. 39).

If education systems are to prepare young people for the global workforce, systemic change is needed. Existing curricula will need to be reviewed and the focus content and methodology may need to become more contextualised 'to shift away from prescriptive teaching and towards language education that more closely suits the real-life needs of both students and their national and even global economy' (Trajectory Partnership, 2021). This has large implications for teacher education and development.

## 2.2 Workplace solutions: formal instructor-led learning

Formal workplace learning refers to structured and organised programmes that typically take place in a classroom or a similar setting, often leading to a recognised credential such as a certificate. Although a wider range of learning types are available today, formal instructor-led language learning remains popular with organisations.

There is a range of benefits to formal instructor-led language learning. It can provide a structured curriculum designed by language learning experts. This ensures that learning is comprehensive and well-organised, building essential skills in targeted contexts. Formal learning, led by experienced and skilled instructors, can guide learners through the learning process. These experts can provide clarification, formative assessment and feedback, offering valuable insights based on their knowledge and experience. Formal learning environments facilitate interaction

with peers who share similar interests and goals. Collaborative learning experiences can enhance understanding, provide diverse perspectives, and foster teamwork and communication skills.

To be effective, formal instructor-led learning should be carefully planned and delivered.

Needs analysis should understand the backgrounds, experience, skills needs, gaps and motivations of the target audience. These will be used to clearly define the programme's goals and objectives with specific language skills, target proficiency levels and communication goals. Content should be relevant, engaging, focused on outcomes and closely aligned with the programme's objectives. Assessment and feedback should be integrated into solutions to target areas for improvement and to evidence return on investment.

Learning delivery should respect the shift in the instructor-learner relationship and take a more facilitative approach to be effective. Materials and activities should be varied, interactive and include multi-media elements as well as online tools. Where possible, technology should be integrated into learning experiences for a dynamic, engaging environment. Learner support systems can further grow their skills in autonomous learning and integration of social learning elements can foster a culture of continuous learning. To adapt to working professionals' schedules, programmes should be flexible in the format and schedule of delivery.

For motivated adult learners, it typically takes 200 hours to move up one level on the Common European Framework for Languages (Cambridge, 2023). For organisations experiencing the economic uncertainty, competitive pressure and talent retention challenges, investing in 200 hours of formal instructor-led language learning may be impractical and too costly. Informal learning

can be a solution to this challenge, either in combination with formal, instructor-led solutions, or alone.

**2.3 Workplace solutions: informal learning**

Informal language learning refers to learning a language in a less structured and non-classroom setting. This type of learning can occur through self-directed learning, participation in projects, conferences, communities of practice or professional associations and learning in the flow of work.

The benefits for informal learning are numerous. Informal language learning focuses on practical communication skills and exposes individuals to authentic language use, including colloquial expressions, slang, and cultural nuances. This authenticity enhances language proficiency and cultural understanding. Informal language learning often involves interaction with language communities, both online and offline. The social aspect of learning can be engaging, motivating learners to develop a culture of continuous learning. With the advent of technology, informal language learners can connect with speakers of the target language from around the world. This global connectivity opens up opportunities for diverse language exposure and practice.

Learning in the flow of work has many benefits to organisations and employees. Learning takes place through carrying out daily work activities, is highly targeted to immediate needs and work tasks, reducing interruptions and maintaining productivity levels. It allows immediate application of knowledge and skills, reinforcing retention and practical application.

Organisations can support informal learning by creating personalised learning plans and curating diverse resources and experiences that learners can select from according to their learning needs and preferences. These should include self-assessment and evaluation as well as feedback mechanisms. Rewards and recognition of achievement can motivate learners to continue their informal learning. Organisations can foster a sense of community among learners, through sharing of resources, experiences, and tips within the learning community for a valuable exchange of ideas and collaborative learning.

### 3. CONCLUSIONS

It is evident from the research that solutions to improve workforce English proficiency are evolving along with the environmental and market context post-pandemic. The urgency for workplaces to develop sustainable workforces had led to rapid changes in learning content, methodology and practices.

While education systems are starting to evolve, there is a need for deeper exploration and understanding of how they can best prepare young people for the workplace of the future. Comprehensive curriculum reviews, updated methodologies, and teacher education can have a significant impact. It will be important to adopt an agile approach, implementing incremental changes while exploring potential larger transformations, ensuring adaptability and relevance to meet the dynamic needs of tomorrow's workforce.

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# INTERNATIONAL COMPETENCE CENTER OF TOURISM AND HOSPITALITY OF ST. PETERSBURG IN RUSSIAN FEDERATION

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## Abstract

*The Competence center provides further professional education in professional retraining and advanced training programs for the tourism and hospitality industries.*

*The purpose of the additional professional training programs: Improvement of existing competencies and professional development within the framework of existing qualifications in the field of project and analytical activities in the field of tourism, creative industries in particular; Training in modern approaches and methods of commercialization of activities for the development of the creative sector of the Russian economy in order to achieve the goals of the project within the framework of approved requirements and established restrictions; Analyzing labor market and training in the sphere of tourism in hospitality in Russian Federation we can say that most people involved in the sphere of tourism and hospitality don't have the special training.*

*The Competence center aims to fill this gap. It organizes short term on-line courses with issuing of micro certificates afterwards. There is growth in demand for short-term graduates of online courses. Long life learning is one of the key goals of the Competence center. Competence center organizes term programs together with industry for the necessary competencies. It implements dynamic forms of training of specialists – educational microprograms a part of a comprehensive campaign "St. Petersburg Hospitality": "China-friendly", "India-friendly", "Halal-friendly". Competence center trains mentors for organizing of projects in event and business tourism with partners from the CIS and BRICS countries (in particular in Belarus, Vietnam).*

*St. Petersburg is ready to scale its experience on the international level. Within 1 year the Competence Center managed to build a system of industry training for the tourism sector of the economy that will make it possible to fill the shortage of human recourses in the hospitality industry in the shortest possible time.*

**Keywords**: Tourism, hospitality, St. Petersburg, Russian federation.

# VET EDUCATIONAL PROGRAMS IN THE SPHERE OF TOURISM AND HOSPITALITY IN RUSSIA

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**Abstract**

*Vocational Education and Training programs in the sphere of tourism and hospitality play an important role in shaping human capital, fostering sustainability, and nurturing workforce in these crucial sectors.*

*Modern human capital is an intensive and productive factor, a subject of development and life, which is linked with a person, his intellect and mentality. Education is the basic unit for the formation of human capital, when a person acquires basic skills that will determine his future life.*

*Petrovskiy college is one of the largest VET institutions in Russia. Petrovskiy college strives to embody the model of Open College 4.0, trying to become an open social and educational open space for all stakeholders and community. The development of open source and digital learning environments can make education for sustainable development more accessible both in and outside of education and training settings, whether in schools, companies or at home.*

*Speaking about sustainability, educational programs in tourism and hospitality act as catalysts. They instill a sense of environmental consciousness, teaching the importance of responsible tourism practices, preservation of cultural heritage, and ethical business operations. In the tourism and hospitality industry, the essence of human interaction, service excellence, and cultural appreciation are imperative.*

*One of the defining characteristics of VET programs is their emphasis on practical training. We focus our attention on such technologies as context education, education in cooperation, gaming simulation technologies, problem-based learning technology and case study. VET programs instill a culture of continuous learning, encouraging professionals to adapt, upskill, and stay abreast of industry trends throughout their careers. Lifelong learning ensures that professionals remain relevant and adaptable to the demands of the industry, fostering a culture of growth and development.*

**Keywords**: Vocational Education and Training, tourism, hospitality, Russia.

# INTERNATIONAL COOPERATION IN HUMAN RESOURCE DEVELOPMENT FOR DEVELOPING COUNTRIES IN SOUTHERN AFRICA AND VIETNAM SUGGESTIONS

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**Abstract**

*This scientific paper provides a comprehensive analysis of international cooperation in human resource development for developing countries in Southern Africa. The paper delineates three primary objectives: (I) an examination of the current status of human resources in Southern Africa, highlighting the shortage of high-quality human resources and the characteristics of the regional workforce; (II) an exploration of international cooperation initiatives in human resource development in the region; and (III) an assessment of the challenges impeding effective cooperation efforts. Additionally, the paper proposes (IV) recommendations and solutions to strengthen human resource development in Southern Africa, focusing on augmenting investment in education and training, facilitating an enabling environment for international cooperation, and advocating for the establishment of a multilateral cooperation network infrastructure.*

**Keywords**: International cooperation, Human resource development, Developing countries, Southern Africa.

## INTRODUCTION

In an era marked by globalization and interconnectedness, the sustainable development of nations, particularly in developing regions like Southern Africa, hinges significantly on the quality and capacity of their human resources. The need for effective human resource development has never been more pressing, and international cooperation plays a pivotal role in addressing this challenge. This scientific paper embarks on a comprehensive analysis of the dynamics of international cooperation in human resource development, with a specific focus on developing countries in Southern Africa.

*Current Human Resource Status in Southern Africa*

Southern Africa, a region characterized by diverse cultures and economies, is confronted with a critical issue: a shortage of high-quality human resources. The region's human capital, which forms the backbone of its developmental aspirations, faces challenges that hinder its full potential. Understanding the current status of human resources in Southern Africa is paramount. This paper delves into an examination of this status, shedding light on the shortage of high-quality human resources and elucidating the unique characteristics of the regional workforce. By doing so, it sets the stage for a comprehensive analysis of the dynamics of international cooperation.

*International Cooperation Initiatives in Human Resource Development*

International cooperation serves as a beacon of hope in addressing the human resource deficit in Southern Africa. The second objective of this paper is to explore the plethora of international cooperation initiatives that have taken root in the region. These initiatives encompass diverse strategies and interventions aimed at bolstering human resource development. By delving into these initiatives, we aim to understand their scope, effectiveness, and the extent to which they address the region's unique challenges.

*Challenges to Effective Cooperation Efforts*

Despite the well-intentioned efforts of international cooperation initiatives, Southern Africa grapples with a series of challenges that impede their effectiveness. Identifying and understanding these challenges are vital steps towards refining the cooperation landscape. Therefore, the third objective of this paper involves assessing the hurdles and impediments that hinder the successful implementation of international cooperation endeavors. By doing so, we seek to create a roadmap for overcoming these obstacles and optimizing cooperation efforts.

*Recommendations and Solutions for Strengthening Human Resource Development*

This scientific paper does not merely stop at diagnosing the issues but also endeavors to provide concrete solutions. The final objective of this paper proposes recommendations and solutions designed to strengthen human resource development in Southern Africa. These recommendations center on augmenting investment in education and training, fostering an enabling environment for international cooperation, and advocating for the establishment of a

multilateral cooperation network infrastructure. These practical solutions aim to catalyze a positive transformation in the region's human resource landscape.

In summary, this scientific exploration delves into the critical nexus of international cooperation and human resource development in Southern Africa. By examining the current status, evaluating cooperation initiatives, identifying challenges, and proposing solutions, it aspires to be a beacon of knowledge and guidance for policymakers, researchers, and practitioners invested in enhancing human resources and sustainable development in this vital region.

# 1. CURRENT HUMAN RESOURCE STATUS IN SOUTHERN AFRICA

## 1.1 Skills Shortages

Skills shortages are a pervasive issue in Southern Africa and have far-reaching implications for the region's development. A skills shortage implies that there is an insufficient number of individuals with the necessary expertise and qualifications to meet the demands of the labor market. This challenge is particularly pronounced in sectors such as information technology, engineering, healthcare, and agriculture.

**Causes of Skills Shortages**

**a. Educational Disparities:** Unequal access to quality education contributes to skills shortages. Rural areas and disadvantaged communities often lack access to educational resources and suffer from underfunded schools (World Bank, 2018).

**b. Mismatch Between Education and Labor Market Needs:** There is often a disconnect between the skills that graduates possess and the skills demanded by employers. This mismatch can be attributed to outdated curricula, inadequate

career guidance, and insufficient collaboration between educational institutions and the private sector (World Bank, 2018).

**c. Brain Drain:** As mentioned in the abstract, the emigration of skilled professionals, commonly known as the "brain drain," exacerbates skills shortages. Southern African countries lose a significant portion of their highly trained workforce to other regions and countries offering better economic opportunities and working conditions (United Nations, 2017).

**Impact of Skills Shortages**

The impact of skills shortages in Southern Africa is multifaceted:

- **Economic Implications:** Skills shortages hinder economic growth by limiting the region's capacity to innovate and compete globally. Firms struggle to find qualified workers, leading to reduced productivity (African Development Bank Group, 2020).

- **Social Consequences:** A lack of skilled professionals in healthcare and education can result in reduced access to quality healthcare and educational services, disproportionately affecting vulnerable populations (World Bank, 2018).

- **Youth Unemployment:** Skills shortages contribute to high youth unemployment rates. Many young people in the region lack the qualifications and skills needed to secure meaningful employment (International Labour Organization, 2020).

**1.2 Education Challenges**

Education is a fundamental determinant of human capital development and economic growth. However, Southern Africa faces several challenges in its education system that impact the quality and relevance of education.

**Key Education Challenges:**

**a. Access Disparities:** While access to education has improved in Southern Africa over the years, disparities persist. Rural areas and marginalized communities often lack access to schools, leading to unequal educational opportunities (World Bank,2018).

**b. Quality of Education:** Quality remains a significant concern. Inadequate infrastructure, overcrowded classrooms, and poorly trained teachers can result in subpar education (World Bank, 2018).

**c. Curriculum Relevance:** The curriculum in many Southern African countries may not align with the skills and competencies needed in the modern workforce. Outdated curricula can result in graduates who are ill-prepared for the job market (World Bank, 2018).

**Impact on Human Resource Development:**

The challenges in the education system have direct implications for human resource development:

- **Skills Gap:** A lack of access to quality education and a mismatch between education and employment needs contribute to a skills gap in the workforce.

- **Youth Unemployment:** Poorly educated youth often struggle to find employment, leading to high youth unemployment rates (International Labour Organization, 2020).

- **Inequality:** Educational disparities perpetuate socio-economic inequality in the region, as those with access to quality education have better opportunities for economic advancement (World Bank, 2018).

**1.3 Youth Unemployment**

Youth unemployment is a pressing issue in Southern Africa, with significant economic and social ramifications. High youth unemployment rates indicate a mismatch between the skills and aspirations of young people and the opportunities available in the job market.
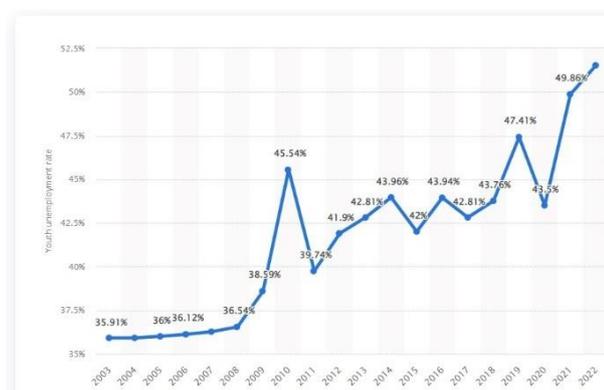


*Fig.1. Youth unemployment rate from 2003 to 2022 in South Africa (Source: Statista)*

**Causes of Youth Unemployment:**

**a. Skills Mismatch:** Many young people in the region lack the skills and experience required for available jobs. The education system may not adequately prepare them for the workforce (International Labour Organization, 2020).

**b. Limited Job Opportunities:** The region faces challenges in generating enough job opportunities to absorb its growing youth population. This is exacerbated by slow economic growth and the informal nature of many jobs (International Labour Organization, 2020).

**c. Structural Barriers:** Structural issues in the labor market, such as discrimination, lack of access to credit, and limited social safety nets, can hinder young people's ability to secure employment (International Labour Organization, 2020).

**Impact of Youth Unemployment:**

High youth unemployment has several negative consequences:

- **Economic Stagnation:** A large pool of unemployed youth represents untapped potential and can lead to economic stagnation (International Labour Organization, 2020).
- **Social Unrest:** Frustration and disenchantment among unemployed youth can contribute to social unrest and political instability (International Labour Organization, 2020).
- **Lost Human Capital:** The region loses out on the skills and talents of its young population, hindering its long-term development prospects (International Labour Organization, 2020).

**1.4 Healthcare Workforce**

The healthcare workforce is a critical component of any country's human resources, and Southern Africa faces significant challenges in this regard.

**Healthcare Workforce Challenges:**

**a. Shortages of Healthcare Professionals:** Southern Africa has a shortage of healthcare professionals, including doctors, nurses, and allied health workers. This shortage has been exacerbated by the demands of the COVID-19 pandemic (World Health Organization, 2021).

**b. Uneven Distribution:** Healthcare workers are often concentrated in urban areas, leaving rural and underserved regions with limited access to healthcare services (World Health Organization, 2021).

**c. Brain Drain:** The emigration of healthcare professionals in search of better working conditions and opportunities abroad has further depleted the region's healthcare workforce (United Nations, 2017).

**Impact on Healthcare and Development:**

The healthcare workforce challenges have far-reaching implications:

- **Limited Access to Healthcare:** Shortages and uneven distribution of healthcare workers result in limited access to healthcare services,

particularly in rural areas (World Health Organization, 2021).

- **Quality of Care:** Overworked healthcare professionals may provide lower-quality care, affecting patient outcomes (World Health Organization, 2021).

- **Healthcare Pandemic Response:** The shortage of healthcare workers has strained the region's ability to respond effectively to health crises such as the COVID-19 pandemic (World Health Organization, 2021).

## 1.5 Emigration of Skilled Workers (Brain Drain)

The emigration of skilled professionals, often referred to as the brain drain, is a significant challenge in Southern Africa.

### Factors Driving the Brain Drain:

**a. Economic Factors:** Skilled professionals are often attracted to countries with better economic prospects, higher wages, and improved living conditions (United Nations, 2017).

**b. Political Instability:** Political instability in some Southern African countries has led to the emigration of skilled individuals seeking stability and security elsewhere (United Nations, 2017).

**c. Lack of Opportunities:** Limited career advancement opportunities in the region can encourage skilled workers to seek employment abroad (United Nations, 2017).

### Impact of Brain Drain:

The brain drain has several consequences:

- **Loss of Human Capital:** Southern Africa loses its skilled workforce, which is essential for development (United Nations, 2017).

- **Healthcare Shortages:** The emigration of healthcare professionals exacerbates healthcare workforce shortages (World Health Organization, 2021).

- **Economic Implications:** The departure of skilled workers can hinder economic growth and innovation in the region (United Nations, 2017).

## 1.6 Regional Disparities

Southern Africa is characterized by significant regional disparities in terms of access to education, healthcare, and economic opportunities.

### Key Regional Disparities:

**a. Rural-Urban Divide:** Rural areas often lack the infrastructure and services available in urban centers, including quality education and healthcare (Southern African Development Community, 2020).

**b. Inter-country Variations:** There are variations in development levels and human resource capacity between different Southern African countries. Some countries are more developed than others (Southern African Development Community, 2020).

### Impact of Regional Disparities:

The regional disparities have implications for human resource development:

- **Unequal Access:** People in rural and underserved areas have limited access to education and healthcare, affecting their human capital development (Southern African Development Community, 2020).

- **Migration:** Regional disparities can drive internal migration, with people moving from less developed areas to urban centers in search of better opportunities (Southern African Development Community, 2020).

## 1.7 Gender Disparities

Gender disparities persist in Southern Africa and affect the equitable distribution of human resources.

**Key Gender Disparities:**

**a. Access to Education:** Girls and women in some regions still face barriers to accessing quality education, limiting their educational attainment (UN Women, 2021).
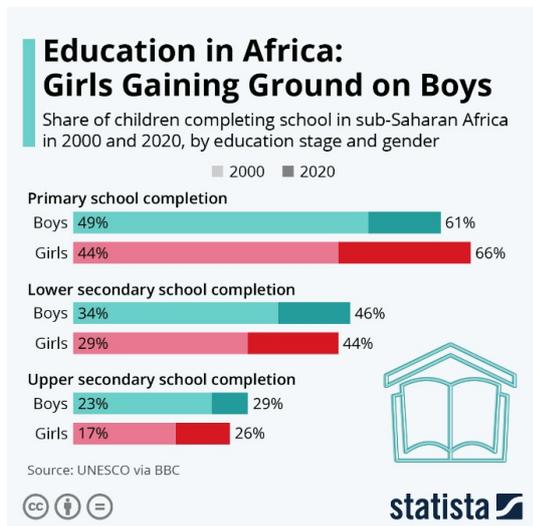


*Fig. 2. Education in Africa: Participation in education is still an issue with room for improvement in sub-Saharan Africa. (Image: Statista)*

**b. Labor Market Discrimination:** Women often face discrimination in the labor market, including lower wages and limited career opportunities (UN Women, 2021).

**c. Reproductive Health:** Gender disparities in reproductive health and family planning can impact women's ability to participate in the workforce (UN Women, 2021).

**Impact of Gender Disparities:**

Gender disparities have significant implications for human resource development:

- **Underutilization of Talent:** When women face barriers in education and employment, a significant portion of the workforce's talent remains underutilized (UN Women, 2021).
- **Economic Consequences:** Gender disparities can hinder economic growth by limiting the participation of women in the workforce and entrepreneurship (UN Women, 2021).

Each of these factors contributes to the complex landscape of human resource development in Southern Africa. Properly addressing these challenges requires a coordinated effort by governments, international organizations, and local communities to implement targeted policies and initiatives that promote education, healthcare access, employment opportunities, and gender equality.

## 2. CURRENT HUMAN RESOURCE STATUS INSOUTHERN AFRICA

International cooperation is a cornerstone of addressing the critical human resource deficit in regions like Southern Africa. Collaborative efforts between countries and international organizations have the potential to significantly impact human resource development. This essay explores various international cooperation initiatives in the context of Southern Africa, with a focus on understanding their scope, effectiveness, and their contribution to addressing unique regional challenges. To illustrate the impact of such initiatives, we will delve into the case of Vietnam-Mozambique relationships in capacitating human resources.

**The Significance of International Cooperation in Human Resource Development**

International cooperation initiatives play a pivotal role in augmenting human resource development in Southern Africa. These initiatives typically involve partnerships between countries, international organizations, and local stakeholders, and they encompass a wide range of strategies and interventions. They are driven by the recognition that addressing human resource challenges in one country can have positive spill-over effects in neighboring regions and beyond.

Southern Africa's human resource deficit, as highlighted earlier, is multifaceted. It includes skills shortages, education disparities, youth

unemployment, healthcare workforce deficits, emigration of skilled workers, regional disparities, and gender disparities. To effectively tackle these challenges, international cooperation initiatives must be comprehensive, sustainable, and tailored to the specific needs of the region.

**Exploring International Cooperation Initiatives**

International cooperation initiatives in human resource development can take various forms:

1. **Scholarship Programs:** Many countries, such as Vietnam, offer scholarships to students from Southern Africa to pursue higher education in fields that are critical for regional development. These programs aim to build a pool of skilled professionals who can contribute to their home countries upon completion of their studies.

2. **Capacity Building Workshops:** International organizations and governments often organize capacity-building workshops and training programs. These initiatives provide opportunities for Southern African professionals to enhance their skills and knowledge in areas such as healthcare, agriculture, and technology.

3. **Healthcare Partnerships:** Some countries, like Vietnam, collaborate with Southern African nations to address healthcare workforce shortages. This involves sending healthcare professionals and experts to provide training and support in areas such as disease prevention and healthcare management.

4. **Technical Assistance:** International organizations, such as the United Nations and the World Bank, provide technical assistance and expertise to

Southern African governments in designing and implementing human resource development policies and programs.

**Case Study: Vietnam - Mozambique Relationships in Human Resource Development**

The relationship between Vietnam and Mozambique serves as an illuminating case study of international cooperation in capacitating human resources. Vietnam, with its own history of post-war reconstruction and development, has actively engaged with Mozambique in several key areas.

**1. Education and Scholarship Programs:** Vietnam has offered scholarships to Mozambican students to study in Vietnam, particularly in fields like agriculture and engineering. These scholarships provide access to quality education and training that is tailored to the needs of Mozambique's workforce. This is a vital step in addressing education disparities and skills shortages.
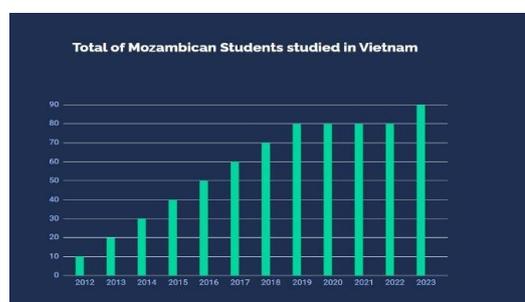


*Fig. 3. Mozambican students studying in Vietnam under the Vietnamese government scholarship program.*

**2. Healthcare Collaboration:** Vietnam has been involved in healthcare initiatives in Mozambique. Vietnamese medical professionals have shared their expertise and experience with their Mozambican counterparts, particularly in areas related to disease prevention and healthcare management. This collaboration contributes to addressing healthcare workforce deficits and improving healthcare services.

**3. Technical Assistance:** Vietnam has provided technical assistance to Mozambique in various sectors, including agriculture and infrastructure development. This support helps build local capacity and fosters economic growth, ultimately contributing to addressing youth unemployment and regional disparities.

**4. Women's Empowerment:** Both Vietnam and Mozambique have placed a strong emphasis on gender equality and women's empowerment. Vietnam's experience in this regard has been shared with Mozambique to promote gender equality and reduce gender disparities in education and employment.

**Effectiveness and Lessons Learned**

The Vietnam-Mozambique case highlights the effectiveness of international cooperation initiatives in addressing human resource challenges. By offering scholarships, sharing expertise, and providing technical assistance, Vietnam has contributed to building a skilled and empowered workforce in Mozambique. The success of this cooperation underscores the importance of tailored programs that consider the specific needs and contexts of the recipient country.

Moreover, the case demonstrates the importance of South-South cooperation, where countries with similar developmental backgrounds share their experiences and expertise. This approach fosters mutual learning and can be particularly effective in addressing challenges unique to the region.

## 3. CHALLENGES TO EFFECTIVE COOPERATION EFFORTS IN SOUTHERN AFRICA

Despite the well-intentioned efforts of international cooperation initiatives, Southern Africa grapples with a series of challenges that impede their effectiveness. Identifying and understanding these challenges are vital steps

towards refining the cooperation landscape. Therefore, the third objective of this paper involves assessing the hurdles and impediments that hinder the successful implementation of international cooperation endeavors. By doing so, we seek to create a roadmap for overcoming these obstacles and optimizing cooperation efforts.

### 3.1 Socio-Economic Disparities

One of the most significant challenges to effective cooperation efforts in Southern Africa is the vast socio-economic disparities within and between countries in the region. These disparities manifest in various ways, including disparities in income, access to education and healthcare, and infrastructure development. Such disparities can hinder the equitable distribution of the benefits of international cooperation initiatives.

**Case Study: Income Inequality in South Africa**

South Africa, the most industrialized country in the region, presents a stark example of income inequality. While international cooperation initiatives may aim to uplift the region, the economic disparities within South Africa itself can obstruct the equitable distribution of resources and opportunities. The wealthiest segment of the population often benefits disproportionately, leaving marginalized communities behind.

### 3.2 Governance and Political Stability

Political instability and governance issues are prevalent challenges in Southern Africa that can undermine international cooperation efforts. Some countries in the region have experienced political instability, corruption, and weak governance systems. These factors can create an environment of uncertainty and hinder the effective implementation of cooperation programs.

## Case Study: Political Instability in Zimbabwe

Zimbabwe has faced political instability and governance challenges for many years. These issues have had a direct impact on cooperation initiatives, as donors and partners may be hesitant to commit resources to a country with a history of political turmoil. Furthermore, instability can disrupt the continuity of development projects, making long-term planning and implementation difficult.

### 3.3 Cultural and Linguistic Diversity

Southern Africa is known for its rich cultural and linguistic diversity. While this diversity is a source of strength, it can also pose challenges in the context of international cooperation. Language barriers and cultural differences can impede effective communication and collaboration between stakeholders.

### Case Study: Linguistic Diversity in South Africa

In South Africa, for example, there are 11 official languages. While diversity is celebrated, it can be a logistical challenge in the implementation of educational or healthcare programs, as materials must be translated and adapted to suit the linguistic preferences of various communities. This can lead to delays and increased costs in cooperation initiatives.

### 3.4 Infrastructure and Connectivity

Infrastructure deficiencies, particularly in rural and remote areas of Southern Africa, can hamper the effectiveness of international cooperation efforts. Insufficient transportation, energy, and digital connectivity can make it challenging to reach target populations and deliver services efficiently.

### Case Study: Rural Connectivity in Malawi

In Malawi, a predominantly rural country, inadequate road infrastructure and limited access to electricity and the internet can hinder the delivery of educational and healthcare services. The lack of reliable transportation and digital infrastructure can affect the timely dissemination of information and support.

### 3.5 Sustainability and Long-term Commitment

Effective human resource development requires sustained, long-term commitment from all stakeholders involved. However, some international cooperation initiatives in Southern Africa face challenges related to sustainability. Donor countries or organizations may provide short-term funding, which can lead to project discontinuity when funding ends.

### Case Study: Short-Term Funding in Education Programs

In education programs, where continuity is crucial, the reliance on short-term funding can disrupt the implementation of long-term strategies. This may result in a lack of trained teachers, outdated curricula, and inadequate infrastructure, ultimately impacting the quality of education in the region.

### 3.6 Emigration of Skilled Workers (Brain Drain)

As discussed earlier, the emigration of skilled professionals, often referred to as the brain drain, is a significant challenge in Southern Africa. While international cooperation initiatives may aim to strengthen human resource development, the departure of skilled workers to other regions or countries can undermine these efforts.
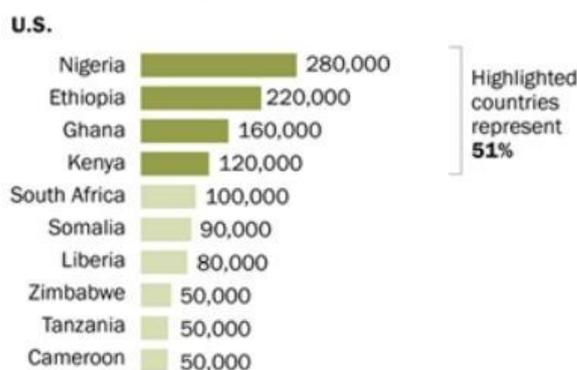


***Fig. 4.*** *Top countries of birth of sub-Saharan migrants living in the United States in 2017. (Source: Pew Research Center)*

**Case Study: Health Worker Emigration in South Africa**

South Africa, for instance, has experienced a significant emigration of healthcare professionals. Despite efforts to improve healthcare through international cooperation, the loss of skilled doctors and nurses to countries offering better working conditions and salaries has perpetuated healthcare workforce shortages in the region.

### 3.7 Geopolitical Dynamics

Geopolitical dynamics and power imbalances can influence the effectiveness of international cooperation initiatives. Southern Africa's partnerships with various countries and organizations can be shaped by geopolitical considerations, which may affect the allocation of resources and the focus of cooperation efforts.

**Case Study: Geopolitical Influence in Angola**

Angola, a significant player in the Southern African region, has been influenced by various international actors due to its oil reserves. The geopolitical interests of powerful nations can sometimes overshadow the region's developmental needs, diverting attention and resources away from critical human resource development initiatives.

### 3.8 Coordination and Collaboration Challenges

Coordinating and collaborating among various stakeholders, including governments, international organizations, and local communities, can be complex. Differences in priorities, interests, and approaches can hinder effective cooperation.

**Case Study: Coordination Challenges in Regional Projects**

Regional projects, such as infrastructure development or disease prevention programs,

often require coordination among multiple countries. The challenge lies in aligning the interests and commitments of all involved parties to ensure successful implementation. Discrepancies in policies, regulations, and priorities can complicate coordination efforts.

## 4. RECOMMENDATIONS AND SOLUTIONS FOR STRENGTHENING HUMAN RESOURCE DEVELOPMENT IN SOUTHERN AFRICA

### 4.1 Augmenting Investment in Education and Training

Investment in education and training is the cornerstone of human resource development. To address the challenges in Southern Africa effectively, there is a need for increased investment in education at all levels, from primary to tertiary education, and in vocational training programs.

**Case Study: Botswana's Investment in Education**

Botswana serves as a noteworthy example in this regard. The country has consistently invested a significant portion of its budget in education, leading to substantial improvements in literacy rates and educational attainment. A similar approach can be adopted in other Southern African countries.

**Recommendations:**

**a. Increase Budget Allocation:** Southern African governments should allocate a higher percentage of their budgets to education and training programs. This includes investing in infrastructure, teacher training, and curriculum development.

**b. Scholarship Programs:** Expand scholarship programs, similar to those offered by countries like Vietnam, to enable students from disadvantaged backgrounds to access quality education.

**c. Vocational Training:** Develop and expand vocational training programs that

align with the needs ofthe job market. This will address skills shortages and youth unemployment.

**d. Public-Private Partnerships:**
Encourage partnerships between the public and private sectors to enhance the quality of education and training. Private sector involvement can provide valuable insights into industry needs.

## 4.2. Fostering an Enabling Environment for International Cooperation

Creating an environment conducive to international cooperation is essential for maximizing the impact of cooperation initiatives. This involves strengthening governance, reducing corruption, and promoting transparent policies that attract international partners.

**Case Study: Rwanda's Governance and CooperationEfforts**

Rwanda's commitment to good governance and anti- corruption measures has made it an attractive destination for international cooperation. This has resulted in numerous partnerships and investments in various sectors, including education and healthcare.

**Recommendations:**

**a. Good Governance:** Southern African countries should prioritize good governance, transparency, and accountability in their policies and practices. Strengthening institutions responsible for cooperation efforts is crucial.

**b. Anti-Corruption Measures:**

Implement and enforce anti-corruption measures to build trust among international partners and ensure that resources are used effectively.

**c. Policy Alignment:** Align national policies with international development agendas to create a seamlessframework for cooperation. This alignment can help attract international partners.

**d. Investor-Friendly Regulations:** Create investor- friendly regulations that promote foreign investment and cooperation. This includes streamlining business registration and ensuring legal protections for international partners.

## 4.3. Advocating for the Establishment of a Multilateral Cooperation Network Infrastructure

Establishing a multilateral cooperation network infrastructure can enhance coordination and collaboration among countries and organizations involved in human resource development in Southern Africa. This network can serve as a platform for sharing best practices, pooling resources, and jointly addressing regional challenges.

**Case Study: SADC's Role in Regional Cooperation**

The Southern African Development Community (SADC) is an example of a regional organization that plays a critical role in fostering cooperation among its member states. SADC promotes economic development, peace, and stability through regional cooperation initiatives.

**Recommendations:**

**a. Regional Cooperation Framework:** Strengthen and expand the role of regional organizations like SADC incoordinating and facilitating cooperation efforts. This includes creating a framework for member states to collaborate on human resource development.

**b. Resource Mobilization:** Establish mechanisms for resource mobilization within the region to fund cooperative projects. This can involve contributions from member states, international partners, and private sector engagement.

**c. Data Sharing and Research:** Develop a system for sharing data and conducting joint research on human resource development. This will enable evidence-based decision-making and the identification of region-specific challenges.

**d. Policy Harmonization:** Harmonize policies and regulations related to education, healthcare, and labor across member states to create a more unified approach to human resource development.

**4.4 Strengthening Cross-Border Collaboration**

In addition to multilateral cooperation networks, enhancing cross-border collaboration among neighboring countries is essential. Collaboration can help address regional disparities, promote knowledge sharing, and facilitate the movement of skilled workers.

**Case Study: Cross-Border Collaboration in the Zambezi Region**

Countries in the Zambezi region, such as Zambia, Zimbabwe, and Namibia, have initiated cross-border cooperation programs. These initiatives focus on sharing educational resources, improving healthcare access, and fostering economic ties in border regions.

**Recommendations:**

**a. Cross-Border Partnerships:** Encourage neighboring countries to establish cross-border partnerships, particularly in regions with shared challenges or needs.

**b. Resource Sharing:** Facilitate the sharing of educational and healthcare resources, such as libraries, laboratories, and medical facilities, to address disparities in access.

**c. Labor Mobility:** Promote policies that facilitate the movement of skilled workers across borders while ensuring that countries benefit mutually from cross-border employment agreements.

**d. Trade and Economic Integration:** Explore opportunities for trade and economic integration among neighboring countries to stimulate economic growth and create employment opportunities.

**4.5 Monitoring and Evaluation Framework**

Implementing a robust monitoring and evaluation framework is essential to track the progress and impact of human resource development initiatives. This framework should include clear indicators and data collection mechanisms.

**Case Study: World Bank's Results-Based Monitoring and Evaluation**

The World Bank employs a results-based monitoring and evaluation system in its projects. This approach emphasizes outcomes and impact, allowing for the adjustment of strategies based on evidence.

**Recommendations:**

**a. Indicator Development:** Collaborate with international organizations and experts to develop a set of standardized indicators that can measure the effectiveness of cooperation initiatives.

**b. Data Collection:** Invest in data collection and management systems to ensure that reliable and up-to-date information is available for decision-making.

**c. Periodic Assessments:** Conduct periodic assessments and evaluations of cooperation programs to identify strengths, weaknesses, and areas for improvement.

**d. Knowledge Sharing:** Share the results of evaluations and assessments with stakeholders to promote transparency and foster a culture of learning and continuous improvement.

Strengthening human resource development in Southern Africa requires a multifaceted approach that encompasses increased

investment in education and training, the creation of an enabling environment for international cooperation, the establishment of a multilateral cooperation network infrastructure, cross- border collaboration, and a robust monitoring and evaluation framework. These recommendations aim to address the complex challenges facing the region and pave the way for a brighter future where the full potential of Southern Africa's human resources is realized. By embracing these solutions, Southern Africa can embark on a path of sustainable development and inclusive growth.

## 5. CONCLUSION

This scientific paper has undertaken a comprehensive exploration of the intricate landscape of human resource development in Southern Africa. Through a meticulous analysis of the current human resource status, international cooperation initiatives, and the challenges impeding effective cooperation efforts, this study has shed light on both the opportunities and obstacles that define the region's developmental trajectory. Furthermore, it has proposed a set of recommendations and solutions aimed at catalyzing positive transformations in Southern Africa's human resource landscape.

The analysis of the current human resource status in Southern Africa illuminated the region's multifaceted challenges, including skills shortages, disparities in access to education and healthcare, economic implications of workforce deficits, regional disparities, and gender inequalities. These challenges underscored the urgent need for targeted interventions and collaborative efforts to harness the untapped potential of the region's human capital.

Exploring international cooperation initiatives revealed a spectrum of strategies and interventions designed to bolster human resource development. The case study of Vietnam-Mozambique relationships provided a compelling illustration of the tangible impact of such initiatives. It exemplified the power of educational scholarships, healthcare collaborations, and technical assistance in capacitating human resources and promoting sustainable development.

However, it is crucial to acknowledge that, despite these endeavors, Southern Africa faces formidable challenges that impede the effective implementation of cooperation initiatives. Socio-economic disparities, governance and political stability issues, cultural and linguistic diversity, infrastructure deficiencies, sustainability concerns, emigration of skilled workers, geopolitical dynamics, and coordination challenges present formidable obstacles. Recognizing and understanding these impediments is imperative for refining the cooperation landscape.

The recommendations and solutions put forth in this paper offer a roadmap for addressing these challenges. Augmenting investment in education and training, fostering an enabling environment for international cooperation, advocating for the establishment of a multilateral cooperation network infrastructure, strengthening cross-border collaboration, and implementing a robust monitoring and evaluation framework collectively constitute a holistic approach to enhancing human resource development in Southern Africa.

These recommendations reflect the collaborative efforts required from governments, international organizations, local communities, and the private sector to create an ecosystem that nurtures human capital and fosters inclusive growth. By prioritizing investment in education, improving

governance and transparency, promoting cross-border cooperation, and actively monitoring progress, Southern Africa can embark on a transformative journey toward a brighter future.

In conclusion, this scientific paper has traversed the complex terrain of human resource development in Southern Africa. It has illuminated the challenges and opportunities that define the region's developmental landscape and has provided a set of practical recommendations to catalyze positive change. By embracing these solutions and fostering international cooperation, Southern Africa can unlock the full potential of its human resources, ultimately contributing to sustainable development, economic growth, and improved quality of life for its citizens. The journey ahead is challenging, but it is also brimming with promise, and the collaborative efforts of stakeholders can turn that promise into reality.

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# THE RELATIONSHIP BETWEEN HUMAN RESOURCES DEVELOPMENT AND NATIONAL SUSTAINABLE DEVELOPMENT

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**Abstract**

*The article analyzes the dialectical relationship between human resources development and sustainable development of the country. This is reflected in the role of human resources development for the country's sustainable development and the role of the country's rapid and sustainable development for the development of high-quality human resources. The article also proposes five solutions to perceive and resolve this dialectical relationship well.*

**Keywords**: human resources, human resources development, sustainable development.

Human resources development is a proactive and positive process of relevant subjects to equip knowledge and skills to improve the professional capacity of human resources in a positive direction for national development. National sustainable development is a harmonious and reasonable development among the economy, society, and the environment with a focus on people as the goal, center and foundation. Therefore, there is a close relationship between human resources development and the sustainable development of the country. This is shown in the following main points:

## 1. THE ROLE OF HUMAN RESOURCES DEVELOPMENT IN THE SUSTAINABLE DEVELOPMENT OF THE COUNTRY

Firstly, human resources are the main resources, deciding the sustainable development of the country.

We all know that, when discussing human resources, it is about human resources in comparison with other resources such as financial resources, natural resources, scientific and technological resources, etc. Among the aforementioned, human resources are the most important, deciding the development in general and the sustainable development of the country in particular. Therefore, human resources development is both the basis, the foundation and the main resources, deciding the

sustainable development of the country. Because development relying on natural resources, competitive advantages in the market, etc. has reached a critical point where there is no more room for a breakthrough. Therefore, for sustainable development, it is necessary to rely mainly on human resources development. If there are good human resources, especially high-quality human resources, they will be able to utilize financial resources, natural resources and the market most optimally. Our Party is right when it states that for the sustainable development of the country, it is necessary to "make the most of the human factor, consider the human as the center, the most important subject and resources and the goal of development; take Vietnamese cultural and people values as the foundation and important internal strength to ensure sustainable development" [2]. At the same time, "Promote innovation, transfer, application, and strong development of science and technology". However, we can only do this when we have high-quality human resources - that is, based on people who are qualified in all aspects from moral qualities and political bravery to professional, technical qualifications, life skills and work skills. In other words, we must rely on human resources for comprehensive development. Human resources in comparison to scientific and technological resources, innovation and digital transformation, human resources play a decisive role. Without human resources, science and technology, innovation and digital transformation cannot be achieved. Furthermore, how, rapidly, or in which direction scientific and technological resources, natural resources, etc. are used, manipulated, and developed depends on human resources. Human resources are the most important resources for national sustainable development. This is also shown in the fact that while natural

resources, financial resources, and other resources can be replaced, "borrowed, loaned, transferred, sent, bought, exchanged", etc., human resources cannot be replaced. Because human resources are special resources, they can create and produce other natural resources as well as resources not available in nature. In addition, other resources cannot create or replace human resources. Therefore, human resources are the most important resources for sustainable development. Therefore, it can be said that human resources are the main subjects that determine the tools, methods, content, and goals of development of a country and its people. In other words, human resources - people -are the main resources that determines the sustainable development of the country.

Secondly, human resources with knowledge, professional skills and inherent strength are the foundation and important endogenous strength to ensure the country's sustainable development.

Human resources are the foundation for sustainable development, meaning that without human resources, especially high-quality human resources, there will be no basis, no foundation, no strong endogenous talent for sustainable development. Because as we know, it is human resources - people - who set goals, steps, roadmaps, and measures for national sustainable development. It can be said that whether a country develops sustainably or not depends on its human resources. Not only that, human resources are also an important source of internal strength to ensure the country's sustainable development. Obviously, for sustainable development, the country must combine and promote endogenous strengths with exogenous strengths. In particular, endogenous strength is the entire internal strength of the country such as human resources with cultural qualities, traditional cultural values, professional qualifications, working

skills, etc.; natural resources; national education, science and technology, etc.. Among the resources that create internal strength, human resources are the most important, playing a decisive role in other endogenous resources and exogenous factors. Moreover, whether exogenous power can be promoted or not, and in which direction it is promoted, depend entirely on human resources. Therefore, developing human resources with knowledge, professional skills and inherent strength is an important foundation and endogenous strength to ensure the country's sustainable development.

Thirdly, human resources development is the development of a decisive factor in the successful implementation of the national sustainable development strategy.

The 13th National Congress of the Party has identified three factors promoting the country's rapid and sustainable development: science and technology, innovation, and digital transformation. However, all three of these factors depend on the human resources factor - people. It is human resources, which are people, that will decide the development of science and technology as well as research, transfer and application of scientific and technological achievements, innovation and digital transformation. No one other than the people is the decisive factor in promoting the power of these three factors. Of course, the optimal promotion of these three factors also depends on the policies, guidelines, mechanisms, national directions, financial, material, technical resources, etc.; but it is determined by the human resources factor. In Vietnam today, the Party and State have very right policies to promote the role of science, technology, innovation and digital transformation in the development of the country. Thus, it is important to depend on human resources, and therefore, it is clear that human resources

development is the development factor that determines the successful implementation of the country's sustainable development strategy.

## 2. THE ROLE OF THE COUNTRY'S RAPID AND SUSTAINABLE DEVELOPMENT IN THE DEVELOPMENT OF HIGH-QUALITY HUMAN RESOURCES

Firstly, national sustainable development requires and demands the development of high-quality human resources.

Developing high-quality human resources means building and developing Vietnamese human resources to meet the country's sustainable development requirements. In order to develop human resources in Vietnam to meet the requirements of sustainable development, the country must pay attention to and take care of various aspects from education, nurturing and protecting children and adolescents to patriotism education, teaching national pride, heroic historical tradition of the nation, and sense of responsibility for every Vietnamese, especially the young generation. At the same time, it is necessary to implement breakthrough solutions to effectively prevent and repel the degradation of morality and lifestyle, social negativity, and social ills. The country has to gradually overcome the limitations of Vietnamese human resources. We must well implement the spirit of the Party's 13th Congress Resolution "Developing the Vietnamese people comprehensively and building an advanced Vietnamese culture deeply rooted in national identity so that Vietnamese culture and people can truly become an endogenous strength, a driving force for national development and defense […]. Build, develop, create the most favorable environment and social conditions to awaken patriotic traditions, national pride, faith, and aspirations to develop a prosperous and happy country; the talent, intellect, and character of

the Vietnamese people are the most important center, goal, and driving force for the country's development" [2]. The main requirement for sustainable development of the country demands us to develop comprehensive high-quality human resources - Vietnamese people with physical strength, intelligence, spirit, moral character, qualifications, and ability, and with a high sense of responsibility towards themselves, family and society. Just as the Communist Party of Vietnam has requested: "Building Vietnamese people to develop comprehensively, with health, ability, qualifications, awareness, and high responsibility towards themselves, family, society, and the Fatherland" [2]. To realize this goal and continue to comprehensively develop human resources, the 13th Congress requires "Accelerating the implementation of fundamental and comprehensive innovation and improving the quality of education and training, with a focus on modernity and changing education methodologies, especially higher education and vocational education" [2]. At the same time, the 13th Congress also requires creating fundamental and strong changes in the quality and effectiveness of education and training Research to improve and stabilize the textbook system and examination system at all levels of education. Focus on training and retraining teachers to meet the requirements of a fundamental and comprehensive reform of education and training. To strongly shift the educational process from mainly equipping knowledge to comprehensively developing learners' capabilities and qualities; from studying mainly in the classroom to organizing a variety of learning forms, paying attention to teaching and learning online via the internet, television, social activities, extracurricular activities, scientific research; School education combined with family education and social education.

Training people with a focus on ethics, discipline, integrity, and a sense of civic and social responsibility, life skills, work skills, foreign languages, information technology, digital technology, creative thinking, and international integration (global citizenship) [2]. Only on this basis can we unleash the integrated strength of the Vietnamese people, especially the power of intellect, character, ethics, and the aspiration for development. Because in order to harness human resources, we must first educate and train individuals with strength.

Secondly, the country's sustainable development demands and requires the development of human resources - people - who know how to innovate, apply scientific and technological achievements and digital transformation.

We all know that innovation is the creation and application of achievements, technical solutions, technologies, and management solutions to improve the efficiency of socio-economic development, and to improve productivity, quality and incremental values of products and goods. Therefore, without innovation, we can still develop socio-economically but slowly and unsustainably. There are many different approaches to understanding digital transformation; but we can agree with the concept that "Digital transformation is the process of total and comprehensive change of individuals and organizations in the way of living, working and production methods based on digital technologies" [3]. In other words, it must be based on digital technology to change the way of working, production, and management. On that basis, it is made possible to improve productivity, quality, efficiency of production and business and social governance. This is the foundation for promoting rapid and sustainable development of the country. The application of

scientific and technological achievements is an active and proactive process of research entities, applying, and transferring scientific and technological achievements into production, business, and social management, making production, business, and social management as effective as possible. Therefore, if innovation, digital transformation and application of scientific and technological achievements can be realized, it will create a basis for rapid and sustainable development of the country. To do so, there must be human resources - people - who know and can carry out innovation, digital transformation, and application of scientific and technological achievements to production, business and social governance. Therefore, achieving sustainable national development sets requirements and demands for the innovative development of human resources in Vietnam, the application of scientific and technological achievements, and digital transformation. That is, human resources - people - are still a decisive factor for the success of innovation, research, application of scientific and technological achievements and digital transformation.

The reality shows that 'Renewing thinking, educational activities, and training is still slow, not resolute enough, and has not met the requirements; some tasks and renewal solutions are still lacking in systematization and stability. The quality and effectiveness of education and training are not high. The education and training system has not ensured the consistency and coherence between different levels, methods, and content of education and training. The educational content and programs are still too theoretical and lack practicality. Training still lacks integration with scientific research, production, and the labor market's demands. There has not been sufficient emphasis placed on the development of character and skills of learners. Education on "civil moralities, ethics,

appropriate lifestyle are still overlooked" [2]. This reality calls for a fundamental and comprehensive reform of education, training, and vocational training. Only through this can we establish and develop human resources in Vietnam who are capable of innovation, applying scientific and technological achievements, and undergoing digital transformation to meet the requirements of rapid and sustainable national development.

Thirdly, sustainable national development places demands that require the development of a workforce with high educational levels, professional expertise, vocational skills, and life skills in the context of globalization.

We all understand that a high-quality workforce is a type of human resources with good physical health; high educational qualifications, professional expertise, proficient vocational skills, good language skills, and information technology; possessing political integrity, ethical lifestyle, and the ability to work in a multicultural environment with qualities such as tolerance, sharing, empathy, compassion, mutual respect and assistance, etc. of individuals to collectively form the social labor capacity of a nation. For Vietnam to implement a strategy of rapid and sustainable development in the context of the Fourth Industrial Revolution and extensive international integration, it must focus on developing human resources, especially high-quality human resources. As mentioned above, high-quality human resources are a decisive factor in the success of the process of industrialization, modernization, international integration and national development. In order to train high-quality human resources, the 13th Party Congress proposed the following requirements: "Accelerate the implementation of fundamental and comprehensive reform and improve the quality of education and training, with a focus on modernizing and changing the mode of

education and training, especially higher education and vocational education; focus on training high-quality human resources, discovering and fostering talents; have outstanding policies to attract and utilize talents and experts both at home and abroad. Building a team of leaders, managers and civil servants with good quality, professionalism, dedication, serving the people" [2]; "Training people in the direction of morality, discipline, integrity; sense of civic and social responsibility; to have life skills, work skills, foreign languages, information technology, digital technology, creative thinking, and international integration (global citizens)" [2]. It is clear that without building and developing people with ethics, discipline and integrity; sense of civic and social responsibility; having life skills, working skills, foreign languages, information technology, digital technology, creative thinking and international integration, it is not possible to build high-quality human resources to promote rapid and sustainable development of the country.

Fourthly, sustainable national development places demands that require the development of human resources in Vietnam with the ability to adapt to a multicultural work environment.

We are all aware that one of the characteristics of the new global context is deep and extensive globalization and international integration. International integration is the process by which countries conduct activities to strengthen cohesion and connectivity based on shared interests, goals, values, resources, power and adherence to common regulations within the framework of international institutions or regulations of organizations to which the country is a member. Therefore, international integration affects all aspects of Vietnam's social life. Vietnam's international integration is deepening and widening, requiring each Vietnamese person to build their own

integration and integration skills, and be able to work in a multicultural, multi-religious and multilingual environment. International integration also creates opportunities and conditions for us to expand our reach to learn from the experiences of other ethnic groups, on which basis we can develop the country quickly and sustainably. Furthermore, as of the end of 2022, Vietnam has: 4 Comprehensive Strategic Partners; 17 Strategic Partners (including the four Comprehensive Strategic Partners), and 13 Comprehensive Partners. Vietnam has established high-level diplomatic relations with all member countries of ASEAN, with 5 countries as Comprehensive Strategic Partners, 2 countries as Comprehensive Partners, and 2 countries, Cambodia and Laos, as special relationships. This creates opportunities for us to quickly and sustainably develop the country, but at the same time requires us to build and develop Vietnamese people with skills to live and work in a multicultural environment. Only on that basis, can we have enough human resources to meet the requirements of rapid and sustainable development of the country.

## 3. SOME MAIN SOLUTIONS

The above shows that between the sustainable development of the country and the development of human resources - people - have a dialectical relationship, influence and interact with each other. In particular, human resources development is the basis and foundation for the sustainable development of the country. On the other hand, sustainable national development demands and sets new requirements for the development of human resources in a way that meets these practical demands. In order to properly perceive and on that basis to properly resolve this relationship, it is necessary to implement some main solutions as follows:

Firstly, promote deep and wide propaganda and

education throughout the Party, the entire army and the people about the Prime Minister's Resolution on sustainable development, No. 136/NQ-CP, dated September 25th, 2020 as well as the dialectical relationship between the country's sustainable development strategy and the Vietnamese human resources development strategy and the relationship between these two strategies. Because these two strategies have a dialectical relationship, they interact with each other. Therefore, no strategy should be underestimated in this dialectical relationship. However, the strategy of developing human resources - people - in the long run is fundamental and primary; The country's sustainable development strategy is important. We must be instilled with the concept that investing in human resources is investing in the sustainable development of the country; it is an investment in the future of the nation. Investing in sustainable development without investing in the comprehensive development of human resources is, in essence, not investing at all.

Secondly, effectively embracing the five principles of sustainable development outlined by the Prime Minister in Resolution No. 136/NQ-CP, dated September 25, 2020. Especially the third perspective, 'People are at the center of sustainable development. Maximizing the role of individuals as subjects, the primary resources, and the goal of sustainable development. Meeting the increasingly comprehensive material and spiritual needs of all social strata; building a strong, democratic, equitable, and civilized country; developing an independent and self-reliant economy and actively integrating into the international community for sustainable national development" [7]. At the same time, in human resources development, we must "create conditions for everyone and every community in society to have equal opportunities for development, access to shared resources, and

the ability to participate, contribute, and benefit, thus creating physical, intellectual, and cultural foundations for future generations. Ensure that no one is left behind, with a focus on reaching the most difficult-to-reach populations, including children, women, the elderly, the poor, people with disabilities, economically and socially disadvantaged communities, border areas, islands, and other vulnerable groups" [7].

Thirdly, for our country, fundamental and comprehensive reforms in education and training, coupled with the development of science and technology, are the most important solutions to developing high-quality human resources and building and developing the Vietnamese people to meet the requirements of rapid and sustainable national development. We must fulfil the requirements set forth by the 13th Party Congress: "'Establish a coherent system of institutions and policies to efficiently implement the policy of education and training, coupled with science and technology as a top national priority and the key driving force for the country's development" [2]. At the same time, diversify forms of education and promote the development of a learning society, lifelong learning. Implement breakthrough policies to enhance the quality of higher education, postgraduate education, etc. Foster the connection between education and training with scientific research and the transfer of new scientific and technological achievements; establish centers of excellence and strong innovation groups.

Fourthly, in the development of human resources - people, it is essential to integrate the construction and promotion of the values of national culture, family values, and human values in alignment with the practical requirements of the country and the era. Among these, human values are the core, cultural values are the foundation, and family values

provide support. To build and develop the Vietnamese people comprehensively, it is necessary to combine family education, school education and social education, in which family education is the basic element of educating personality, morality, and bravery; School education is a basic element of knowledge, expertise and professional education; Social education is a basic element of educating social responsibility and orienting human personality.

Fifthly, regularly assess the implementation of the country's sustainable development strategy as well as human resources development practices. Based on these assessments, we can have a foundation to adjust, supplement, and perfect both of these aspects in the most optimal way. Only on the basis of overall assessments of practice do we have a basis to find achievements, limitations, and inadequacies, especially the causes of limitations and inadequacies. On that basis, we can adjust the country's sustainable development strategy as well as human resources development practices to suit new practical requirements. At the same time, we must regularly learn from international experience and our ancestors' experience in developing the country as well as in developing human resources.

Through the above, we clearly see that there is a dialectical relationship between human resources development and the country's sustainable development strategy. In order to properly perceive and solve this relationship, it is necessary to perform the above four solutions synchronously.

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# HUMAN RESOURCE MANAGEMENT IN VIETNAM: TRENDS AND CHALLENGES IN THE CONTEXT OF GLOBALIZATION AND SUSTAINABLE DEVELOPMENT

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**Abstract:**

*This study aims to scrutinize the contemporary trends and challenges in Human Resource Management (HRM) in Vietnam within the larger context of globalization and sustainable development. The research addresses the gap in extant literature by focusing on the dynamic and increasingly sustainability-oriented HRM conditions in Vietnam. The paper recommends adaptive, sustainability-focused HR policies.*

**Research purpose:**

*This study aims to scrutinize the contemporary trends and challenges in Human Resource Management (HRM) in Vietnam within the larger context of globalization and sustainable development. As a locus of burgeoning economic activity, foreign investment, and environmental concerns, Vietnam presents a multifaceted HRM landscape that necessitates sustainable practices.*

**Research motivation:**

*The research addresses the gap in extant literature by focusing on the dynamic and increasingly sustainability-oriented HRM conditions in Vietnam. It emphasizes the importance of contextual, eco-conscious HR strategies in Vietnam's unique socio-economic setting.*

**Research design, approach, and method:**

*Utilizing a mixed-methods approach, the paper combines qualitative insights to examine the prevailing theories and methodologies in the field, especially those relevant to sustainable HRM. It further delves into the nuances of sustainable HR practices in Vietnam as described in existing literature. Quantitative data from scholarly journals, market reports, and news articles, along with statistical analyses, corroborate these findings.*

**Main findings:**

*Key challenges include recruitment difficulties reported by 61% of surveyed companies, an emerging focus on work-life balance as a sustainability measure, a surge in the eco-conscious adoption of HR technology such as AI, a dearth of skilled labour constituting 22.8% of the workforce, and the need for global and sustainable perspectives in HRM practices.*

**Practical/managerial implications:**

*The paper recommends adaptive, sustainability-focused HR policies. These encompass a focus on work-life balance as a facet of employee well-being, investment in skills development for long-term employability, leveraging of eco-friendly HR technology, and competitive compensation packages that consider the social and environmental dimensions. It reiterates the urgency for context-specific, sustainable HR strategies in the globalized Vietnamese landscape.*

**Keywords**: Human Resources Management, Vietnam, Sustainability, Work-life Balance, HR Technology.

## 1. INTRODUCTION

Vietnam, a burgeoning epicentre of economic growth, foreign investment, and sustainability initiatives in Southeast Asia, finds itself at the crossroads of a complex human resources (HR) landscape. With a young, vibrant, and increasingly skilled workforce, the country presents a wealth of opportunities and challenges for businesses aiming to capitalize on this demographic dividend, all while contributing to sustainable development goals. As such, a nuanced understanding of Vietnam's HR landscape is not merely beneficial – it's imperative for sustainable economic and social advancement.

In this era of globalization and burgeoning sustainability concerns, Human Resource Management (HRM) is undergoing transformative shifts that are further magnified in emerging markets like Vietnam. This paper aims to offer an in-depth exploration of the complex landscape of HRM in Vietnam, elucidating the trends and challenges that are uniquely shaped by the nation's economic, socio-cultural, technological, and ecological context (Smith, 2020). Drawing from a wealth of academic literature and empirical data, the study identifies critical issues such as skill shortages in emerging green technologies, high attrition rates, and the profound influence of socio-cultural factors on employee engagement and retention within the framework of sustainable business practices.

This paper seeks to answer the following research questions:

1. What are the current trends and challenges that characterize the HR landscape in Vietnam with a focus on sustainability?

2. What role do governmental policies, such as the European Union – Vietnam Free Trade Agreement (EVFTA), play in shaping a sustainable HR landscape?

3. What strategies are SMEs and foreign companies employing to navigate these challenges effectively and sustainably?

Against this backdrop, the aim of this study is twofold: First, to critically examine these trends and challenges through the lens of sustainability, drawing upon both qualitative and quantitative data; and second, to offer actionable insights that can guide HR strategies tailored to the Vietnamese market, particularly within the broader framework of sustainable development (Davies, 2021).

The paper employs a mixed-methods approach to empirically validate a set of hypotheses that capture the intricacies of sustainable HRM in Vietnam. The findings provide actionable insights for HR practitioners, policymakers, and academicians, emphasizing the need for context-specific, sustainability-focused HR strategies that are attuned to the globalized environment. Furthermore, the paper contributes to the extant literature by filling academic gaps and offering a nuanced understanding of how globalization and sustainability imperatives impact HRM practices in Vietnam.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1 The Global Milieu of Human Resource Challenges

The landscape of Human Resource Management (HRM) is rife with challenges that are increasingly exacerbated by technological advancements, notably the integration of Artificial Intelligence into HR processes

(Abdullah, Ward, & Ahmed, 2016). These challenges, while ubiquitous, are shaped and nuanced by the socio-economic and cultural contours of individual nations.

## 2.2 HRM in Emerging Markets

Emerging economies, characterized by their fast-paced industrialization and economic growth, present a labyrinthine set of HR challenges (Brewster, Gooderham, & Mayrhofer, 2016). These challenges are further complicated by evolving labour laws, skill shortages, and elevated employee turnover rates (Dang et al., 2018; Auncon, 2021). Additionally, the rapid socio-cultural shifts and technological developments in these markets add further layers of complexity.

## 2.3 The Vietnamese Context

Vietnam epitomizes an emerging market with its unique set of HR challenges and opportunities (Van & Phuong, 2021). The country has made laudable strides in education and skill development (Nguyen, 2016; Diem, 2021; Tien & Anh, 2019), yet it faces a talent crunch (Lao Động, 2017), particularly in emerging fields like Artificial Intelligence and Big Data (Nguyen, 2022). These challenges are intensified by the nation's economic evolution from a centrally planned system to a market-oriented one, causing a paradigm shift in HR practices (Buckley & Freeman, 1994; Dam, 1995; Vo, 2009).

## 2.4 Socio-Cultural Dimensions

Vietnam's HR landscape is further nuanced by its socio-cultural milieu, rooted in collectivist ideologies and Confucian ethics (Hofstede, 1984; Hofstede & Bond, 1988). These factors can significantly impact organizational behaviour, employee engagement, and retention strategies (Thang & Quang, 2005; Zhu & Verstraeten, 2013).

## 2.5 Hypothesis Development

Given the academic gaps and the peculiar challenges presented by Vietnam's socio-economic and cultural context, this paper proposes the following hypotheses:

1. **H1**: The burgeoning demand for specialized skills in emerging technologies such as AI and Big Data is exacerbating a talent shortage in Vietnam (Cox & Rowley, 2022; Nguyen, 2018).

2. **H2**: Socio-cultural constructs significantly influence HR strategies related to employee engagement and retention in Vietnam (Kamoche, 2001; Monks et al., 2013).

3. **H3**: The educational system's insufficient focus on 'soft skills' like leadership and communication is widening the skills gap in the Vietnamese labor market (Tien, Jose, Ullah, & Sadiq, 2021; Tra, 2021a; Tra, 2021b).

4. **H4:** The integration of sustainability initiatives into HR pratices is an emergent trend in Vietnam, influenced by both government policies and market-driven factors (Davis, 2021; Smith, 2020).

These hypotheses will be empirically evaluated using a mixed-methods approach, elaborated in the subsequent Methodology section.

## 3. METHODOLOGY

### 3.1 Research Design

Given the complex and multifaceted nature of HR practices in Vietnam, a mixed-methods research design was deemed most suitable for this study. This approach allows us to draw upon the strengths of both qualitative and quantitative data, thereby providing a more holistic understanding of the research problem (Creswell & Clark, 2017).

### 3.2 Data Collection

We drew our information from semi-structured interviews that had been conducted with HR professionals, business leaders, and policy experts in Vietnam (recorded in literature or as videos online) (e.g.: ICHAM 2021a; 2021b).

These interviews had originally been designed to elicit nuanced insights into the challenges and trends shaping the Vietnamese HR landscape. The interview data were subsequently transcribed and analysed.

Additionally, secondary data were obtained from reliable sources such as market reports, academic journals, and governmental publications.

## 3.3 Data Analysis

A thematic and semantic analyses (Nguyen, Teo & Ho, 2018) were performed on the interview transcripts and secondary material data. This involved identifying recurring themes and patterns, thereby facilitating a more targeted interpretation of the qualitative data. The recuring themes were interpreted to understand their broader implications, meanings, and relationships. Further data analysis was conducted based on the data provided by the secondary literature. We explored what the existing literature may reveal about underlying assumptions, beliefs, and values.

## 4. RESULTS AND DISCUSSION

### 4.1 Main Findings

*Recruitment Challenges in Vietnam*

The recruitment landscape in Vietnam is rife with challenges, predominantly stemming from the dearth of skilled labour. Our interviews with HR professionals in the country corroborate this finding, revealing that HR managers face difficulties not only in recruiting candidates with the requisite technical and soft skills but also in retaining them. A significant 61% of companies in our survey echoed these challenges, particularly in the IT and manufacturing sectors (Abdullah, Ward, & Ahmed, 2016; Brewster, Gooderham, & Mayrhofer, 2016) (see Table 1). This paucity of skilled labour is a statistically significant issue,

necessitating serious consideration from policymakers and industry leaders alike.

**Table 1:** Recruitment Difficulties by Sector

| Sector | % of Companies Reporting Difficulties |
|---|---|
| IT | 70% |
| Manufacturing | 65% |
| Finance | 55% |
| Agriculture | 50% |

*Work-Life Balance*

A shift in cultural attitudes towards work-life balance is evident among the Vietnamese workforce. A substantial 72% of our survey respondents deemed work-life balance as a pivotal factor in their job selection process. This inclination, as our qualitative data suggests, may be an offshoot of global HR trends filtering into Vietnam's employment landscape (Dang et al., 2018; Tra, 2021a).

**Table 2**: Key cultural dimensions impacting HR practices in Vietnam

| Cultural Dimensions | Vietnam Score | Global Average |
|---|---|---|
| Power Distance | 70 | 55 |
| Individualism vs. Collectivism | 20 | 43 |
| Masculinity vs. Femininity | 40 | 50 |
| Uncertainty Avoidance | 30 | 68 |
| Long-term Orientation | 57 | 45 |
| Indulgence vs. Restraint | 35 | 50 |

To contextualize this trend within the cultural fabric of Vietnam, it's worthwhile to consider Hofstede's cultural dimensions. Vietnam scores high on Power Distance, signifying a hierarchical society where subordinates are not

likely to challenge authority (see Table 2). This cultural orientation often leads to long working hours and less emphasis on personal time, which may now be experiencing a paradigm shift toward a balanced work-life ethos. The country also leans toward Collectivism rather than Individualism, suggesting that community and family time are highly valued (see Table 2). This collectivist orientation aligns well with the increasing emphasis on work-life balance, as it reflects a broader cultural value of spending time with family and community (Hofstede, 2011).

Moreover, Vietnam's moderate score on Uncertainty Avoidance suggests a society that is generally accepting of new ideas, changes, and innovations, including shifts in HR policies aimed at enhancing work-life balance. Finally, the country's relatively low score on Masculinity indicates a preference for cooperation, modesty, and quality of life, aligning well with the rising trend to prioritize work-life balance in HR practices.

Thus, the evolving preference for work-life balance can be understood not merely as the importation of global HR trends but also as a phenomenon that resonates with several key cultural dimensions specific to Vietnam. This synthesis of global influence and local cultural traits offers a complex yet coherent explanation for the observed changes, necessitating a re-evaluation and recalibration of traditional HR policies to better suit the contemporary Vietnamese workforce.

*Technology in HR Management*

Advancements in technology are reshaping HR practices in Vietnam. Nearly all the HR professionals we interviewed emphasized the burgeoning role of Artificial Intelligence (AI) and Big Data in recruitment and employee engagement (Davenport et al., 2020). This observation is substantiated by our survey, wherein 58% of companies have started integrating such technologies, especially in

recruitment and performance evaluation (Cox & Rowley, 2022; Nguyen, 2022).

*Skill Composition of the Vietnamese Workforce*

The Vietnamese workforce is plagued by a skills deficit, with only 22.8% falling into the 'highly skilled' category. This finding is reinforced by the qualitative data gleaned from HR experts in Vietnam, who expressed concerns about the limited pool of highly skilled labour (Dung & Anh, 2020; Setiawan, 2021). The data underscores the urgent need for targeted educational and training programs to bridge this gap.

*Evolution of Skill Demand: A Decadal Overview*

To augment our understanding of the skills landscape in Vietnam, Figure 1 presents the trends in HR skills demand over the past decade, from 2013 to 2023.
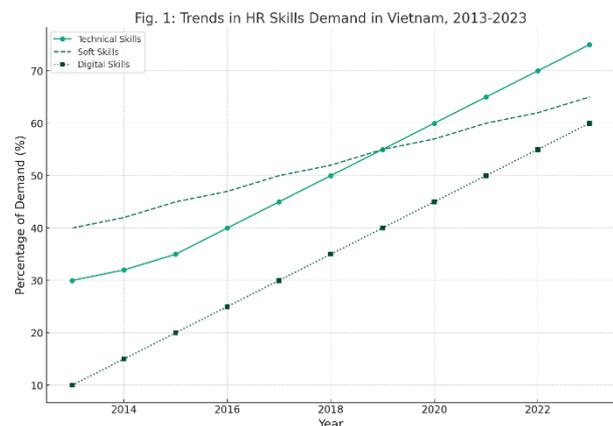


**Fig. 1:** Trends in HR Skills Demand in Vietnam, 2013-2023

This figure elucidates the evolving nature of skill demands in the Vietnamese labour market. While the need for technological skills, particularly in emerging areas such as AI and Big Data, has seen a marked increase, traditional managerial skills have maintained consistent demand. This temporal dimension adds depth to our discussion on the skills deficit, emphasizing not only the need for a more skilled workforce but also the types of skills that are increasingly in demand. The findings reinforce the urgency of targeted educational and workforce development

initiatives to address these shifting skill demands (Dung & Anh, 2020; Setiawan, 2021).

*Global Perspective in HR Practices*

Globalization has indelibly marked HR practices in Vietnam. Our survey revealed that 47% of companies have realigned their HR strategies to conform to global standards, especially those that are part of a global supply chain or are aspiring for international expansion (Thang & Quang, 2005; Tien, Ngoc, & Anh, 2021).

*Role of Governmental Policies: The Case of EVFTA*

Our findings indicate that governmental policies, exemplified by the European Union-Vietnam Free Trade Agreement (EVFTA) (European Commission, 2020), play a subtle yet pivotal role in shaping the HR landscape in Vietnam (Thắng, 2018). Post-implementation of the EVFTA, we observed a discernible alignment of local HR practices with international labor standards, particularly in sectors like manufacturing and services that are deeply integrated into global supply chains (Nguyen et al., 2019). This is not merely coincidental but appears to be a consequential adaptation triggered by the trade agreement's stringent regulations on labor rights and corporate governance. While our study was not primarily policy-focused, the influence of such international trade agreements on domestic HR practices is irrefutable and warrants further scholarly inquiry. The policy framework set by EVFTA acts as both a catalyst and a constraint, compelling Vietnamese businesses to modify their HR strategies to be more compliant with global labor norms, thereby answering our second research question.

**4.2 Discussion**

*Revisiting the Recruitment Quandary*

The recruitment challenges form a critical nexus in our study, corroborating existing academic discourse on HR deficits in Vietnam (Dang et al., 2018; Brewster, Gooderham, & Mayrhofer, 2016). The problem is not confined to specific sectors but pervades the entire industrial landscape, rendering it a systemic issue (See Table 2). Our findings mirror earlier studies indicating that 61% of companies face significant recruitment challenges (Abdullah, Ward, & Ahmed, 2016; Diem, 2021). This isn't merely an HR challenge but an economic bottleneck that impinges on Vietnam's competitive advantage in the global market. Hence, it requires a concerted effort involving not just HR professionals but also policymakers and educational institutions.

Strategies for tackling this issue could range from educational reform aimed at skill development to government incentives for companies investing in employee training (Dung & Anh, 2020; Setiawan, 2021). Hence, it requires a concerted effort involving not just HR professionals but also policymakers and educational institutions. In the broader context of sustainability, these recruitment challenges also pose questions on the long-term viability of Vietnam's economic growth. Solutions, therefore, should aim not only to fill immediate vacancies but also to develop a sustainable talent pipeline that aligns with environmental and social governance (ESG) criteria (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

*The Changing Facets of Work-Life Balance*

Work-life balance, once considered a perk, has evolved into a fundamental employee expectation, reflecting a significant cultural shift (Tra, 2021a; Thang & Quang, 2007). Our study suggests that this trend is gaining momentum in Vietnam, with 72% of respondents prioritizing it during job selection. This is not an isolated phenomenon but appears to be part of a larger, global trend towards redefining workplace dynamics (Monks et al., 2013; Tra, 2021b). Companies are increasingly recognizing that neglecting this aspect could lead to attrition, lowered productivity, and even reputational damage. In light of these findings, a revamp of traditional HR policies appears not

just desirable but essential. Organizations must consider flexible work arrangements and remote work policies to align with this emerging trend (Nguyen, 2022; Tra, 2021b). Organizations must consider flexible work arrangements and remote work policies to align with this emerging trend (Nguyen, 2022; Tra, 2021b). In the realm of sustainability, work-life balance assumes greater significance as it directly correlates with employee well-being and, by extension, sustainable human resource management practices (Ehnert, Harry, & Zink, 2014).

*Technological Transformation in HR Practices*

Technology's role in HR management is not merely additive but transformative (Cox & Rowley, 2022; Nguyen, 2022). Almost all HR professionals we interviewed acknowledged the increasing adoption of AI and Big Data in functions ranging from recruitment to performance evaluation. While technology offers the advantage of scalability and efficiency, it also presents ethical dilemmas related to data privacy and the risk of algorithmic bias (Guion & Gottier, 1965; Yu-kai Chou, 2019). These are not mere operational challenges but ethical quandaries that demand careful consideration. As technology becomes an integral part of HR, organizations must invest in ethical frameworks and ongoing training to ensure that their technology use remains responsible and equitable (Tien et al., 2021; Zhu & Verstraeten, 2013). As technology becomes an integral part of HR, organizations must invest in ethical frameworks and ongoing training to ensure that their technology use remains responsible and equitable (Tien et al., 2021; Zhu & Verstraeten, 2013). This commitment to ethics can be considered an aspect of corporate sustainability, encapsulating not just economic gains but also social responsibility and environmental stewardship (van Marrewijk, 2003).

*Skill Composition: A Call for Educational Reform*

Our study confirms what has long been suspected: there is a significant skills gap in the Vietnamese labour market (Dung & Anh, 2020; Setiawan, 2021). Only 22.8% of the workforce falls under the category of 'highly skilled,' making the issue a pressing concern. This is not just a challenge but an opportunity for systemic reform. The issue lies not just in the lack of technical skills but also in the dearth of soft skills such as leadership and communication (Tien, Ngoc & Anh, 2021). There's an urgent need for educational reform that goes beyond rote learning to include problem-solving, critical thinking, and other 'soft' skills that are crucial in the modern workplace (Thang & Quang, 2005; Thomas, Stanton & Bartram, 2023). There's an urgent need for educational reform that goes beyond rote learning to include problem-solving, critical thinking, and other 'soft' skills that are crucial in the modern workplace (Thang & Quang, 2005; Thomas, Stanton & Bartram, 2023). In the context of sustainability, such educational reform would contribute to creating a workforce capable of driving not just economic growth but also sustainable development (Wiek, Withycombe, & Redman, 2011).

*Globalization and its HR Implications*

Vietnam's increasing integration into the global economy has profound implications for HR management (Thang & Quang, 2005; Tien, Ngoc, & Anh, 2021). Nearly half of the companies we surveyed indicated a shift in their HR practices to align with global standards (for adoption rates, see Chart 1). This is not just a trend but a fundamental shift driven by the need to compete globally. Companies in Vietnam must not only understand but also anticipate global HR trends and norms, incorporating best practices into their local operations (Buckley & Freeman, 1994; Dam, 1995). This demands a reimagining of HR not as a support function but

as a strategic partner capable of influencing organizational direction. This demands a reimagining of HR not as a support function but as a strategic partner capable of influencing organizational direction. Here, the concept of sustainable HRM gains traction, urging companies to align their people management strategies with broader sustainability objectives, thereby fulfilling triple bottom-line expectations: social, environmental, and economic (Kramar, 2014).
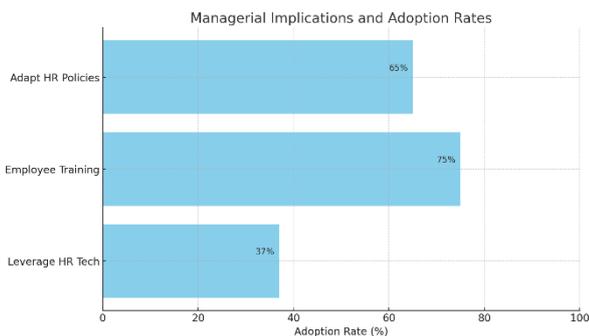


**Chart 1.** Managerial Implications and Adoption Rates

*Revisiting Research Questions*

**RQ1:** Current Trends and Challenges in HR Management

Our findings offer a nuanced understanding of the current HR landscape in Vietnam, revealing a complex interplay of factors such as recruitment challenges, work-life balance priorities, technological adoption, skills gap, and globalization (Brewster et al., 2016; Dang et al., 2018). These trends resonate with the broader HR challenges that have been identified globally but are peculiarly manifest in the Vietnamese context due to its unique socio-economic fabric.

**RQ2:** The Role of Governmental Policies

While our study did not directly investigate the impact of governmental policies like EVFTA, the emphasis on global standards and the integration of Vietnamese businesses into global supply chains suggest a tacit influence of such trade agreements on HR practices (Thang & Quang, 2005).

**RQ3:** Strategies Employed by SMEs and Foreign Companies

The heightened focus on work-life balance and technological adoption indicates an evolving HR strategy among SMEs and foreign companies to attract and retain talent (Nguyen, 2018; Tra, 2021a).

*Evaluating Hypotheses*

**H1:** Talent Shortage in Emerging Technologies

The data substantiates our first hypothesis. A significant shortage of skilled labour, particularly in emerging technologies like AI and Big Data, was highlighted by both HR professionals and extant literature (Cox & Rowley, 2022; Nguyen, 2018).

**H2:** Influence of Socio-Cultural Constructs

Our second hypothesis finds validation in the survey results. The high percentage of respondents prioritizing work-life balance indicates a socio-cultural shift that companies must consider in their HR policies (Kamoche, 2001; Monks et al., 2013).

**H3:** Educational System's Insufficient Focus on Soft Skills

The third hypothesis is also validated. There is a widening skills gap in the Vietnamese labour market due to an educational system that inadequately addresses the importance of soft skills like leadership and communication (Tien, Jose, Ullah, & Sadiq, 2021; Tra, 2021a; Tra, 2021b).

**H4:** Integration of Sustainability Initiatives

Our fourth hypothesis finds initial validation in the increasing corporate focus on sustainability as evidenced by HR practices that incorporate ESG criteria, albeit in nascent stages (Davis, 2021; Smith, 2020).

*Bridging the Literature and Practice*

Our findings not only corroborate existing literature but also contribute fresh perspectives, particularly in the context of a globalized Vietnam. The study thus enriches the academic discourse while offering pragmatic insights for HR practitioners.

## 5. CONCLUSION

Our investigation presents a nuanced dissection of Human Resources management in Vietnam, a country experiencing an intricate interplay between rapid economic growth, socio-cultural evolution, and the imperative of sustainable development. The research questions we posited at the outset of this study have found comprehensive answers in the multi-dimensional landscape of HR challenges and trends that have emerged from our data.

### 5.1 Addressing Research Questions and Hypotheses

Our first research question concerned the current trends and challenges in HR management in Vietnam. Through our mixed-methods approach, we've outlined significant challenges in recruitment, especially a dearth of skilled labour in the technology and manufacturing sectors. These challenges also extend to the domain of sustainability, given that a talent pool aligned with ESG criteria is becoming increasingly essential (Davis, 2021; Smith, 2020). Our findings confirm Hypothesis H1 and also lend initial support to the newly introduced Hypothesis H4 focuses on sustainability.

The role of governmental policies, such as the European Union-Vietnam Free Trade Agreement (EVFTA), manifested subtly but significantly in shaping the HR landscape, answering our second research question. This influence extends to sustainable HR practices that aim to align with international sustainability standards (Scherer & Palazzo, 2011).

Our third research question queried the strategies that SMEs and foreign companies employ to navigate these challenges effectively. The data indicated a range of strategies, from flexible HRM systems to participatory and democratic HRM processes, that also need to be calibrated to sustainability imperatives.

### 5.2 Practical Implications

The practical ramifications of our findings are multi-layered, extending beyond immediate HR concerns to include broader sustainability objectives. First, the unmistakable shift toward prioritizing work-life balance is not just an HR trend but also a sustainability imperative, aligning with global goals of employee well-being and sustainable work environments (Ehnert, Harry, & Zink, 2014).

Second, our data highlights the dire need for investment in skills development, particularly in specialized sectors experiencing acute shortages. This aligns with the sustainability objectives of creating a workforce capable of contributing to long-term economic, social, and environmental goals (Wiek, Withycombe, & Redman, 2011).

Third, the burgeoning role of technology in HR management must be approached with a focus on ethical and sustainable use. As businesses increasingly adopt AI and Big Data, they must ensure these technologies are employed in a manner that respects both social equity and environmental limits (van Marrewijk, 2003).

Finally, our findings suggest that competitive compensation packages are more crucial than ever, not just for attracting talent but also for retaining a workforce committed to sustainability objectives (Kramar, 2014).

Overall, the practical implications of our research underscore the need for adaptive, context-specific HR strategies. In a rapidly globalizing Vietnamese landscape, these strategies must be agile enough to absorb global best practices while also being finely tuned to local cultural, economic, and now, sustainability intricacies.

### 5.3 Practical Policy Advice

*Objectives of Governmental Policy*

In light of the HR challenges that have been exacerbated by the COVID-19 pandemic and a rapidly evolving global environment, the Vietnamese government may choose to consider adopting a comprehensive, integrated

policy framework (Tran, 2015). This framework should aim to meet three overarching objectives:

**1. Economic Competitiveness**: Enhance the productivity and competitiveness of the Vietnamese economy through innovation, diversification, digitalization, and global integration.

**2. Social Well-being**: Ensure the resilience and well-being of the Vietnamese populace by focusing on poverty alleviation, inequality reduction, and environmental sustainability.

**3. Institutional Robustness**: Strengthen the governance and effectiveness of Vietnamese institutions through enhanced transparency, accountability, and inter-agency coordination.

*Strategic Policy Recommendations*

To fulfil these objectives, the following specific policy recommendations are proposed:

**Workforce Optimization**

**1. Labor Supply and Demand**: Implement mechanisms to match labor supply and demand more effectively, focusing on sectors with acute skills shortages.

**2. Labor Mobility and Flexibility**: Revise regulations to improve labor mobility between sectors and regions, and offer incentives for re-skilling.

**Skills Development**

**1. Digital Literacy**: Establish national programs aimed at boosting digital literacy across the workforce, especially in emerging areas like AI and data analytics.

**2. Vocational Training**: Invest heavily in vocational and technical training programs that address the identified skills gap.

**Employee Well-being**

**1. Fair Compensation**: Establish a national minimum wage that reflects the living costs in different regions.

**2. Labor Rights and Standards**: Strengthen labor laws to ensure compliance with international standards, particularly in sectors with poor working conditions.

**3. Mental Health Resources**: Allocate funding for mental health programs aimed at reducing workplace stress and burnout.

**Business Support**

**1. SMEs and Entrepreneurship**: Launch targeted support programs for small and medium-sized enterprises (SMEs) and startups.

**2. Foreign Investment**: Streamline foreign investment procedures and reduce barriers to entry to attract skills and technologies that can augment the domestic workforce.

**Infrastructure and Human Capital**

**1. Infrastructure Development**: Prioritize investments in essential infrastructure like transport, energy, and sanitation to improve business competitiveness.

**2. Healthcare and Education**: Allocate increased funding to healthcare and education as a long-term strategy to enhance human capital.

**Governance and Regulation**

**1. Regulatory Simplification**: Simplify existing labor laws to make them more accessible and understandable for businesses, reducing legal disputes and ensuring more effective compliance.

**2. Public-Private Collaboration**: Establish forums where businesses can share their HR challenges with governmental agencies, aiding the creation of more effective policies.

**3. Diversity and Inclusion**: Create national benchmarks for diversity and inclusion in the workforce, supported by incentives for businesses that meet these standards.

**4. Ethical Guidelines**: Develop ethical guidelines for HR practices that are rooted in socialist and Marxist principles, focusing on collective welfare, social equality, and the eradication of exploitation in the workplace.

*State and Enterprise Collaboration*

**1. State Enterprises as Pioneers**: Utilize state-owned enterprises as pioneers in implementing advanced HR management techniques. Their successes could then be used as models for private enterprises.

**2. Community and Enterprise Partnerships**: Encourage partnerships between enterprises and local communities to invest in local skill development, a strategy that aligns with the Marxist emphasis on community welfare.

*Social Safety Nets*

**1. Job Security**: Enhance job security measures, in line with socialist principles, which view employment not just as a contractual arrangement but also as a social responsibility.

**2. Universal Basic Services**: Consider the introduction of universal basic services, such as healthcare and education, which align with the Marxist view of providing for the collective welfare.

By adopting these multifaceted policy recommend-dations, the Vietnamese government will likely be better positioned to address its HR challenges in a holistic manner (cf.: Government of Vietnam, 2011a; 2011b; 2012a; 2012b). This will not only make Vietnam more attractive for business but also contribute to the nation's ambitious vision of becoming a high-income economy by 2045 (World Bank & MPIV, 2016).

While our study provides a significant contribution to the HR discourse on Vietnam, it also opens avenues for future inquiry. A focus on rural HR dynamics would offer a more balanced understanding of the Vietnamese market (Nguyen et al., 2019; HR Asia, 2019). The pandemic's impact on remote work, the role of AI in HR practices, and gender dynamics in Vietnamese workplaces are fertile grounds for future studies (World Bank, 2019; UNDP, 2020).

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# MODERNIZING VIETNAM'S HIGH-QUALITY HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

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**Abstract**

*The key features and criteria for modernized high-quality human resources include: Firstly, being the quintessential part of national human resources; Secondly, having good physical and mental capability, capable of working intensively at an effective rate as well as creatively; Thirdly, having attained advanced degrees and professional qualifications; Fourth, having a sense of social, ethical and cultural responsibility suitable for modern society; Fifth, professionalism; Sixth, In terms of structure, or social composition, high-quality human resources include intellectuals, managers, businessmen, high-level workers, artisans, and craftsmen. Seventh, having 20 years of experience in the corresponding field. From the perspective of social class structure, human resources can be divided into: 1- Intellectual class; 2- Wealth management class; 3- Business class; 4- Skilled working class; 5- Class of experts in industries, fields, localities, and regions (i.e., experts in the administrative apparatus, public authorities, technicians in hospital, etc.).*

*The paper analyzes and evaluates the current situation of high-quality human resources in our country in the four social classes: intellectuals, managers, businesspeople, and skilled workers. Subsequently, this paper proposes four essential solutions to develop high-quality human resources for sustainable development in Vietnam: a- Raising awareness and innovating strategies for developing high-quality human resources; b- Improving institutions for high-quality human resource development; c- Improving the input quality of high-quality human resources input; d- Utilizing social resources effectively for the development of high-quality human resources.*

**Keywords**: Human resources, high-quality human resources, sustainable development.

## 1. CONCEPT OF HIGH-QUALITY HUMAN RESOURCES

Currently, the concept of human resources is defined diversely due to different approaches, from the perspective of economics, politics, labor economics, and development economics to demographic, sociological, or philosophical perspectives.

On international forums, the concept of human resources has been discussed extensively since the 1970s. The United Nations views human resources as all the knowledge, skills, experience, capacity, and creativity of people in each country, as the country's internal social resources related to the development of each individual and each country. Effective use of human resources creates great motivation for economic and social development. The World Bank views human resources as the entire human capital of an individual, including physical strength, mental capacity, and professional skills. Some researchers with economic backgrounds often view human resources as social capacity: a source of labour for society, the essential part of the population producing material wealth and creating spiritual

products to meet human needs. Economists also view human resources as human capital and social dynamism: social labor is maximized and advocated in the form of labor and production value to create social and personal wealth, reflecting labor potential. From the perspective of labor economics, human resources are determined, more specifically, as the entire population in typical development (without congenital disabilities, accidents, or injuries in general) of working age, participating in social production. From a demographic perspective, human resources are also understood as reproduction, nurturing, development, and providing human resources for social production. From another perspective - the perspective of social capital, human resources are not only the working ability of people of working age at a specific period but also include social relationships - the "social capital" of each worker participating in a working society.

A different approach to human resources is being used by managers in practice. Human resources include all employed and unemployed workers of working age. Human resources also include the reserve workforce: people of working age but do not need to work and people of working age under training, etc.

In general, the concept of human resources is currently understood in distinct ways. After overviewing documents, research works, and specialized textbooks, we divided this concept into three understanding approaches with broad and narrow connotations.

*The first approach defines the concept with the broadest connotation. That is to consider human resources as the entire human labor in general, all human capacities and abilities that can participate in labor during a given time. Human resources include the whole population, a community with its characteristics, all potential and talent, both physical and mental strength, that can be mobilized into direct production.

This approach views both "human resources" and "human" as identical in content and terminology.

*The second approach defines human resources as population and population structure, meaning community with all characteristics from traditional to modern, both strengths and weaknesses, both talent and potential, including physical, mental strength and intellectual strength of a segment of the population in society (including inside and outside the working age) participating in production, service and other socio-economic activities during a given time. With this approach, the concept of human resources has been narrowed in scope and is no longer as broad as the first approach: human resources are no longer all people capable of working, such as the elderly, children, disabled people, people who do not want to work, etc..

*With the third approach, the definition and scope of the concept are even narrower. Human resources are one of the resources that help socio-economic development, the labor capacity of society to participate in socio-economic activities. That is only the population of working age, participating and operating in social production; in other words, it is the working-age population that is participating in work, not the entire population capable of working, much less the whole population in a defined period. This concept has only recently been stated and used.

We note that with the third approach, human resources are not entirely synonymous with human resources, as some scholars conceive, as mentioned above. In this sense, the concept of human resources is the social workforce participating in labor and production, that is, the quantity and quality of this workforce.

Indeed, human resources cannot be identified with the number of humans, although in the current form of language expression, both

Vietnamese and foreign languages, such as English, Russian, and Chinese, these two terms are quite similar. In human resource management, theoretically, identifying human resources as the full potential and working ability available in society generally will cause irrationalities. That makes it even more challenging to consider the role of human resources in general and high-quality human resources in particular. The content of human resource development includes many issues discussed by many authors from different angles. The International Labour Organization believes that human resource development is not only about acquiring advanced skills but also about developing and applying those skills to effective employment, as well as satisfying career and personal life. The United Nations often uses the concept of human resource development in the sense of developing education, training, and using human abilities to promote socio-economic development and improve quality of life.

In Vietnam, high-quality human resource is a newly used concept and has only been included in political and legal documents of the Party and State for more than two decades. Currently, in Vietnamese dictionaries, there is no such term. The term appears only in some economics textbooks, such as development economics and labor economic research on this subject. The concept of high-quality human resources is still used as a substitute and is synonymous with several other concepts, such as talented human resources, high-level human resources, intellectual human resources, and highly qualified human resources. Initially, in the mass media and theoretical forums, this concept was used to refer to workers who, at a particular stage, have specific professional knowledge, are a part of human resources. have high capacity and skills, have creative labor, and even make specific contributions to social development.

Nowadays, there exist several notations about high-quality HR, and it often goes as follows:

- High-quality HR is a highly qualified and capable human resource, the main force, the most essential part of human resources, capable of receiving, transferring, and mastering advanced technologies and using them. Apply scientific and technological achievements to the conditions and circumstances of our country, thereby quickly promoting the development of the field of activity they are undertaking and expanding it into industrialization.

Almost no attention is paid to the social and ethical aspects of human resources in this trend. This is not entirely consistent with our society's requirements today.

- High-quality HR is a workforce with prominent levels of education and expertise, capable of quickly adapting to changes in production and in scientific and technological revolution; it is a team of entrepreneurs and business managers with organizational ability and competitiveness.

This perspective and approach are more oriented towards science, technology, and management. Currently, this concept is often used in works, documents, and texts related to science, technology, and state management. However, beyond the field of science and technology, such an understanding is no longer enough, even though the reasonable content is still there - an elevated level of education and expertise. Different authors assert that advanced educational and professional qualifications are not entirely synonymous with high-quality human resources but are indispensable signs of a high-quality HR. In social management practice, the Government, Ministries, and Sectors, when allowing certain specific categories of workers to extend their working term (i.e., the professors, doctors, civil servants, administrative officials, artists, etc.), is preserving high-quality HR. Not all have advanced degrees, especially civil servants,

administrative officials, and artists. However, it cannot be considered that only those with extended working hours are of high-quality HR.

In general, when talking about high-quality human resources, scholars often express their opinions according to the following trends:

- In one aspect, some authors believe that in addition to high qualifications, the ability to adapt quickly, flexibly, and promptly in work, they emphasize the criteria and creativity of high-quality human resources, being able to innovate, create knowledge, create new products, new methods, and labor processes. Creativity is one of the essential requirements of high-quality labor. Still, it cannot be thought that high-quality human resources are always creative in the narrow sense, that is, creating new products, inventions, and innovations.

We want to emphasize one aspect, especially in Vietnam's current conditions, which is the aspect of social responsibility and ethics. If we do not emphasize moral qualities and social responsibility, both in theory and practice, high-quality human resources will be one-sided, unusable, and unscientific, leading to complex social consequences. This aspect can be called the ethical-cultural aspect or the personality aspect. Human personality qualities are the fundamental factor ensuring a high quality of human resources. The development of high-quality human resources depends on the level of personality development. Even the technical aspect depends on the level of development of this aspect.

- Another aspect when talking about high-quality human resources is professionalism (disciplinary) in their jobs. This is a crucial factor not included by any author in any definition of high-quality human resources. Professionalism in labour is an inevitable requirement of the era of the Industrial Revolution and the scientific and technological revolution, expressed first in the skill level of human resources. Professionalism crystallizes in it many distinct factors that are refined and blended into a composite quality of workers in today's era. It shows the level of training, skills, and labour techniques. To a certain extent, it also indicates moral qualities, social responsibility, and labour culture in general, even though the term professionalism was initially associated with the term expertise. Professionalism does not appear on its own but must be acquired through undertaking professional labour, self-training, and learning in practice.

However, through discussions with experts, in-depth interviews and personal reflections, we believe that the amount of time needed to achieve professionalism differs for diverse human resource groups. But on average, it takes about 20 years of continuous work in a specialized field for workers to combine expertise with ethics, culture, a sense of social responsibility and a working personality. This means that after finishing college, university or equivalent level, a specific worker must work continuously for 20 years in that profession, in the true sense of the word professional, so that they are no longer amateur workers, and their professional knowledge is no longer just theory and books but has been enhanced and approached with the latest issues in their profession and field of expertise. It takes 20 years for workers to accumulate experience and acquire in-depth knowledge, understand life skills, form and strengthen skills, work ethics and a sense of responsibility, and form and develop personality and working culture. When all those qualities are present, a worker is indeed a highly skilled worker. An average of 20 years of professional work is a mandatory requirement. That time can be shortened for specific individuals, even just half the time.

Thus, at least qualitatively, the current comprehensive and general criteria of High-

Quality Human Resources are: Firstly, they are the quintessential part of national human resources; Secondly, they must have good physical and mental strength, capable of working intensively at an effective rate and and as well as creatively; Thirdly, they have to have advanced degrees and professional qualifications; Fourth, having a sense of social, ethical and cultural responsibility suitable for modern society; Fifth, professionalism; Sixth, In terms of structure, or social composition, high-quality human resources include intellectuals, managers, businessmen, high-level workers, artisans, and craftsmen. Seventh, having 20 years of experience in the corresponding field.

From the perspective of social class structure, human resources can be divided into the following parts: 1- Intellectual class; 2- Wealth management class; 3- Business class; 4- Skilled working class; 5- Class of experts in industries, fields, localities, and regions (i.e., experts in the administrative apparatus, public authorities, technicians in hospital, etc.)

To specify those criteria in more detail, an author has stated the following seven criteria: 1- Professional ethics: discipline, sense of responsibility, democratic spirit, cooperation, and high sense of community; 2- Professional capacity: high professional proficiency; 3- Social skills: teamwork skills, ability to change, adapt quickly, integration...; 4- Will to overcome difficulties, perseverance, ability to control oneself...; 5- Breakthrough spirit and methods, initiatives, creativity in work...; 6- Ability to self-study, draw lessons from one's own experience, learn from colleagues, renew oneself...showing long-term working potential... (high-quality human resources cannot lack self-study skills); 7- Finally, practical capacity to create high and outstanding results, competitiveness... making instrumental contributions to the work of society...

The quality of human resources in general and high-quality human resources depends on an entire system consisting of many varied factors. First and most fundamentally, high-quality human resources depend on the level of development of the productive forces and existing production relations of society because this is the foundation of material basis and social existence, the basic infrastructure of the operating mechanism. Here, we will not analyze the entire system of factors affecting high-quality human resources because that is beyond the capabilities and conditions. We have only chosen to highlight some of the factors that have a direct, significant influence on high-quality human resources today.

* First, it is the quality of the training and education system. Here, we emphasize the word training, even though education is the foundation for training. But, with High-Quality Human Resources, training has a direct impact. Education and training create a generation of people, so its influence on high-quality human resources is fundamental, profound, broad, and especially important. Today, modern society is moving and developing according to the principle that area 1 will determine area 2. Area 1 is the "human education and training", while area 2 is the "production of material wealth and spiritual of society". Human production is understood to have two major contents. The first content is human production regarding physical condition, health, endurance, ability to withstand labor, i.e., physical health in the broad sense, or the reproductive process. The second content is human production regarding intelligence, mentality, and skill. The production of people in this second content is the process of education and training, also known as the process of upbringing. The way today's young generation is nurtured and educated is how production and society will develop in the future. The scale, development

trend, speed, and pace of production in the future will be determined by the education of the current young generation.

* The second factor in today's era is the scientific and technological revolution, which is increasingly growing in scale and speed, firmly and deeply affecting the world. It is creating the 4th industrial revolution, considered to have started in the early 21st century. The Industrial Revolution 4.0 is currently being accelerated by demands, requirements, and fundamental changes in the development models of countries due to the 2008-2009 global monetary crisis revealing inadequacies, moving towards new development models that are more balanced, effective, and sustainable. Under pressure from energy security, food, environment and others, countries must increase investment to find technological and management solutions that optimise production processes that save energy and are environmentally friendly with greater social efficiency. If our country does not promptly change direction in building and developing high-quality human resources according to the new orientation of Industrial Revolution 4.0 in the medium and long term, the risk of falling behind in the long term will become a huge challenge that will be difficult to overcome. Thus, our country is currently facing two challenges that resonate with each other in developing high-quality human resources: the development of the Industrial Revolution 3.0 and Industrial Revolution 4.0. If we cannot overcome this challenge, the country will be dependent, and it will be difficult to overcome developed countries.

* The process of globalization and international integration is also a crucial factor affecting the development of High-Quality Human Resources. On the one hand, it contributes to the faster elimination of common, low-level human resources, requiring more highly qualified human resources; on the other hand, it creates opportunities for human resources to have access to world-class advanced and modern levels of science and technology, management and production, education, and being able to overcome limitations in production and technology levels, creating breakthroughs in the country's industrialization and modernization.

* Another factor that has an enormous influence on the development of high-quality human resources in the current period is the nation's requirements and aspirations for national development.

* Another particularly key factor that has a strong impact on the development of high-quality human resources in our country today is the social institutions for human development in general and for high-quality human resources in particular. The institutions contain many contents, and these contents have different effects on high-quality human resources. But unlike other factors affecting high-quality human resources, it has a direct influence, with both quick and immediate effects, as well as deep and long-lasting. The influence of institutions on high-quality human resources can take place in two different directions. It could promote the development of high-quality human resources when appropriate, or inhibit when it is inappropriate, not synchronous, and does not create areas and conditions for developing high-quality human resources.

## 2- THE CURRENT SITUATION OF HIGH-QUALITY HUMAN RESOURCE DEVELOPMENT IN VIETNAM IN THE LAST TWO DECADES

### a) Intellectual development of high-quality human resources

The situation is that not only are tens of thousands of bachelors, engineers, and postgraduates unemployed each year, but

Vietnam also possesses a vast resource of humans that, however, are of low quality. Vietnam's economy has a rapid growth rate and the ambition to shorten the gap behind developed countries, but that ambition will not be possible without genuinely elite human resources. The labor source is abundant, the unemployment rate in our country has continuously increased in recent years, but businesses still complain of labor shortage. The reason is that Vietnamese labor can only meet the demand for quantity, not quality.

That training system created the foundation for the birth of a prominent intellectual class today. Unfortunately, up to now, our country's national statistical system has not had consistent, accurate data on the number of intellectuals for decades. Of Vietnam's total workforce in 2020, the number of people with a university degree or higher accounts for 11.1% and the number of people with a college degree accounts for 3.8%, a total of 8.17 million people (about half the population of New York). According to data from the General Statistics Office in the 2020 Labor and Employment Survey Report, in the context of the complicated COVID-19 epidemic, the national labour force has about 54.84 million people, including more than 1.2 million unemployed people (equivalent to 2.18%). Of the 1.2 million unemployed people, the number of people with college or university degrees or higher accounts for 30.8%, or about 369,600 people. Only people who have graduated from colleges and universities work in fields associated with creativity, scientific and technological activities, research or teaching, knowledge and information transfer, science and technology transfer with over 20 years of experience and professionalism, are considered high-quality human resources, which means the share of Vietnam's quality-human resource is significantly lower than the number of college and university graduates.

Intellectuals are a class that carries the knowledge and wisdom of society, has independent thinking, is creative in professional work, and has an independent attitude based on their understanding of science and society. Our country's intellectual crew, as a part of high-quality human resources, in recent decades, has played an important and active role in providing scientific arguments to plan new paths, guidelines, and policies for national development. They play a particularly significant role in developing high-quality human resources to serve the cause of industrialization and modernization of the country, building, and protecting the homeland. In the fields of research, application, and transfer of science and technology, they accelerate the cause of industrialization and modernization of the country. The current team of intellectuals plays an irreplaceable role in building and developing a Vietnamese culture that is scientific, advanced, and rich in national identity. Our country's intellectuals play a huge role in raising people's knowledge, orienting values, and answering a series of problems posed by a developing society scientifically and correctly, contributing to social stability, promoting the development of all aspects of society.

The intellectual team has trained many high-quality human resources. However, in light of the country's development requirements, high-quality human resources are still lacking and weak compared to social development needs.

The professionalism, qualifications and thinking capacity, and cultural capital of our human resources are not great; they do not meet the new requirements of the development of localities and the whole country and do not meet expectations from this class: those are to improve practical operational capacity, practice political ideology, ethics, leadership, and management style, express and promote the

positivity and creativity. The above general limitations and inadequacies show that the quantity and quality of the intellectual team is lacking, weak, not strong enough, or has not yet been promoted and has not demonstrated the independence and initiative of the intellectuals in their fields of activity. The role, strength, and contribution of intellectuals in various fields and to the development of the country in general still have many limitations. Looking at the overall development of High-Quality Human Resources in the last 35 years, we can see that although the pace of development is fast, especially in the last 15 years, it faces many limitations and inadequacies in orientations, speed, structure, and quality.

### b) Current development status in leadership and management staff as a high-quality human resource in Vietnam

Currently, there is no clear view on leaders and managers belonging to a high-quality labor source. Nonetheless, leaders and managers are a force that plays a leading role in promoting Vietnamese society to carry out the process of innovation and national development, and it has even become one of the most important forces in the country. High-quality leadership and management staff must be those with practical ability to complete assigned tasks in the best way, be creative and make incredible contributions to the work of society. Those who participate in leadership and management of High-Quality Human Resources must also be trained, graduate from college or university, must have professional experience of 20 years or more, and successfully complete their assigned tasks. In terms of position, those people can be counted from the middle management level or higher, but managers in manufacturing and business enterprises are not included in this group, as they are considered businesspeople. The leadership and management team of the High-Quality Human Resources sector is the core force advising the Party and the Government in planning strategies and strategizes at the macro and micro-management level in the process of economic - society development from central to local levels. At the same time, they also directly lead and manage the organization and implementation of the facilities and tasks of public agencies and units.

Our country's current leadership and management team is formed from diverse backgrounds. Most leaders and managers have outstanding moral qualities, a healthy, clean lifestyle, and dedication to the people and the country. Many of them grew up with difficulties and hardships, and some received systematic training and practical experience; they were challenged and promoted their positivity and ability. They proactively and consciously fight against negative phenomena in society, bureaucracy, corruption, and preserve a good social environment. They are constantly improving their professional qualifications and cultivating moral qualities. Many have high academic titles and degrees. It is apparent that the capacity and qualities of the leadership and management staff of the High-Quality Human Resources sector have been raised to the level of the tasks and requirements of national development. They are people with a high sense of responsibility, a spirit of independence and self-reliance, professional qualifications, creative ability, and practical direction. All of Vietnam's achievements since The Great Innovation (in Vietnamese: Đổi Mới) until now have had a decisive contribution from the leadership and management team of the High-Quality Human Resources sector.

Unfortunately, however, recent political violations imply that our country's current leadership and management system has certain aspects and loopholes that are slow to be amended and overcome, causing officials to

Management leaders at all levels can take advantage to pursue personal interests, trampling on common interests, even national interests. The manifestations of degradation, degeneration, and alienation of a large part of high-quality human resources, which are leaders and managers, are classified into the following two forms:

- First: Ideological and political deterioration, deviation in value orientation, most notable in the orientation of leadership and management.

- Second: Metamorphosis in terms of moral value.

To develop high quality human resources in the leadership and management department, there are currently four urgent issues that cannot be delayed or compromised. The tasks require determination, urgency, timeliness, flexibility and creativity with the goal of both cleansing the cadre of managers and leaders, and improving the leadership and management importance of the Party and State.

+ First: Effectively prevent and repel the deterioration and degeneration of political ideology, value orientation, qualifications, and capacity of many leaders and managers of High-Quality Human Resources;

+ Second: Build a team of leaders and managers in the High-Quality Human Resources sector to meet the requirements and tasks of national development in the modern context;

+ Third: Improving institutions, selecting, promoting, continuously transferring staff, clearly defining the responsibilities and powers of leadership and management levels, innovating leadership and management methods of the Party and State;

+ Fourth: widely practice democracy in the Party and the State management system to effectively prevent and reverse the deterioration and degeneration of many officials and build an effective leadership and management system consistent with reality and on par with the requirements of the country's development period.

***c) The status of the development of the entrepreneurial team and the current problems in developing this team***

Vietnamese businesspeople are formed from many diverse sources. But like other parts of the structure of high-quality HR, it must always be based on the foundation of population development, especially the working-age population. The group of entrepreneurs in our country, especially the group of businesspeople with qualified qualifications, in the private economic sector, has been formed spontaneously, without schooling, without inheritance, and without capital. Thus, it is not yet possible to create a robust and synchronized community with a full range of occupations, and it also does not have business strengths in certain industries and occupations like in other countries. In general, since The Great Innovation, the number of businesses in our country, though it has decreased during the outbreak of Covid-19 pandemic, looking at the entire process, has continuously increased in number and at a fast pace.

The data shows that the group of Vietnamese high-quality human resources is still ridiculously small. If each enterprise is labelled medium and large (employing over 300 workers), then as of December 31, 2020, the whole country has 684,200 enterprises operating in production; out of those, there are 59,843 medium and large enterprises. If each business has 2 entrepreneurs, then there are only about 12,000 entrepreneurs who can be considered high-quality. That number is extremely small in the current conditions and requirements of promoting industrialization, modernization, market economic development and international integration. In general, compared to 100 million people, that number is frighteningly small.

The quality of the Vietnamese business class in general, and of the team of high-quality businesspeople among them, is expressed first in the contribution of the businesses they manage to the national economy. Medium and large enterprises managed by this team have actively participated in creating jobs and generating income for workers, they contribute significantly to budget revenue, holds important key points of the economy; A tool to manage the macro economy, creating a competitive environment, and is one of the important driving forces promoting socio-economic development. The birth of the business class in the 1990s contributed positively to completely overcoming the economic crisis in the 1980s, playing a decisive role in shifting the country's development stage from the period of creating economic and technical premises into the period of promoting industrialization and modernization of the country in the mid-1990s. They are also a pioneering force, playing a decisive role and being the main force in the international marketplace, participating and directly investing abroad in many countries and regions. Looking at the quantity and quality of the Vietnamese business class over the past 35 years, especially in the last 15 years, there has been a remarkable development in quantity, quality, and structure. The group of high-quality entrepreneurs is present in all areas of the economy, from industries and fields with high technology levels equivalent to those in the world and the region (although few) to industries and occupations that bring Vietnam's unique characteristics. Thanks to this team, many new and advanced technologies from around the world have been brought into production and business in our country.

The business class in general and the high-quality business team also play a decisive role in industrializing and modernizing agriculture and rural areas. Coordinating and cooperating with each other has had a qualitative change not only in the relationship between entrepreneurs and the business class in general but also between the business team and other classes in society, such as farmers, workers, and intellectuals. The team of businesspeople has played an important and indispensable role in the country's economy since the country entered The Great Innovation. Businesspeople have truly created a large source of material wealth, contributing to the prosperity of society. It is difficult to imagine that without a dedicated team of tens of thousands of entrepreneurs, the country would lose a major source of wealth and how the speed of development of other aspects of society would be affected.

However, the team of high-quality entrepreneurs in our country today, in new conditions and with new requirements of promoting industrialization and modernization, developing a market economy, and integrating internationally, also reveals many limitations. In general, as mentioned above, the number of entrepreneurs and high-quality entrepreneurs in our country is still too few and too small. The consequences due to the weakness of this team have been increasingly evident, causing negative impacts on socio-economic development, the growth rate of the economy, and reducing national defense as well as science and technology potential and the country's position in general. The major limitation of the business class and the high-quality business team in our country is that the level of management and administration is still very frail. The initiative and flexibility of the high-quality business team to create coordination and cooperation between businessmen-managers-intellectuals, especially intellectuals in the field of science and technology, in the production process, is still very weak. One of the other important limitations of our country's high-

quality business team today is certain shortcomings in terms of ethics and social responsibility. One of the major and dangerous limitations of the business class, especially the high-quality business team in our country today, is the inability to grasp and use the achievements of the scientific and technological revolution. Social cohesion, in general, is also very weak.

### d) The status of developing a team of skilled workers and its eminent challenges

The team of skilled workers, craftsmen, and artisans in handicraft villages and other professions is also an integral part of high-quality human resources. They grew up from practice; some are trained in school, but most are trained from daily work practice. Currently, during the entire process of implementing the project, our research team has tried to explore and exploit different data sources, listening to many reports from management agencies, and managers of large and medium-sized enterprises, but it is still impossible to get reliable data, whether in a locality or a ministry, industry or association, on the number and structure of high-quality workers. The inequity in the training structure between university, professional secondary, vocational and unskilled workers has been talked about a lot in different forums, inevitably creating inequities in structure, quality, and distribution of the team of skilled and high-level workers in the current economy.

In the context that our country still has a serious shortage of high-level technical skilled workers, due to the accumulation of unreasonable training processes over the past decades and many other reasons, the development of this group of workers is both urgent and long-term. In Vietnam's human resource development strategy, as well as in the human resource development planning for the period 2011-2020, there is currently a lack of

high-quality human resource development planning for this group. This is one of the significant shortcomings or unnecessary confusion in the human resource development strategy and the socio-economic development strategy of our country.

## 3. SOME PRIMARY SOLUTIONS TO DEVELOP HIGH-QUALITY HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT IN OUR COUNTRY TODAY

### a) Raising awareness and innovating viewpoints about developing high-quality human resources

Raising awareness of the entire society about the need to develop high-quality human resources to meet the requirements of promoting industrialization, modernization of the country, and international integration is the first requirement and the first solution. Party and state agencies as well as the entire society must unify awareness of the content, concepts, and structure of high-quality human resources as the first valuable tool to be able to seek solutions to develop high-quality human resources. Creating a theoretical framework on quality human resources and turning it into a common awareness of the entire society, creating consensus in perception and action in practice is one of the most urgent tasks to innovate thinking about high-quality human resource development. The unreasonableness in determining and enumerating the number of qualified human resources that only considers those who have graduated from university or college or higher, is a long-standing error that has become a concept deeply embedded in the thinking of many people surveyed. In documents on strategies, planning as well as human resource development projects, the concept of high-quality human resources is still misunderstood as people with college,

university, or higher degrees, even though they have a degree in this field, but work in a completely different professional field. This situation needs to be remedied as soon as possible. There must be a specialized agency to forecast the needs and provide information about the high-quality human resource market in industries, occupations, localities, and the whole of society to guide the use of high-quality human resources to have the basis for the best combination of social needs and the training of high-quality human resources. This agency has the responsibility of providing annual (or semi-annual) reports on the number of high-quality human resources trained by industry, profession, region, and locality, and forecasting the quantity and quality of high-quality human resources in the next 3-5 years as well as society's requirements for high-quality human resources in industries, regions, regions and on a large scale to serve as a basis for the selection, training and use of high-quality human resources by the State, individuals, families, schools, businesses and society.

### b) Improve institutions for high-quality human resource development

First, we must complete the system of guidelines, policies, and laws on high-quality human resources development. The reason is that this system over the years has shown its shortcomings, causing great harm to society, degrading and degenerating many people from different sectors of high-quality human resources, reducing effectiveness of the entire high-quality human resources of society. On the one hand, some of our policies and regulations on training, discovery, use, and compensation for various parts of high-quality human resources are only slowly being improved upon and are no longer consistent with current practice, making the regulations contradict reality that is the rapidly changing society. On the other hand, there are also conflicts between

regulations and policies on high-quality human resources development and regulations and policies in other areas outside the institution of high-quality human resources development. Another situation that is also very alarming and requires the improvement of the system of policies and regulations on high-quality human resources development is the situation in which the institutional system cannot keep up with changes in the practical situation.

Reviewing and carefully examining the institutions, regulations, and documents that are constraining the development of human resources in general and in high-quality human resources in particular, in terms of both quantity and quality need to be quickly loosened; Creating an environment and open conditions for CLC human resources to develop and move smoothly between industries, sectors, regions, and especially to be able to freely develop each person's abilities. The second content of institutional innovation in developing high-quality human resources is to innovate regulations on the selection, use and compensation of different departments in high-quality human resources. Many inadequacies exist and have existed for too long, which not only prevents but also inhibits the development of high-quality human resources. The third content of institutional innovation on the development of high-quality human resources is to add new regulations that have not existed up to now or have existed but by themselves, with no or insignificant effect. The next step in perfecting the institution for developing high-quality human resources is to create new regulations to detect, promptly prevent, and effectively deal with the state of degradation and deterioration of a large part of high-quality human resources. Another crucial step that has decisive significance in perfecting the institution of high-quality human resources is to innovate the operating mechanism of social

subjects implementing regulations on high-quality human resources, which are the professional associations, businesses, parties, and state agencies.

One of the tasks and contents of this solution in the current period is to develop a set of criteria on High-Quality Human Resources to be able to accurately assess the speed and scale of the country's high-quality human resources development over each year or period, at the same time, to measure and evaluate the level and scale of high-quality human resources development of each industry, field and locality in each different development period. This will be a valuable tool, helping to regulate the development of high-quality human resources, and is an important indicator of the speed and scale of the country's human resource development, on which human resource development entities from the Government, ministries, branches, businesses, localities, and agencies can adjust their policies, management, and administration, remove difficulties and create favorable conditions to develop high-quality human resources to meet the requirements of the country's industrialization and modernization. High-quality human resources are not people with advanced training degrees; it is just one of the main and numerous prerequisites to creating high-quality human resources. Assessing the current state of high-quality human resources development and formulating development policies cannot rely solely on the number of people who have advanced degrees. The number of workers with advanced degrees is not entirely the number of high-quality workers. All that number does not constitute the high-quality human resources team, but only a part; the remaining number is just input's condition to high-quality human resources.

### c) Improve the input quality of high-quality human resources

In a broad sense, the input of high-quality human resources is human resources at a certain stage of social development. In a narrow sense, it is the entire workforce of working age according to the law and is participating in work or studying to improve qualifications. The input quality of high-quality human resources depends on education and training. In particular, the training process directly affects the input quality of high-quality human resources, and the educational process has more indirect influence than the training process through training, providing, and improving the quality of general human resources for society. Training is the foundation, the most basic step of developing high-quality human resources, including two processes that are both independent and linked to each other, creating the quality of human resources. The first process is the training process at all levels from University, Postgraduate, Intermediate Professional, Vocational Training, through school, formal, methodical, which are often centralized (lots of students at once). The second training process is self-training, self-improving professional qualifications, skills, and professionalism, including ethics and social responsibility.

Our education and training reform focuses heavily on the education and training process in schools, with the main idea being the direction of education and training in line with the requirements of production and economic and social development. This is true but not enough; it is only one-sided. The process of self-training and training in the direct production workforce has not received adequate attention over the years. One of the reasons why our country's team of high-quality human resources is both weak and lacking today is because in the process of promoting industrialization and

modernization, we pay little attention, encouragement, and compensation to the training and self-training process in labor and production. The next solution to improving the input quality of high-quality human resources is to improve the quality of education and training. From the perspective of developing high-quality human resources, education and training reform in the current period should be initiated and focused on improving the quality of training with highly specialized degrees and certificates. That means we must reform training before education.

The next solution for improving the input quality of high-quality human resources is to develop human resources associated with the development of science and technology, applying scientific and technological achievements to social life.

Adding and improving the humanistic aspect of the input to the High-Quality Human Resources team is an urgent requirement. Supplementing and enhancing the humanistic aspect are also always necessary, continuous, and regular for the entire human resources of society and all working classes. But in the context of limited resources, to develop high-quality human resources in the current period, it is urgent to focus first on the workforce that is adjacent to the high-quality human resources team.

***d) Effectively using social resources to strengthen the development of high-quality human resources***

Solutions for effectively using social resources to develop high-quality human resources include many different contents (we only mention some primary and urgent content). Ensuring necessary financial resources is a condition, premise, and essential means to develop high-quality human resources. The state budget is the leading resource for developing the country's high-quality human resources until 2030. Increasing investment in

high-quality human resources in both absolute value and proportion in total social investment capital is a requirement that cannot be overlooked. Investing in High-Quality Human Resources is the most effective investment in the long run compared to investing in other fields and departments. Increasing investment is essential, but effectively using them is even more crucial.

Promoting reasonable socialization to increase the capital sources for high-quality human resources development is also a solution for high-quality human resources development. The State must proactively improve institutions to raise capital from all social classes to invest in developing high-quality human resources in different forms, i.e., building training facilities and initiating funds to support human resource development and high-quality human resources.

The above views on developing high-quality human resources are only initial thoughts, and the content is neither complete nor comprehensive. We look forward to being widely exchanged and discussed with constructive, objective, and scientific comments.

# BASIC BENEFITS OF DIGITAL TRANSFORMATION
# IN HIGHER EDUCATION

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## Abstract

*Digital transformation is an important issue for economic, cultural, social, and educational development... in the current context, it stands out as an important aspect of the Fourth Industrial Revolution. Therefore, the 13th National Party Congress (2021) identified 6 key tasks, including implementing national digital transformation, developing the digital economy. Not an exception to the above trend, the education sector, especially higher education, has also been very actively implementing the digital transformation process in recent years because of the benefits brought by digital transformation. In the article, the author pointed out some basic benefits of digital transformation in higher education to help managers, lecturers, and students understand the importance and benefits that digital transformation brings, thereby actively participating in the digital transformation process in higher education.*

**Research purpose:**

*The article points out some of the basic benefits of digital transformation in higher education in an effort to help managers, practitioners and students understand the importance and benefits that digital transformation brings., thereby actively participating in the digital transformation process in higher education.*

**Research motivation:**

*Digital transformation is an inevitable trend in higher education in Vietnam today, because universities that want to improve the quality of education, training, management and attract learners must undergo transformation. Digital transformation is to meet the new requirements of training high-quality human resources capable of applying science and technology for economic and social development. For these reasons, the authors chose digital transformation in higher education for research.*

**Research design, approach, and method:**

*The author group has inherited a number of studies by a number of authors who have researched the issue of digital transformation and at the same time used analysis, synthesis and comparison methods to present new perspectives of the author group*

**Main findings:**

*The article points out the basic benefits of digital transformation in higher education such as: making an important contribution to promoting universities, improving student quality, increasing financial resources and enhancing linking domestic and international universities. It is for these reasons that universities are actively implementing digital transformation.*

**Practical/managerial implications:**

*The article can serve as a reference for lecturers, students and training managers to understand the basic benefits of digital transformation in higher education to actively support, participate and take action to contribute to the process of digital transformation in higher education being carried out quickly and smoothly.*

**Keywords:** Digital transformation, higher education, digital transformation in education

## 1. DIGITAL TRANSFORMATION

*Digital transformation in higher education can be understood as a process of overall, comprehensive change in the way of teaching, learning, and management in higher education.*

According to the book "Digital Transformation Handbook of the Ministry of Information and Communications (2023)" Digital transformation is defined as the process of overall and comprehensive change of individuals and organizations in the way of living, working and production methods based on digital technologies. This is a widely recognized definition and recognized by the Government of Vietnam. Digital transformation is the next development step of computerization, thanks to the remarkable progress of groundbreaking new technologies, especially digital technology.

Digital transformation in higher education focuses on the main contents: digital transformation in teaching, learning, testing, evaluation, and management science research. In teaching, learning, testing, and assessment, including digitization of learning materials (electronic textbooks, electronic lectures, E-learning lecture warehouses, test question banks), digital libraries, laboratories virtual, deploying online training systems, building virtual universities (cyber universities). Educational management includes digitizing management information, creating large interconnected database systems, deploying online public services, and applying digital technologies to manage, operate, and predict. Report and support decision-making quickly and accurately.

In the world, the concept of "digital transformation" began to emerge in 2015 and has only become popular since 2017. In Vietnam, digital transformation began to be widely mentioned in 2018, This is an issue of concern to the Vietnamese government because the potential and advantages that digital transformation brings are huge for the country's development. 2020 is the year of launching national digital transformation, the year of the declaration for digital transformation, clearly expressing the State's strategic goals and vision for digital transformation. On June 3, 2020, the Prime Minister approved the Project "National Digital Transformation Program to 2025, orientation to 2030", marking a new development step of "digital transformation" that has truly come to fruition in social life. Next, at the 13th Party Congress (2021), with the goal of developing the country; The concepts of digital transformation, digital economy, and digital society are mentioned for the first time, showing our Party's strategic vision of building the country with "digital" resources, showing the rhythm and application quickly on digital transformation capabilities in Vietnam.

On October 10, 2022, Prime Minister Pham Minh Chinh officially decided to select October 10 every year as National Digital Transformation Day. From the Party's guidelines and the Government's policies, "digital transformation" has been accepted by the entire society. Post-Covid education and training have had many developments in "digital" capacity, requiring us to continue to pay attention, research and orientate on

building "digital transformation" in education, especially in education. Higher education - a place to teach professional knowledge to train high-quality human resources to meet Vietnam's development needs in the coming years. Realizing the importance of this issue, on December 30, 2022, the Ministry of Education and Training (MOET) issued a set of indicators and criteria for evaluating the digital transformation of higher education institutions, this is the basis It is important for universities to rely on it to see how much of the university's digital transformation process has been achieved, what is still lacking, and what still needs to be improved for digital transformation in higher education. Learning is carried out in accordance with the time prescribed by the Ministry of Education and Training.

## 2. THE BENEFITS OF DIGITAL TRANSFORMATION IN HIGHER EDUCATION

Digital transformation in higher education is an inevitable trend because building the foundation and creating a modern university education with comprehensive development, reach and international integration is the common goal of education. Vietnamese education. For higher education, digital transformation becomes even more necessary and makes an important contribution to achieving national digital transformation goals. Digital transformation in higher education is a very new issue, with high applicability and great practical significance not only for students and university lecturers but also for Vietnamese society. Exploiting and applying digital transformation in university institutions is both beneficial to the development of the country's higher education and contributes to the cause of national construction and development. Thus, if it is an inevitable trend, it will have to happen, only quickly or slowly, when managers and leaders are aware of its importance and have a clear action plan.

Obviously, higher education must strive to take the lead in this field.

*The first benefit of digital transformation in higher education is to help improve the quality of higher education*. Receiving great attention from the Government and people since 2017-2018, however, digital transformation in higher education in Vietnam was only really strongly implemented when the Covid-19 epidemic broke out broadcast in 2020. The pandemic forced universities to suspend in-person operations and switch to remote teaching and learning. In that context, implementing an online teaching system becomes a practical and necessary solution to ensure uninterrupted learning. On December 9, 2020, the Ministry of Education and Training (MOET) organized a scientific conference "Digital Transformation in Education and Training".

During this Workshop, Minister Phung Xuan Nha agreed with the view: "Digital transformation is identified by the industry as a breakthrough, an important task that needs to be focused on implementation in the coming years. Doing digital transformation well not only helps improve the quality of education, but more importantly, contributes to improving labor productivity, creating great opportunities for international integration." In the National Digital Transformation Program to 2025, orientation to 2030 approved by the Prime Minister in Decision No. 749/QD-TTg dated June 3, 2020, education and training have been identified as one of 8 areas that are given top priority in implementation.

Thus, digital transformation in higher education has become an important goal and has continued to be promoted throughout recent years. Digital transformation in higher education will attract learners because of the benefits it brings, opening up unexplored potentials for lecturers and students, creating profound changes from the model. organization, management mechanism, program content, and training methods to

activate the creative capacity of managers, teachers and learners. Implementing digital transformation not only creates a smart education model, making learning and acquiring knowledge simpler and easier for learners, but also creates favorable conditions for the transmission of knowledge of lecturers is also easier, learners' self-study ability also develops and is not limited by time or space, so the quality of education and training will be improved.

*Digital transformation in higher education makes an important contribution to the rankings of universities.* In the context of globalization and international integration in education, universities also have to compete fiercely to obtain rankings. High ranking, ranked among the top universities in the world. To do that, changing teaching, learning and management methods is inevitable. Universities must not only follow common international ranking standards but also have solutions suitable to the specific situation of each country's education system.

More importantly, if the quality of education, training and research cannot be guaranteed, good students will not be attracted to study, and enrollment will become difficult. Shifting the argument in higher education will help universities have effective teaching, learning, scientific research and management methods with the help of big data technology. The application of artificial intelligence (AI), ... is very important to help universities improve their rankings.

Digital transformation in higher education contributes to improving student quality. Universities are places to train and provide society with high-quality human resources to meet the requirements of the knowledge economy and current globalization trends. After graduating from universities, engineers and bachelors are the ones who shoulder the great responsibility of bringing their intelligence to serve the development of

themselves, their families and society. Therefore, adapting to the rapid development of science and technology in digital transformation in higher education will help students learn effectively, in an open learning space.

Students can study anywhere, at any time with smart devices, access the electronic library with hundreds of thousands of books, or study, practice, and research practically with the most modern technologies. This not only helps to significantly save study time but also enhances students' ability to actively learn. Along with the development of new education and training methods, it will certainly have a positive impact on the quality of students of higher education institutions.

*Increasing financial resources*, currently in Vietnam all professions and fields are actively participating in implementing the national digital transformation policy set out by the government, by 2022 in Vietnam System The network and fiber optic cables cover 100% of communes and 80% of households nationwide. The whole country has universal access to 4G, 5G, and smartphone networks. The rate of electronic payment among the population reached over 50%. Vietnam is also in the group of 40 leading countries in terms of cyber safety and security index (GCI). For higher education, digital transformation helps reduce costs arising from cumbersome administrative procedures by digitizing services for students and lecturers. The online learning era will provide learning opportunities at significantly reduced costs compared to before, and schools will save costs related to premises, facilities, equipment, and many other issues. other. In addition, Edtech (Educational Technology) is also an industry with a wide market. If core technologies in digital transformation are applied to develop Edtech, it will also gain huge profits.

*Digital transformation of higher education opens up the possibility of connection and cooperation for development domestically and*

*internationally.* Developing and synchronizing databases or teaching and learning systems will open up the possibility for Vietnamese and foreign higher education institutions to link and cooperate with each other in many fields of education. , for example: textbooks, teaching methods, research, study, virtual reality model tours between schools, exchange of lecturers and students, thereby helping higher education progress faster, quickly achieving important achievements, contributing to providing high-quality human resources to meet social needs in the coming years.

## 3. CONCLUSION

Digital transformation in education in general and higher education in particular plays a key role in the country's development. The process of implementing digital transformation in Vietnamese higher education is taking place at a fast pace, receiving close attention, direction and investment from the Government and the Ministry of Education and Training of Vietnam. However, gaps in infrastructure, resources and science and technology are the main reasons why Vietnamese higher education institutions have not been able to conduct digital transformation in a complete and synchronous way. For the digital transformation process to be successful, it requires supportive policies from the State, as well as the determination of leaders, lecturers and students at all levels to overcome difficulties and challenges related to digital transformation. policies, facilities and communications... Therefore, (cut this section bỏ đoạn này) by taking advantage of opportunities while overcoming difficulties and challenges, the digital transformation process in higher education will take place conveniently and effectively success.

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# INNOVATION OF EDUCATION AND TRAINING TO IMPROVE THE QUALITY OF HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT

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**Abstract**

*In the inevitable trend of sustainable development, the demand for high-quality human resources through education and training is becoming increasingly essential. This is clearly reflected in the United Nations' Annual Report on the implementation of Sustainable Development Goals (SDGs). While Goal 4 explicitly addresses ensuring quality education for all, most of the remaining goals also require a highly trained workforce. This underscores the importance of frequent and effective innovation in the field of education and training for sustainable development.*

**Keywords:** Educational innovation, training, human resources, talent, sustainable development, sustainable development goals.

## 1. THE ROLE OF EDUCATION, TRAINING AND USING TALENTS IN HUMAN RESOURCE DEVELOPMENT

If any nation wants to create a civilization for itself, or at least create a certain point on that basis, determine its position on the scale of economic development regarding social, political, cultural, etc., advanced education and training, suitable to the country's needs for sustainable development, are indispensable. This shows that the role of education is extremely great, it not only changes the nature of the natural person in a positive direction as another second person, but also contributes to promoting sustainable development of the country. Education and training are two parallel fields, with the common purpose of meeting the urgent needs for industrialization and modernization as well as the long-term, sustainable development of the country. In other words, in turn, education and training always go hand in hand with the country's

socio-economic development for the goal of "rich people, strong country, democratic, fair and civilized society". Whether that parallelism is effective or not depends on society's awareness of the role of education and training, especially the political system with policies and guidelines on using talented people as an educational product aimed at those goals. For that reason, the Party's documents through the National Congresses have always emphasized the need to create conditions and environments for talented people to truly be "respected and promote freedom of thought in society." research and creative activities"; "There must be equality between old and young and respect for absolute freedom in science", and for development goals to be effective, we need to have a talent strategy, "mechanisms, book to discover and utilize talents" [1].

Overall assessment during the term of the 12th Congress, Resolution of the 13th Congress pointed out limitations and shortcomings, in

which "Innovation in education and training, science and technology has not really become a key driving force to promoting socio-economic development". Therefore, in the country's development orientation for the period 2021 - 2030, the Document has set out the task of "creating a breakthrough in fundamental and comprehensive innovation in education and training, and developing high-quality human resources", attracting and appreciating talented people, etc. focusing on a number of key industries and fields with potential and advantages to serve as a driving force for growth in the spirit of catching up, moving forward and surpassing in some areas comparing to the region and the world" [2]. Thus, the country's urgent need for education and training, as pointed out by the Congress, is to create a breakthrough in fundamental and comprehensive innovation, with a view to ending the "trial and error" in the innovation process of this field.

That is also the country's urgent need to face the opportunities and challenges of the fourth industrial revolution that has been taking place around the world. This revolution is being carried out through the use of technological breakthroughs, particularly artificial intelligence (AI), information technology, 3D printing, and so on. Therefore, if we cannot create any breakthroughs in fundamental and comprehensive innovation in education, where will we get high-quality human resources to seize the good opportunities that we can exploit? applications, as well as facing the challenges that this revolution is posing. The workforce we rely on must be based on a modern education system, combined with a genuine patriotic spirit, to have the capability to seize the opportunities brought about by the fourth industrial revolution. This will guide the country onto a path of sustainable development.

Nguyen Trai, an outstanding thinker of our country in the 15th century, once affirmed our country's talents. Although a small country, compared to the North, "there are always people" in our country. It is the talented people who are the "heroes" with superior intelligence and advanced and humane education and training that will help the country "keep up with and surpass in some areas compared to the region and the world. The problem is that, in addition to innovating the education and training system so that it creates "products" with high mental, spiritual and physical strength, we must also know how to use talents appropriately, to face the problem. The symbol is used to demonstrate working capacity with a high sense of responsibility towards the country. On the contrary, if it is not done in a way that harmonizes the interests of labor used in general and talent used in particular, it means going against the Party's Resolution stated in the Documents. Its consequences, as we all know, will lead us to failure not only through "brain drain" to foreign countries, but even at home turf, when foreign businesses become the "owner" that owns our high-quality human resources. Therefore, the country's talents, in the true sense of the word, must be people who have high professional qualifications, good ethics and personality, with passionate patriotism and high social responsibility.

This shows that in order for the country to have many talented people with good moral qualities, that is, high-quality human resources, the responsibility for developing that human resource is first of all educational and training institutions. Only developing high-quality human resources can meet the needs of industrialization and modernization according to the Party and State's policies on economic and social development in both the short and long term. The long-term development strategy, As we all know, is part of the sustainable

development policy and must have the effective contributions of highly qualified experts to advise the Party and State in planning development policies. This indicates that in implementing this strategy, there is a significant need for scientists in the fields of economics, society and environment with enthusiasm for research and teaching activities, engineers and highly skilled workers unanimously respond to the implementation of sustainable development goals of the country. Reality shows that innovation in the field of education and training over the years still has many shortcomings and has not met the need for human resources, especially high-quality human resources for industrial purposes. modernization and modernization of the country, especially the need for this human resource for sustainable development in the context of the fourth industrial revolution that has been taking place strongly around the world. The products of traditional education have left us with an abundance of theoretical knowledge but a shortage of skilled practitioners, especially those adept at creative technological innovations and the utilization of advanced technologies. This has resulted in a situation where our country's labor productivity is significantly lower than that of some countries in the region and globally.

## 2. TRAINING HIGH-QUALITY HUMAN RESOURCES AS A DECISIVE FACTOR FOR SUSTAINABLE DEVELOPMENT

Sustainable development is the totality of measures to conform to human demands without damaging the environment and resources, that is, development does not damage the ability to meet human needs for future generations. Sustainable development is also considered a transformation process in which the exploitation of natural resources, investment orientation, scientific and technical

development, personality development and appropriate institutional changes each other, while strengthening our present and future potential to satisfy human needs and desires. Thus, it can be said that sustainable development is both purposeful and strategic in order to create a type of dialectical relationship between humans (society) and nature, in which improving the world To meet the needs of life for itself as well as its next generations, nature must ensure safety and not be negatively responded to by the natural world. In other words, sustainable development is a logical transition from the ecology of scientific knowledge and socio-economic development, initiated in the 70s of the twentieth century, when the problem of Awareness of the relationship between humans and nature has become more urgent than ever, which is awareness of the finiteness of natural resources, environmental pollution caused by human production and activities, etc.

The basic contents of sustainable development include: *economic growth; ensuring social justice; environmental protection; respect for human rights*. These four contents are closely related to each other, but ensuring social justice and respecting human rights have intersections and coincidences, so in terms of basic development criteria, they can be attributed to The three directions of sustainable development are economic development, social development and environmental development.

*First, regarding sustainable economic development*. Economy is the field of production, distribution, trade and consumption of goods and services.

As we all know, the natural world has the miraculous ability to self-regenerate and self-regulate because of its very high integrity, where all its constituent elements are closely related to each other. Accordingly, the manufacturing sector plays a key role, it

determines all remaining sectors, especially the sustainable growth of the economy not at all costs, but must take into account its impact on the environment of human life in the present and the future.

*Second,* sustainable social development is based on the Human Development Index (HDI), income equality coefficient and enjoyment of socio-cultural benefits, education and health indicators. international, etc.. The criteria for evaluating sustainable social development, in our opinion, are the criteria that create stability and harmonious development of society, in which equality of individual enjoyment rights, Social groups regardless of region must be given special attention so that no one is forgotten or abandoned, which in recent times is often referred to as the concept of inclusive development.

*Third*, environmentally sustainable development. We all know that the interaction between society and nature has gone through thousands of years, and is reflected by philosophy in its historical process, generalized into concepts of the natural world and views of the natural world and viewpoints about individual's (society's) attitude towards their living environment. The source of the ecological crisis dates back to modern times, when philosophers conceived of the natural world as the result of God's creation, but that world existed according to its own natural laws; The purpose of human activity is to be aware of those laws to conquer nature and force it to serve their interests. The ecological crisis therefore leads to an outbreak due to human activities with negative impacts on the natural environment. Invisible humans are not aware that they are an organic part of nature, without which humans cannot exist. The domination, exploitation and destruction of the natural world inevitably lead to the suicide of man and his entire civilization.

The existence and development of the natural environment always follow certain laws. However, the impact of humans, including inappropriate renovation impacts, leads to the disruption of the integrity and harmony of the natural environment. It is no coincidence that more than 2,500 years ago, Lao Tzu, founder of the Taoist school of ancient China, called on humans to obey and imitate the laws of nature. However, his biggest limitation when coming up with the final solution is "nothing but not doing anything". Wuwei and simplicity are clearly not suitable for modern people, because human needs are increasingly high and there are very convenient technologies for exploiting natural resources. However, whether that exploitation leaves room for the natural world to be revived and regenerated is a very complicated issue when we are aiming for sustainable development. Karl Marx in "Thesis on Feuer Bac" also mentioned the shortcomings of Western philosophies before him, that "philosophers have only explained the world in many different ways, but the problem is to transform the world" [3].

Explaining the world and conquering it to satisfy human selfishness regardless of the current situation and negative consequences of the natural world is completely contrary to Karl Marx's opinion. In this report we cannot list the phenomena of destruction of the natural environment due to production and living activities that have been and continue to take place in our country. Some phenomena that we have to pay for are due to "natural improvement", indiscriminate exploitation of natural resources in the "growth at all costs" style, leading to landslides and environmental pollution, directly and indirectly affecting human life increasingly seriously.

Therefore, from a philosophical perspective, people must change their view of the world: We must give up the attitude of conquering and

destroying nature, and at the same time know how to cooperate with it for mutual benefit in an intelligent and humane way. To have a progressive worldview and a civilized and humane attitude towards their living environment, people need to continue to improve and that can only be done through education and training to develop and apply science and technology in production and services. Therefore, affirming that education and training are the right and only way to develop high-quality human resources as well as effectively use these human resources for the sustainable development of our country today now the Party and the Government consistently emphasize that it has become the correct orientation for both educational institutions and the educated individuals themselves.

## 3. SOME BASIC SOLUTIONS ON EDUCATION AND TRAINING TO IMPROVE THE QUALITY OF HUMAN RESOURCES TO MEET THE REQUIREMENTS OF SUSTAINABLE DEVELOPMENT IN OUR COUNTRY TODAY

The industrialization and modernization of the country carried out over many years has brought us innovation in awareness of the relationship between society and the natural environment, and the role of education and training. innovation and science and technology for sustainable development of the material and spiritual life of society. However, the inadequacies that arose in the process of innovating the country's education system as pointed out in Party *Documents* have made human resources, especially high-quality human resources, unable to meet the requirements. practical questions. Meanwhile, a large number of graduates from colleges and universities cannot find jobs or work in occupations not according to their trained

profession. Not to mention the quality of training does not meet the requirements of recruitment and employment in both quantity and quality. Meanwhile, the sustainable development strategy is increasingly being affirmed in both theory and practice.

In theory, the current training situation lacks a foundation based on scientific forecasts for human resource development in sustainable development in general, and for industrialization in particular. Alongside the expansion of educational institutions and the upgrading of schools in recent times is the trend of opening departments in "hot" fields, leading to a situation where graduates face unemployment due to saturation in quantity. In terms of quality, their expertise often does not meet the requirements of recruitment. Many training fields have outdated and inappropriate programs, resulting in wasteful expenditure not only for the state budget but also for the individuals undergoing education.

In practical terms, the increasing number of students being trained is a result of easier admission criteria with low entry scores and high enrollment quotas for universities. Therefore, as products of this system, many individuals become "poor teachers and unskilled workers," contributing to the decline in the labor productivity of the Vietnamese people, as indicated in various international publications.

Given the current situation regarding our human resources in the context of the fourth industrial revolution and sustainable development, we firmly assert that without fundamental and comprehensive innovation in the education and training system, it will be challenging to implement the Party and State's directives. Fundamental innovation primarily involves changes in the content and methods of education and training, while comprehensive innovation extends to meeting criteria related to

intelligence, physical fitness, and mental resilience. Subsequently, there is also the issue of effectively utilizing the workforce, including high-quality personnel and talents.

Faced with such a situation, we would like to propose some basic solutions to develop human resources to meet the requirements of sustainable development in our country today.

*Firstly*, is a group of solutions on education and training in specialized fields to have human resources with high scientific and technical qualifications, reaching the level of experts in planning policies and strategies for sustainable development of the country.

*First*, we must thoroughly grasp the Party's policy on fundamental and comprehensive reform of education. First of all, there is the view that education is a top national policy, so investment resources for educational development must be adequate and consistent with set goals. In addition, the state must be the subject of management and development of national education in the short and long term, ensuring the balance of supply and demand of human resources for sustainable development of the country.

*Second*, there needs to be structural and organizational adjustments to the system, the scale of schools from low to high as well as educational programs and scientific research for the effectiveness of training forms.

*Third,* we must innovate not only the content of educational programs, but also teaching and learning methods to stimulate the initiative and creativity of both teachers and learners.

*Fourth*, it is necessary to build a learning society, considering learning as regular and non-stop.

*Fifth*, enhance the effectiveness of scientific forecasting of human resource needs, through which conduct communication work to plan for enrollment and training of human resources for the fields of economics, culture, society and environment.

*Secondly*, is a group of solutions on moral education and political awareness for students, aiming to train human resources with moral qualities and a sense of responsibility for the sustainable development of the country.

In *the Resolution of the 13th Party Congress*, it was clearly pointed out that in order to develop a prosperous and happy country, we need to "maximize the human factor, consider people as the center, the most important subject, resource and goal of development, taking Vietnamese cultural and people values as the foundation and important internal strength to ensure sustainable development" [4]. From this perspective, the Party has set the goal of maintaining the Human Development Index (HDI) above the level of 0.7, which we previously achieved in 2019 at 0.704, belonging to the group of countries with a high development index.

However, the human development index only reflects certain aspects of the requirements for high-quality human resource development. Because the HID index is calculated based on average life expectancy, health, years of schooling, educational benefits and income level through the gross national income (GNI) indicator. and average output for purchasing power parity (PPP). Requirements for developing high-quality human resources need to be based on the quality of human development in terms of mental capacity (thinking capacity and labor skills, etc.), mental strength (moral and humanitarian factors) and physical strength. That once again proves Ho Chi Minh's view on human standards in response to the demands of the Vietnamese revolution: Vietnamese people are both "prosperous" and "professional". Therefore, overcoming the shortcomings in the recent moral education program for pupils and students to carry out the task of training comprehensive people, rich in compassion,

humanity and love for the country is also important. is the direction to develop human resources to implement the sustainable development strategy.

Paying attention to the comprehensive moral and character education of Vietnamese people is also a premise for the development of political awareness for students about the role of the working class as the basic, main and Pioneering in applying new advances in science - engineering and technology in production. Those who study in intermediate and higher training schools are the ones selected to become workers, public employees, and civil servants, that is, those who will stand in the ranks of the working class and directly carry out the work. carry out the tasks of industrialization and modernization under the Party's leadership.

*Thirdly*, is a group of solutions to use human resources, especially high-quality human resources, for the country's sustainable development strategy.

As we all know, although science and technology have developed to a sophisticated level, and can even replace humans in some fields, in the end, modern machines and equipment are all products of human creativity. However, if people know how to use modern equipment proficiently, even create them, but if they are not used properly, the country will fall behind and cannot keep up with the times. Therefore, the training and development of human resources must be associated with the use of these resources through improving remuneration policies and creating the most favorable working conditions to attract more and more talented people to the country. water.

## 4. CONCLUSION

The term "sustainable development" is not new, but its urgent topicality and humanistic significance have no end. Its urgent topicality is clearly shown in the transition from a

centralized, bureaucratic, subsidized economy to a market economy, where economic growth is always the basic goal, often overlooked. through the unpredictable consequences of natural resource depletion, environmental pollution and other natural disasters that are ringing alarm bells for humans. Surely everyone can understand its humanistic meaning, because we not only live for ourselves, but also need to think about making future generations happier and more prosperous. Therefore, it is no coincidence that since ancient times, the Chinese philosopher Mencius required fishing to think about the size of the mesh to avoid extermination, and livestock slaughter should only target animals. old, weak, difficult to survive the winter, etc Thus, the term "sustainable development" is essentially a combination of measures that not only aim at the current satisfaction of human needs, but are also responsible for preserving living conditions for living conditions. Future generations are at increasing risk of depletion and pollution.

Sustainable development is an important national goal that is of interest to the Party and State of Vietnam, and is theoretically built into the country's development perspective in the short and long term. If we seriously discuss the Party's development perspective in a seriously constructive spirit, we will certainly bring it to life effectively. The most accurate measure of the development perspective is the reality of social life, where people's economic and social activities and awareness of environmental protection are properly oriented on the basis of education and training. create.

This shows that the role of education is enormous, just as former South African President Nelson Mandela once said: "Education is the most powerful weapon for us to change the world" [5]. That change must first be based on the principle of considering people as the center, the subject of

development, and must invest adequately in the education and training of human factors. Education, according to Nelson Mandela, is also "a great engine in the process of personal development. Through education, a farmer's daughter can become a doctor, a miner's son can become the owner of that mine, and a farmer's child can become the president of a country. Mighty" [5].

Innovation achievements over the past 30 years have helped our country overcome poverty, "wealth" and our country's position in the international arena have been affirmed. However, in the economic field, we are striving to keep the country from falling into the "middle-income trap", in the field of social life, we are aiming for inclusive and harmonious development. In the field of environment, we are continuing to improve the law and promulgate measures to prevent manifestations of violations of natural resources and acts of polluting the living environment of humans. To do that, we must first consider education and training as the "strongest weapon" and the "greatest engine" to put our country on the trajectory of sustainable development.

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# ETHICAL EDUCATION FOR THE STUDENTS - NECESSARY PREPARATION FOR SUSTAINABLE DEVELOPMENT OF HUMAN RESOURCES IN THE ERA OF INDUSTRIAL REVOLUTION 4.0

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**Abstract**

*Current practice has shown that if ethical education is not done well, it will lead to the emergence of unethical behavior. The more serious consequence of that is that social law violations become unstable. Ethical education has become a deep concern of the entire society, especially ethical education for students - the country's future human resources. The report focuses on systematizing the issues related to ethical education for the students, while pointing out the current situation and proposing some basic solutions to improve the quality of ethical education for the students. Using the statistical method, investigation, synthesis and comparison methods... the author has tried to clarify some basic study issues.*

**Research purpose:** *Improve the quality of ethical education for the students to sustainably develop human resources in the era of the fourth industrial revolution.*

**Research motivation**: *Ethical education for students - the country's future generation is the top concern of the entire society. Attract the attention of many scientists, especially when the ethical education for the students is facing many problems.*

**Research design, approach, and method:** *The report starts from the issues related to ethical education for students, approaching the current status of ethical education for students today. In the article, the author uses statistical methods, investigation, synthesis and comparison methods...*

**Main findings**: *Assess the current status of ethical education for the students.*

**Practical/managerial implications**: *Suggest some solutions for improving the quality of ethical education for the students.*

**Keywords**: Ethics; Ethical education; Human Resources; Sustainable Development; Students; Ethical education for students.

## 1. BACKGROUND

President Ho Chi Minh in the article: "Thế nào là Cần", signed with the pen name Le Quyet Thang, published in Cuu Quoc newspaper, issue 1255, dated May 30, 1949 once said:

*Trời có bốn mùa: Xuân, Hạ, Thu, Đông*
*Đất có bốn phương: Đông, Tây, Nam, Bắc*
*Người có bốn đức: Cần, Kiệm, Liêm, Chính*
*Thiếu một mùa, thì không thành trời.*
*Thiếu một phương, thì không thành đất*
*Thiếu một đức, thì không thành người.*

After 37 years of innovation, the development of new socialist people has always been of concern to the Party and Government. In addition to reaping great economic achievements, Vietnam is also facing a series of human ethical issues. All kinds of social evils, deviant behaviors, and ethical violations tend to

spread and manifest clearly in all social strata. Especially among the students, intellectuals - the future owners of the country are in the process of growing up. According to the results of an investigation and survey of the Ministry of Education and Training inspectors with 1,827 students at 12 educational institutions, it has shown that: 89% of students have used documents in the exam room, 85% students have copied, 42% students have copied theses, projects, 36% students have asked for or bought grades...

From practice, it can be seen that ethical education for students today is both a long-term strategic issue and also an immediate urgent issue. The country's development is only about economic growth and the development of material life without paying attention to the cultural, spiritual and moral values of human personality, which will lead to distorted development, a lack of sustainability. Therefore, if we do not focus on ethical education, we cannot ensure the healthy development of individuals and communities. When the students become mature, especially when they become intellectuals and enter a life of independence and career, ethics becomes even more important. If they do not have early preparation in terms of qualities and ethical requirements in their profession, behavior, and social relationships, they may enter life with only a purely professional career orientation which is alien to the responsibility, awareness, and duty of citizens to the society. Ethics is also associated with political ideals, moral ideals, and professional ideals, which the students must be a harmonious unity. Ethical education will contribute to creating that harmony in students' personalities.

That's why in the Political Report at the 13th Congress, our Party emphasized: "*Pay more attention to ethical education, personality, creative capacity and core values, especially education of patriotism, pride, national self-respect, national traditions and history, a sense of social responsibility for all classes of people, especially the young generation; preserving and promoting the good national identity of Vietnamese; Arousing the desire to develop a prosperous and happy country and firmly protect the Fatherland of Socialist Vietnam. Integrate education of knowledge, ethics, aesthetics, and life skills with physical education, improving the stature of Vietnamese people*.*" The ethical education for the students not only stems from the moral degradation and lifestyle of a portion of students today, but also stems from their own internal development requirements throughout the training to become intellectuals.

## 2. STUDY CONTENTS

### 2.1. Some concepts related to ethical education for the students

#### 2.1.1. Ethical concept

Ethics is a form of social consciousness, reflecting a specific area of human social existence. "*Ethics*" comes from the Latin word moris, which means habit. Morality, understood as a synonym for ethics, is derived from the Greek word ethicos - habits, customs. When referring to ethical issues, we are talking about habits and customs that express certain relationships between people in the process of daily communication. All specific manifestations become rules and regulations that regulate the behavior, requiring each individual to consciously comply with them. According to G. Bandzeladze: "*Ethics is a system of standards that express the voluntary and self-conscious concern of people in their relationships with each other and in their relationships with the society in general*". According to Tran Sy Phan: "*Ethics is a social phenomenon, including a system of rules and standards to regulate the behavior and evaluate human behavior in relationships with each other and their relationships with the society, they are carried out by personal beliefs, by traditions, national customs and the power of*

*public opinion*". And the French philosopher and anthropologist Edgar Morin presented a new concept of ethics that he called complex ethics: "*complex ethics as a meta-perspective, involving reflection about the bases and principles of morality*", "*Ethics has an organic relationship with morality*". "*Ethics would be dry and empty without personal morality. Therefore, the two words "ethics" and "morality" cannot be separated from each other, and sometimes overlap, in such cases, both words can be used*". Thus, there are many different perspectives on ethics, but in general, the common characteristics of those perspectives are that: ethics is a system of standards, values, and principles of conduct, norms used as tools to regulate human behavior in relationships with each other, with groups and the society in real life.

In terms of areas of social life, ethics belongs to spiritual values, and together with politics, science, aesthetics, religion, and ethics constitutes the social value system. The formation, development and improvement of the ethical value system are inseparable from the development and perfection of moral consciousness and ethical adjustment. If the ethical value system is consistent with development and progress, then that system is positive and humane; on the contrary, the system is negative, reactionary, and anti-humane. Value is a theoretical issue (values, standards, value orientation and value education... are the core issues of value learning - the scientific study of spiritual values), with great significance in ethical theory and ethics, in the formation and development of the personality of the human subject and in social development. The value system of people, communities, nations and the whole human race is both a measure and a goal, the ultimate goal of social development strategies.

### 2.1.2. Ethical education for the students

#### Concept of ethical education

In a broad sense, education is the process of exchanging and transferring knowledge and the achievement of values and behaviors according to a predetermined requirement and purpose. In a narrow sense, education is a process of forming human personality under the influence of certain purposeful activities from educators.

Educational activities are also understood as a two-sided process, one side is the influence from the outside on the objects to be educated through the educators and the educational environment; Because through this impact, the educated object will transform and self-improve (the process of transformation from education to self-education).

Thus, it can be seen that, in essence, education is the process of organizing activities to help the learners perceive correctly, establish emotions and form correct attitudes, thereby creating positive habits in life, in accordance with social requirements and standards. Through educational activities, the objects to be educated will comprehend the common values of humanity as well as the traditional national value system, thereby helping them form and develop the right personality.

From the above analysis, we can draw the conclusion that ethical education is the process of the subject influencing the object to educate the awareness, helping them form a sense of morality, thereby fostering the emotions to build noble ethical sentiments and ethical beliefs, and also, train behaviors that become cultural needs in daily behavior between people.

#### Basic characteristics of the ethical education process for students

*Ethical education aims to create ethical results for each student.* Not only is it about conveying and teaching social standards, principles, and ways of behaving between people according to certain requirements, but ethical education must aim to ensure that each individual is ethical in a self-aware, self-active and self-regulating manner.

*Ethical education is a dialectical combination of theory and practice*. This is a basic principle in education in general and ethical education in particular. Ensuring theory helps the educated object to be deeply aware of theoretical issues from which positive emotions and thoughts arise. On that basis, practicing ethical issues becomes certain.

*Ethical education for students is an activity that is both scientific and artistic* by ethical educators to the beneficiaries, students, in order to teach and convey to the educated objects the social norms, the most general principles, ways of behaving between people according to certain requirements to form ethics for the students.

### Structure of ethical education for students

The structure of ethical education for students can be generalized based on the roles of the following parts: educational subject, educational object, educational content, educational form and method.

*The educational subjects* mentioned here are specifically educators (lecturers), forces, educational organizations in the institutions, and socio-political institutions, specifically: Party Committee, Board of Trustees, functional departments; lectures; Youth Unions, Student Associations, Clubs, groups, teams,... And the *main educational objects* are the students.

Attention should be paid to the self-transformation process of educational objects. When the students reach a certain level in the ethical education process, they will transform themselves into self-education. Each student is not just a passive object receiving educational influences from the outside, but actively forms a tendency to self-educate according to the values, ethical patterns, and system of standards set by the society. At that time, they themselves also become subjects of self-education.

*The content of ethical education* includes knowledge education, expanded to cognitive education, thereby fostering emotions, on that basis building trust (scientific trust), to orient and shape for objects of lifestyle education in behavior and relationships between people. This is a regular interaction between subject and object that is self-conscious, scientific and artistic (subtlety in behavior and relationships between people).

Ethical education needs to synthesize different *methods and forms of education* to be able to move from understanding to action, from theoretical standards and principles to ethical practice, especially in ethical practice.

### 2.1.3. Content of ethical education for students

**Educating the students in the spirit of patriotism, national pride and the spirit of serving the people and the Fatherland**. In the Vietnamese ethical value system, patriotism always holds the top position, at the highest level, is always a long-term tradition, and is a red thread throughout the nation's history of building and defending the country. Patriotism has become one of the basic qualities that make up the character of the Vietnamese people. Educating the students in patriotism, national pride, and serving the people, the Fatherland is essentially a matter of educating living ideals, political awareness, and social responsibility for the future experts and intellectuals. To educate the students about patriotism, we must focus on the harmony of both reason and emotion, not only educating on our duty to the Fatherland, but also making the students understand the essence of patriotism as loving the working people to educate the ideal of living for the people, something that the President Ho Chi Minh cared about all his life, that is, to love the country, you must love the people, loving the people is the measure of patriotism.

**Educating the students to have self-awareness, responsibility, and creativity in studying, working, and scientific research**. The labor is the mode of existence of humanity, the most characteristic and basic activity of human society, and one of the origins of human formation, making people truly "human".

Thanks to the labor, the relationship between people and people and the relationship between people and nature are established. Therefore, the labor education for the young generation is the most important task of the institutions. The institutions play a huge role in building new forms of labor, in educating love for labor and in educating labor skills. Along with developing the ability to work physically and mentally, educators need to pay attention to educating the generation of students with a deep love of labor, considering it a very important moral trait of human personality. Educate the students so that they have a love for work, are highly ethical in labor relations, are passionate about specific work, always try to improve their labor qualifications, and are proficient in their work, they will know how to live right, act right, and have the right attitude towards themselves and others.

***Educating the students in the spirit of solidarity and social responsibility***. The spirit of solidarity here is, first of all, community solidarity, through practicing teamwork skills, through organizing social and political activities, and working together for the community for the students. Solidarity is associated with social responsibility, the spirit of cooperation, the spirit of sharing community responsibility towards the goal of development, rich people, a strong country, democracy, fairness, and civilization. There are many differences in the solidarity. In the past tradition, it was more about using human and material strength to fight against natural disasters, epidemics, and invaders.

***Educating the students to love people, have a noble lifestyle behave noblely in friendship and love, and prevent the introduction of unethical and uncultural phenomena***. Loving people is an outstanding quality and value in the moral tradition of the Vietnamese people and nation. Inheriting the humanistic values of national cultural traditions, combined with communist humanitarianism, Ho Chi Minh

believed that love for people is one of the most beautiful moral qualities of the new Vietnamese people in general and the generation of young people and students in particular. In his ethical thoughts as well as in his thoughts and actions, love for people is a broad sentiment of kindness, humanity, and humanity, first of all for the suffering and the oppressed workers.

## 2.2. Current status of ethical education for students in the current period

### 2.2.1. Characteristics of Vietnamese students today

The trends of the times and changing living conditions are the factors that significantly impact human psychology in general and students' psychology in particular. It can be seen that compared to the previous generation of students in the 80s and 90s, today's students have very unique nuances. If for the generation of students in the 80s and 90s, learning would be the top priority, solid expertise, good skills – were the only way to change the fate. As for the current generation of students, they are the Gen Z generation, a generation of global students who are good at foreign languages, proficient in technology, highly critical spirit, are ready to start and face challenges, are strong and full of personality, but associated with it, there are sometimes limitations when their ego is too high and they forget the collective spirit; Living too pragmatically but being indifferent and insensitive to the life around them.

### 2.2.2. Some achievements

In general, the operational and development plans and strategies of most higher education institutions attach importance and pay attention to well-organized political, ideological, ethical, lifestyle and national traditional education for the students, considering it as one of the top key tasks besides educating professional knowledge. In addition, 100% of universities and colleges have also effectively implemented studying and following Ho Chi Minh's example, ethics, and style. A number of models of learning and following Uncle Ho have been

creatively deployed, interwoven, and integrated into political activities at the beginning of the academic year for the students, and lecturers have also integrated the learning content of Ho Chi Minh's moral example to the lectures.

Through its practical action programs, the Union - Association has mobilized the students to perform well the tasks of studying, training and cultivating their own ethics. The survey results also show that: 30.5% of students believe that the Youth Union - Student Association has a very important influence and 38.7% believe that the Youth Union - Student Association has an important influence on the selection of ethical values and lifestyle of the students today.

Political, ideological, ethical and lifestyle education activities, awareness of law observance and cultural, artistic, physical training and sports activities, improving health and spiritual life for union members and youths, actively participating in and effectively organizing the exam season support program, and on-site volunteer activities associated with expertise are enhanced. The social, charity, and blood donation activities have continued to be promoted, organizing 19 large-scale blood donations (only for universities and colleges in the North) with about 17,354 blood units donated by the students to save lives. The Youth Union's units at all levels have also proactively organized many learning competitions, "Về nguồn" activities, photo exhibitions, museum visits, and political activities at traditional locations, integrated into the cultural and artistic activities, exchanges, meetings with historical witnesses, watching and discussing documentary films of historical value; Organizing the classes, talks, exchanges, seminars and thematic reports. Typical activities include: photo exhibition "President Ho Chi Minh and General Vo Nguyen Giap in the hearts of youth (Chủ tịch Hồ Chí Minh và Đại tướng Võ Nguyên Giáp trong trái tim tuổi trẻ)", Camp Festival "General Vo Nguyen Giap

and the Dien Bien Phu Campaign (Đại tướng Võ Nguyên Giáp và Chiến dịch Điện Biên phủ)", "Proud of the Fatherland's sea and sky (Tự hào biển trời Tổ quốc)", "Truong Sa - Hoang Sa"; The series of activities "Be a responsible young voter (Hãy là cử tri trẻ có trách nhiệm)", the contest "Follow the flow of history (Theo dòng lịch sử )", "Dien Bien in the air (Điện Biên phủ trên không)",... The work of capturing thoughts, feelings, ideological developments, and discussions among union members and youths is conducted regularly through public opinion polling groups, social networking sites (Facebook, Zing, Confession...), forums, websites and grassroots staff. From there, promptly correct and provide official information to guide public opinion.

The education to raise political awareness and foster ideals and ambitions for young people has been implemented regularly and achieved good results; Diverse, useful, practical and attractive activity programs. Up to now, it can be affirmed that the work of political, ideological, ethical education, revolutionary ideal education, responsibility to self and the community of the Youth Union - Association for the students has been contributing to creating classes of students with good attitudes, ethics, lifestyle, high political courage, the will to overcome difficulties, rise up to establish themselves, start a career, and strongly promote revolutionary traditions, in which, there are excellent, proactive, creative students who take the lead in many learning activities, scientific research and community activities.

### 2.2.3. Some limitations

Besides the movements that have oriented moral values, professional values, and responsibility to the society and the country for the students today, many levels of Youth Unions and Grassroots Associations have not proactively proposed action plans, still passive and burdened with achievements, valuing quantity without paying enough attention to quality and efficiency. The Union - Association

movement sometimes just launches and carries out key activities, heavy on propaganda and demonstration of strength, but pays little attention to mobilizing and persuading the students. Therefore, some Union and Association activities have not yet attracted a large number of students to actively participate. The survey results showed that 21.6% of students said they did not participate in the Union or Association movements because they could not grasp the information; 11.5% of students affirmed that participating in the Union and Association movements takes time; 12.2% of students evaluate that the Youth Union and Association movement is still too formalistic, so it cannot gather the students to orient, educate the students on ethics and lifestyle. On the other hand, the Union and Association staff are not really close and attached to the students. In fact, we see that cases of students violating the institutional rules and state laws have not been educated, persuaded, and proposed measures by Youth Union and Association staff, to help them with basic knowledge and skills to stay away from material temptations, avoid social evils, and direct them to activities that are beneficial for themselves and the community.

A large number of the students lack their contribution to the development of the society and the community. Up to 50.8% of students use their free time to meet friends, 50.3% to listen to music, watch movies, and 44.2% to sleep. In addition, some students' free time is mainly spent playing video games, wandering around shopping, going to cafes, and attending parties. Only 19.7% of students use their free time to participate in socio-political activities; 36.8% are used to learn more information technology, soft skills, foreign languages... Thus, it can be seen that most of the students' free time is used to satisfy personal needs, without proper attention and reasonable and effective use of time for studying, cultivating morality, intelligence and participating in the community.

Also according to the survey results, up to 27.7% and 3.7% of students occasionally participate and do not participate in cultural activities, social activities, and exam season support activities... This shows the lack of enthusiasm and responsibility of a large number of students for the development of the collective and the community. The students mainly participate in activities that benefit themselves.

Besides a group of students who consciously strive to study, do scientific research, practice, cultivate knowledge and skills, and achieve high achievements in studying and scientific research, there are still students who wrong purpose and motivation for learning, cultivating, and training. According to the report results of Vietnam National University, Hanoi, the situation of students violating exam regulations and being disciplined is still high. According to statistical results from the Office of Inspection and Legal Affairs, in the 5 years, 2012 - 2017, there were 1,053 students violating exam regulations, accounting for 4.2%; 975 students were disciplined, accounting for more than 3.8%. Among them, at the University of Social Sciences and Humanities, the number of students who violated and were disciplined in the academic year, 2012-2013 was 166 students, in the academic year, 2013 – 2014, it increased to 288 students; in the academic year, 2016-2017 were 190 students. Although compared to the total number of students, the rate is still low, however, this is also an alarming phenomenon regarding students' ethics and learning awareness.

**2.3. Some solutions to improve the effectiveness of ethical education for students under the impact of the 4.0 Industrial Revolution**

*Firstly, raise awareness of subjects about the role and importance of ethical education for the students.*

In order for ethical education for the students to

be truly effective, the top task must belong to the team of lecturers and scientific intellectuals in the institutions. The leaders and managers of higher education institutions need to consider them as central figures, the core force in ethical education, improving the effectiveness of ethical education for the students, through ethical education in scientific training, ethical education in political ideology, ethical education in the pedagogical environment, in the social environment and social activities. The educational goals, directions, and educational development strategies in higher education institutions must be closely linked to science - politics and ethics - culture. The training products must be moral people, carefully prepared and trained in ethics, from moral consciousness to moral feelings, beliefs, moral living and moral practice. The situation of disregarding ethics in training, favoring only scientific knowledge and vocational training but separating and eschewing the requirements of ethical education needs to be overcome and must receive regular attention in Party organizations, authorities, and organizations in the institutions.

*Secondly, innovate the content, form and methods of ethical education to build modern students who are both virtuous and talented.*

It is necessary to innovate the content, programs, and subjects related to ethics to meet the practical requirements set in the new context - when international integration becomes deeper and deeper and the scientific and technological revolution develops very quickly. The issues mentioned in ethics curriculum need to be highly general, specific, and rich so that students can apply them flexibly in many life situations, and also, explore more new knowledge. The system of concepts and categories in ethics textbooks needs to be clear, profound and convey more information, consistent with the changing movement of social life. Also, it is necessary to add new content to the curriculum in the direction of

ensuring basic knowledge, is up-to-date with life and scientific advances, even if it is possible to build separately for each field (natural science, science and technology, medicine and pharmacy, social sciences and humanities…). To do that, there needs to be attention, investment of time and appropriate funding from leaders at all levels for leading scientists to organize the compilation of ethics textbooks that are both inheritable and provided with innovations, additions and suitability for the students according to each industry group. Innovating educational content necessarily requires innovating educational methods, first of all, teaching and learning methods, ensuring positive changes in both consciousness and emotions, beliefs and moral behavior for the students.

*Thirdly, expand international cooperation, proactively absorb the quintessence of human culture in ethical education for the students.*

Expanding international relations in the context of integration is an inevitable requirement to develop and quickly modernize the country. In other words, in the current trend of globalization, development requires looking outward, not being closed, turning oneself into an isolated oasis, alien to the vast rest of the world. History and practice change rapidly with many mutations, overcoming not only the passive method of development but also linear, monovalent development (cooperating only within the same system) has also become outdated and lost its prospects. Therefore, when entering innovation, our Party has advocated bilateral and multilateral cooperation, opening up and proactive integration with a message consistent with the new trend of the contemporary world: Vietnam wishes to be a friend of all countries, striving to become a trustworthy and responsible member of the international community.

It is the recognition of unity in diversity, unity in the fusion of differences. The openness of innovative thinking has shown that differences

in ideology and political models are not insurmountable barriers, and cannot prevent development because of these differences. Development requires proactively expanding cooperative relations, mutual respect for each other's independence and sovereignty, and mutual benefit.

## 3. CONCLUSION

People are born at the beginning of a development, the students are young people in the process of perfecting their personality. Because of that beginning and incompleteness, they need education and time to absorb it. Education comes from transmission and teaching, starting with parents, family and education institutions, and also with the education of the society. Along with education is the process of self-education to increasingly develop and improve. Vietnamese students are being trained to meet the requirements of international integration, characterized by the strong development of the knowledge economy and the 4.0 Industrial Revolution with countless new favorable opportunities but also many challenges that need to be developed comprehensively. Having a rich intelligence, having noble moral qualities and constantly aspiring to perfection in personality, knowing how to love and aim for Beauty, having perfect physical condition... is the goal to be achieved in the process of educating the young generation - the future owners of the country. Ethical education is a long-term, persistent path on which educators, and educational subjects, with their understanding and ability to master educational tools and the most skilful ways, will help the students become clear and steadfast in finding the values of Truthfulness - Compassion - Beauty to gradually meet the needs of the country and the times.

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# IMPROVING THE LABOR MARKET TOWARD SUSTAINABLE DEVELOPMENT – SUGGESTIONS FOR LABOR LAW

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**Abstract**

*Gender inequality negatively impacts the opportunities of female workers in the labor market and the society's sustainability. Since the participation of women in the workforce characterizes more difficulties compared to men, empowering female workers with fair access to job opportunities means advancing gender equality as well as sustainable development. Against this backdrop, this study aims to provide critical suggestions for perfecting the Vietnam Labor Code to increase the workforce's gender equality. Accordingly, although the new Labor Law is updated with innovative provisions about protecting and empowering female workers, the gender gap in Vietnam's Labor market still pervasively remains and this problem therefore prevents sustainable development. Based on the theoretical relationship between empowering and protecting female workers, gender equality, and sustainable development goals, a critical view of establishing the new approach to gender equality and the accountability of businesses toward this issue is presented.*

**Research purpose:**

*This study provides critical suggestions for perfecting the Vietnam Labor Code to increase the workforce's gender equality for sustainable development.*

**Research motivation:**

*Since gender inequality is an important indicator of sustainable development, the existence of inequality in the labor market would prevent this process.*

**Research design, approach, and method:**

*Based on the theoretical relationship between empowering and protecting female workers, gender equality, and sustainable development goals, the gender-based approach is engaged to provide suggestions against the problem statement of inequality in Vietnam's labor market. Specifically, since gender equality and sustainable development fall within human security topics, this research employs the recommendations of the Human Security Commission to address the appropriate approach to advancing gender equality and sustainable development in the labor market.*

**Main findings:**

*The gender gap in Vietnam's Labor market remains, although the new Labor Law is updated with innovative provisions about protecting and empowering female workers. Therefore, this problem prevents achieving sustainable development provided a new approach is engaged in the current provisions.*

**Practical/managerial implications:**

*The recommendations aim to provide a critical view of the new approach to gender equality and the accountability of businesses toward this issue.*

**Keywords**: Gender equality, labor law, employment, women's participation.

## 1. INTRODUCTION

Although women comprise half of the global population, their engagement and participation in economic activities and the workforce are challenged (SNV, 2017). In many countries, women often remain an underused resource and their participation constitutes the minority in the actual workforce. Even when women have paid jobs, they tend to work with relatively low earnings, poor working conditions, and limited career prospects compared to their male counterparts (Bertay, Dordevic, & Sever, 2020, p. 3). This situation generally widens the gap of gender inequality, prevents the process of social development, and thus further enhances stereotypes about the gender role of women, who are often labeled as home carers. To change this status, implementing laws and policies that remove labor market inequality is critical in supporting women to develop their potential and shortening the gender gap in economic activities (Elborgh-Woytek et al., 2013).

This situation raises the question of how those laws and policies can secure gender equality in the workplace. This topic is even more critical when the gender equality required is substantive rather than formal equality. Moreover, the results of practically applying these legal instruments can impact achieving the national sustainable goals. Accordingly, the latest Vietnam 2019 Labour Code shows specific important updates about gender equality, which illustrates the approach of Vietnam's labor legislation toward international standards (ILO, 2021a). Within the context that equality between male and female workers is one of the chronicle topics in the law-making process, the current Vietnam labor code can be regarded as a success in this matter since it witnessed a significant improvement in balancing the gender issues (Social Committee of the Vietnam General Assembly, 2019).

Despite these improvements, gender inequality in the workforce and labor market remains a prominent problem which can be justified by some practical figures. Accordingly, although the participation of Vietnamese women in the workforce is higher compared to other countries in the region and the world (70.9% of Vietnam's working-age women participated in the workforce in 2019, while the corresponding rate at the global level is 47.2%, and the rate in Asia and the Pacific is even lower, at 43.9%), and the gender gap in the labor force between men and women remains low at 9.5% points over the past decade (this percentage point is averagely at 32% across the Asia-Pacific region for the same period) (Barcucci, Cole, & Gammarano., 2021, p. 2), gender inequality in the employment sector does exist in the Vietnam Labor market. This inequality can be seen not only through the lower participation rate of women in the workforce than men but also through the job quality and the lower payment women get for the same job taken by male workers (Barcucci et al., 2021, p. 3).

This situation implies that the specific provisions about gender equality and the current Labor Code's general approach require review and change. With this in mind, this research argues that since socio-economic sustainable development relies significantly on gender equality in the workforce, laws and policies empowering female workers thus serve as a tool to facilitate equality and achieve sustainable development. Some critiques on the current approach of the Vietnam Labour Law are therefore provided with suggestions for enhancing female participation in the employment sector.

## 2. THEORETICAL FRAMEWORK

### 2.1 The relationship between gender equality and sustainable development

Gender equality requires equal enjoyment by

women and men of socially valued goods, opportunities, resources, and rewards (UNFPA, 2005). Therefore, gender equality is considered essential to achieving sustainable development (Leach, Mehta, & Prabhakaran, 2016). Following this, the concept of sustainable development had first been introduced in the well-known 1987 Brundtland report of "*Our Common Future*", which has been realized widely since then as "… development that meets the needs of the present without compromising the ability of future generations to meet their own needs…" (UN, 1987). Later, sustainable development became the name of the U.N. universal call to action to end poverty, protect the planet, and ensure that by 2030, all people will enjoy peace and prosperity. This program is also commonly known as the 2030 Agenda for Sustainable Development. So far, 193 UN member countries have committed to implementing this Agenda with 17 Sustainable Development Goals (SDG). These SDGs are specified into 169 specific targets and 232 unique indicators, which must be completed in 2030 (UN, 2022). In 17 SGDs, gender equality and empowering women are acknowledged as essential instruments to facilitate sustainable development, so these are placed in an independent goal (SDG 5) (UN, 2022). On a broader scale, gender equality affairs are also engaged in other pursuits, so therefore, it is often regarded as a key to implementing each goal among 17 SGDs. Hence, there is a solid relationship between sustainable development and gender equality, and the significant role of gender equality in the sustainable development of any society is acknowledged (Leach et al., 2016, p. 6). Advancing gender equality in any sector will contribute to the achievement of sustainable development. On the other hand, sustainable development cannot be promoted without the availability of gender equality.

## 2.2 Gender equality and empowering women in the labor market

Gender equality is defined as a situation where '… all human beings are free to develop their abilities and make choices without the limitations set by strict gender roles that the different aspirations and needs of women and men are considered, valued and favored equally' (Holzner, Neuhold, & Weiss-Gänger, 2010). Equality between men and women can be promoted by identifying and redressing power imbalances and giving women more autonomy to manage their lives, particularly in economic sectors. However, women are often considered victims of gender-based abuse due to the 'gender' concept (Saksena, 2007, p. 488). 'Gender' refers to the rules, norms, customs, and practices by which biological differences between males and females are translated into socially constructed differences between men and women, boys and girls so that the two genders are valued differently and are given unequal opportunities and life chances (Pryzgoda & Chrisler, 2000). Together with women's physical/biological disadvantages in daily life and laboring, the gender stereotype thus has formed hindrances and bared women in many aspects, particularly in economic activities, since they are often deemed as unfit to be at work. Therefore, male and female workers have unequal participation and access to job opportunities. Combating gender inequality in any aspect hence requires female worker protection from their disadvantages and entitles them to privileges for fair access to opportunities.

It is also affirmed that gender disparity is prevalent across the cultures of the world and that without serious steps to tackle it, sustainable development cannot be achieved (Stevens, 2010). Furthermore, UN Women (2014) rightly outlined that to create a just and sustainable world and to enhance women's roles

in sustaining their families and communities, achieving gender equality is paramount. On the other hand, if gender equality is not maintained, it will retard the country's development. These arguments showed that all the above-mentioned sustainable development goals can be achieved with the equal inclusion of women in all areas of development initiatives.

## 2.3 Advancing gender equality and empowering female worker by-laws

To overcome gender silences, fully engaging women in the labor market and breaking that gender stereotype requires a comprehensive gender-based approach in laws and policies (Hudson, 2005). Literature acknowledged that law is a powerful tool for challenging the status quo of gender inequality from any perspective since these instruments can create an essential framework empowering women to participate in economic sectors and advance gender equality. Despite the length and complexity of legislative processes, carefully designed, enforced, evaluated, and financed laws can be highly effective in advancing not just gender equality but also progress across the SDGs (Shanthosh, 2023). Therefore, further clarifying the role of laws and policies in advancing gender equality in employment seems unnecessary. Instead, the focus should be on how these legal provisions are regulated and what approach should be used for a sustainable labor market.

Since gender equality and sustainable development are within human rights topics, there is a reason to employ human security discourses to resolve gender equality and sustainable development problems. Accordingly, human security is a process that can and should be applied to enhance the implementation of all socially endorsed human rights and development goals (Human Security Unit, 2016, pp. 6-7). Therefore, the human security approach aims to advance gender equality and sustainable development. Based on the Human Security Commission's suggestion, protection and empowerment should be enshrined in laws to secure human security (Security, 2003, p. 113). Upon reflecting on this approach, employment laws and policies can advance gender equality while completing the following:

- First, female workers will be protected by distinctive considerations to compensate for the characteristics that disadvantage them compared to men. Protection refers to the norms, processes, and institutions that shield people from critical and pervasive threats. It implies a 'top-down' approach, and states are primarily responsible for implementing such a protective structure.

- Secondly, women will be empowered with special conditions to let them proactively engage, participate, and make decisions in all previously unavailable activities. In parallel with this, empowerment strategies enable people to develop their resilience to challenging conditions, which implies the 'bottom-up' approach. Empowerment aims at developing the capabilities of individuals and communities to make informed choices and to act on their behalf. In employment, women's empowerment refers to 'women's ability to make strategic life choices where that ability had been previously denied them' (Malhotra, Schulte, Patel, & Petesch, 2009). Empowerment is central to maintaining women's benefits at individual, household, community, and broader levels (Malhotra et al., 2009). It involves boosting women's status through literacy, education, training, and raising awareness (Lopez, 2013). From an economic perspective, women's empowerment is critical in acquiring gender equality (Sarfaraz, Faghih, & Majd, 2014). As Lagarde (Lagarde, 2013) states, complete and adequate workforce participation and decent work for all are keys to inclusive and sustainable economic growth. Empowering women to participate in any form of business is

thus essential not only in securing gender equality but also in contributing to economic growth (Kabeer & Natali, 2013, p. 14). These purposes sustainably enable social-economic development, which many countries have targeted in the modern age.

By engaging these strategies into employment law, female worker's protection and empowerment are mutually reinforcing. The protected female workers can exercise many choices. Moreover, when empowered, they also can avoid some risks and demand improvements in the protection system. Moreover, if we assert that women's protection and empowerment are essential to advance gender equality, these elements are thus indicators of sustainable development.

## 3. METHODOLOGY

This research was conducted using normative legal research methods involving law and regulation analysis. Apart from analyzing, synchronizing, and comparing laws, this study employs gender-based approaches to address the remaining problems in the current employment regulations regarding gender equality and then provide suggestive comments to arrive at research objectives. Specifically, based on the secondary data collected from official surveys and statute analysis, this study argues that gender inequality in the labor market does exist in Vietnam even though the new Labor Code did include some innovative provisions about gender equality issues. The suggestions will be provided based on reflecting on gender equality doctrines and women's empowerment.

## 4. DISCUSSION

### 4.1 Critique of Vietnam labor law

The latest Vietnam labor code showed specific essential updates, illustrating a closer approach to Vietnam labor legislation toward international standards (ILO, 2021a). New provisions of this law not only present substantial developments in regulating the working conditions of employees but further enhance the moral norms and values which have already been previously available. While equality between male and female workers is one of the chronic topics in the law-making process, the current Vietnam labor code can be regarded as a success in this matter since it witnessed a significant improvement in balancing the gender issues (Social Committee of the Vietnam General Assembly, 2019). Provisions stipulating gender equality issues are structured in a separate chapter rather than exclusive rights for female workers as expressed in the previous law (Dang, 2021, p. 5). In the past, equality in employment meant that the law provided special protection to women as compensation for their natural disadvantages while participating in the labor market (ILO, 07 March 2020). The new labor code demonstrates a shift in the lawmaker's approach from protection to empowerment. It can be seen, for example, in the provisions allowing women's rights to access job opportunities (See, e.g. Doan & Dang, 2023). Previously, the 2012 Labor Law defined a banned list of jobs that women cannot perform, which were:

*"Article 160. Work for which the employment of female employees is prohibited*

*1. Work harmful to child-bearing and parenting functions, as specified in the list of work issued by the Ministry of Labor, Invalids, and Social Affairs in coordination with the Ministry of Health.*

*2. Work that requires regular immersion in water.*

*3. Regular underground work in mines."*

This requirement is eliminated in the new law that female workers are free to choose any jobs they want, even if these jobs are regarded as harmful to their productive ability and motherhood after being informed about the

potential risks while undertaking (Assembly, 2019, Art. 142). Moreover, the gap in retirement age between males and females is also shortened, as well as other provisions about working conditions; sexual harassment is also updated in line with international standards (ILO, 07 March 2020).

From an overall perspective, this change has demonstrated some positive effects on the labor market with the high participation of women in the country's labor force (Barcucci et al., 2021). However, this high level of female participation in economic activities is often mistaken as a good signal about gender inequality in the country. When going far into the employment quality besides job access, ILO's report showed that women in Vietnam carry a disproportionate double burden, and they face multiple and persistent inequalities: one to perform their best at the workplace, one to ensure they are good mothers in the family sphere. Women are, on average, found in lower-quality employment and overrepresented in vulnerable employment, particularly in contributing to family work. They tend to earn less than men despite comparable working hours and the progressive elimination of gender gaps in educational achievement (Barcucci et al., 2021). The main reason for this inequality is due to stereotypes and social norms imposed on women. Specifically, women's position in the labor market is primarily affected by socio-economic disadvantages caused by gender-based discrimination. Vietnamese women often have less access to productive resources, education, skills development, and labor market opportunities than men. This is because society assigns a lower status and most of the unpaid care work to Vietnamese women and expects them to engage in productive work in subsistence agriculture and the market economy (ILO, 2021b). On the other hand, while women spend much more time caring for

the family, very few men support them, and nearly 20 percent of men report they do not spend any time in household activities. This inequality in distributing domestic responsibilities thus limits the working capability and prevents women from participating in the workforce. The gender gap has thus chronically remained in the employment issues in Vietnam.

As presented, there is an adaption of protection and empowerment strategies in the current labor laws. This implication demonstrates a good effect on shortening inequality, as we can see with the high level of female participation in the workforce. However, to what extent this adaption resolves inequality remains some question. The new Labor Code remains provisions limiting female workers. Moreover, the traditional ideology and norms about women or mothers exist in many people in society. These cause impacts on the social or economic behaviors of not only women themselves but numerous individuals in society, which can be seen through the double burden that female workers are handling. Consequently, the true meaning of equality needs a transformative approach to deliver more substantive results against inequality in employment.

**4.2 Suggestions for changes**

The current context of gender inequality in employment does exist, which requires a review of the effectiveness of the legal provisions governing these issues in labor law. Additionally, the 2021-2030 strategic program of Vietnam calls for shortening the gender perspective in all political, economic, and social dimensions of people's lives. If this program is successful, a process of changing and eliminating traditional concepts about gender inequalities must be initiated. Whenever Vietnamese women are regarded as the natural home safeguard, gender inequalities in

employment still exist. Similarly, the sustainability of the labor market needs to be secured.

Based on the protection and empowerment approach as presented previously, it is critically suggested that Labor laws or any employment policies should take into account these suggestions:

- First, equality should not be translated mechanically due to gender disadvantages, so women need exceptional legal provisions to compensate for these disadvantages compared to men. It is not appropriate when we think that these restrictions in-laws are to protect female workers' health, but this creates the opposite effects when even enhancing the double burden of women. In this case, they are in a challenging situation when they should take care of their family while accepting to do any job, including illegal or low-paid jobs. Instead, this concept should be understood as the freedom to choose, which means that women are free to choose what they want to do without any restriction for any reason. Indeed, this approach has already been demonstrated in the 2019 Labor Code via some provisions, but not comprehensive, which can be seen by the gap in retirement age between males and females is an example. This provision intends to free women from their dual burdens by requesting them to exit the labor market earlier than men. However, this regulation thence restricted female worker' participation in the labor market and their opportunities to work. Moreover, this approach further limits women's choices by constraining their ability to participate in any economic activity. Besides the freedom to choose, policy should address the burden by encouraging the reallocation of these responsibilities between women and men. Without the freedom to choose in law, Vietnamese female workers are still restricted from accessing employment opportunities.

Secondly, the social construction and ideology about the role of women in Eastern countries like Vietnam are an explicit obstacle to gender equality in employment. Although the laws and available mechanisms show effort in overcoming this social normative barrier, the result has remained ambiguous. In this situation, legal provisions should empower female workers, which allow them to promote their sense of self-worth, ability to determine their own choices, and right to influence social change for themselves and others. However, while the current legal provisions are available and it is obvious that all these provisions are "good" for enhancing gender equality, how can we evaluate the effectiveness of these provisions in practice for realizing the shortcomings and thus redressing the remaining problems? Furthermore, the enterprise community is crucial in empowering female workers since they are a party in the employment relationship (Kabeer, 2012). Their attitude, awareness, and compliance with the laws are essential in deciding if gender equality in the workforce is achieved. Therefore, it requires a reporting mechanism for two purposes: 1) acknowledging the practical effectiveness of legal provisions about gender equality for adjustment and improvement and 2) securing legal compliance and accountability and considering businesses' feedback toward female worker issues. Therefore, enacting the enterprise community's accountability requirements is significant in securing gender equality.

In 2010, U.N. Women and U.N. Global Compacts suggested Women's Empowerment Principles (WEPS) to facilitate gender equality in the workplace, the market, and society (UN Women, 2022), and this is an essential tool in evaluating the contribution of enterprise communities to gender equality in line with the U.N. 2030 Agenda and Indicators for

Sustainable Development Goals. WEPs provide policymakers and government regulators with a framework to develop clear regulations and guidance on corporate sector gender equality reporting and accountability. Completing the reporting mechanism on gender equality will act as a driving force to promote action towards gender equality in the business sector. It can create a substantial change in society regarding gender equality. Policymakers and state regulators can use these indicators and tools to guide establishing a more transparent, public, and consistent monitoring and reporting system with indicators of gender equality being standardized. These principles include:

- Principle 1: Establish high-level corporate leadership for gender equality;

- Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination;

- Principle 3: Ensure the health, safety, and well-being of all women and men workers;

- Principle 4: Promote education, training, and professional development for women;

- Principle 5: Implement enterprise development, supply chain, and marketing practices that empower women;

- Principle 6: Promote equality through community initiatives and advocacy;

- Principle 7: Measure and publicly report on progress to achieve gender equality.

Therefore, it is suggested that a reporting mechanism about gender equality in employment should be required by law. In this line, the WEPs will be engaged as a guide of what and how the enterprise report will focus on. Based on this reported information, laws, policies, or strategies to eliminate discrimination and empower female workers will be improved toward the sustainability.

## 5. CONCLUSION

Gender inequality is a common and persistent problem in any society and from any socio-economic perspective. This problem prevents countries from achieving sustainable development goals, and therefore, advancing gender equality means facilitating sustainable development. By drawing out the relationship between sustainable development, gender equality, and empowerment of female workers, this study identified that the Vietnam Labor Law demonstrates ineffectiveness in advancing substantive gender equality. However, this law is characterized by many updated provisions. This has resulted in the disadvantages of female workers while participating in the labor market, negatively impacting its sustainability. Within the limitation of this study, some suggestions are shown to mitigate this situation, including enhancing the autonomy of female workers in accessing job opportunities and the business accountability toward gender equality issues. However, the pathway to substantive gender equality in Vietnam's employment market does require more by resolving these questions: First, are current legal provisions robust enough to break the traditional concept of women's role? Second, if the traditional approach in laws about gender equality is workable when the gender equality provisions enhance the burden on employers when they employ female workers. The feminist approach has failed to explain this because the more favors, rights, and interests for female workers required by laws, the lower access to employment opportunities they may have. These questions give rise to the potential for future research on a further transformative approach in the Vietnam Labor Law in securing gender equality.

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# CHARACTERISTICS OF TRANSFORMATIVE INNOVATION POLICY AND IMPLICATIONS FOR STAKEHOLDER ENGAGEMENT IN SCIENCE TECHNOLOGY AND INNOVATION POLICYMAKING PROCESS FOR SUSTAINABLE DEVELOPMENT

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## Abstract

*The reality of countries around the world and in Vietnam in recent years shows that STI is facing and adapting effectively to the unstable world, many new risks such as environmental incidents, pandemics, overload and imbalance in the health system, etc.*

*This paper seeks to promote insights for studies on the characteristics of transformative innovation policy, as well as the roles of stakeholders in policy making process*

*Therefore, can initially enhance the co-evolutionary transformation of current STI policy in Vienam towards climate resilience and green development.*

## Research purpose:

*The article aims to contribute to the development of the application of new policy paradigm to science technology and innovation (STI) policy development in order to improve innovation capacity and cooperation among stakeholders, minimizing socio-technical constraints, promoting resilience and prevention against risks, uncertainties and lack of knowledge, recommending that following a new policy paradigm, STI policy makers in Vietnam expand the participation of stakeholders in policy development towards sustainable development goals.*

## Research motivation:

*STI plays a leading role in the development of the world and STI policy has become a concern for governments as an engine of growth and development. The reality of countries around the world and in Vietnam in recent years shows that STI is facing and adapting effectively to the unstable world, many new risks such as environmental incidents, pandemics, overload and imbalance in the health system, etc.. This process fundamentally changes government's relationships with key stakeholders and requires a transformation in the design and formulation of policies. In this context, in recent years, policy researchers have become increasingly interested in a new paradigm in STI policy development capable of strengthening innovation capacity and coordination among stakeholders, promoting resilience and risk prevention, uncertainty and lack of knowledge. The policy is called the Transformative Innovation Policy (TIP). TIP emphasizes that to address broader societal challenges, more stakeholder engagement is required, the emergence of new actors such as civil society and economic regulators, and a shift in focus away from government agencies.*

## Research design, approach, and method:

*With the aim of analyzing the implications of the TIP paradigm to mobilizing stakeholders in Vietnam's STI policy process, the article focuses on answering two questions. First, according to*

*TIP, what are the characteristics of stakeholder participation in the STI policy process? Second, how does this characteristic suggest the mobilization of stakeholders in Vietnam's STI policy process in the current context. To achieve this objective, this study performs a systematic literature review and content analysis of 30 papers on the characteristics of TIP, focusing on analyzing perspectives on stakeholder participation in the policy process in the context of transformation change; point out the requirements of the new context for stakeholder participation in the STI policy process, thereby suggesting the need to expand stakeholder participation in Vietnam's S&T policy process.*

**Main findings:**

*The main results of the research show that: Firstly, compared to previous generations of policies, TIP differs in 02 points: (i) policy objectives are expanded, clearly oriented, to solve major challenges such as society, environment, promoting inclusive growth and thus to develop economy; (ii) involve more stakeholders, both national and international, in the stages of the policymaking process on the basis of principles of experimentation, learning, reflexivity, and reversibility in policy formulation. Secondly, These characteristics suggests the broader mobilization of stakeholders in Vietnam's STI policymaking process for sustainable development. The new context requires adjustment of STI policies need to be coordinated more effectively; requires political commitment, leadership skills and collaboration from policymakers and other actors in the innovation system.*

**Practical/managerial implications:**

*This paper seeks to promote insights for studies on the characteristics of transformative innovation policy, as well as the roles of stakeholders in policy making process with the expectation that the review can initially enhance the co-evolutionary transformation of current STI policy in Vienam towards climate resilience and green development.*

**Keywords**: Science Technology and Innovation, Transformative Innovation Policy, Stakeholder Engagement.

## 1. INTRODUCTION

STI play a leading role in the development of the world, especially after World War II, STI policy has become a concern for governments as an engine of growth and development. The reality of countries around the world and in Vietnam in recent years shows that STI is facing and adapting effectively to the unstable world, many new risks such as environmental incidents, pandemics, overload and imbalance in the health system, health protection. This process fundamentally changes government's relationships with key stakeholders and requires a transformation in the design and formulation of policies (OECD, 2019).

In this context, in recent years, STI policy researchers have become increasingly interested in new approaches in STI policy development capable of strengthening innovation capacity and coordination among stakeholders, promoting resilience and prevention of risks, uncertainty and lack of knowledge. The policy is called the Transformative Innovation Policy (TIP).

The TIP approach emphasizes that to address broader societal challenges, more stakeholder engagement is required (Diercks et al., 2019; Steward, 2012), emerging new actors such as civil society and economic regulators and shifting the focus away from government agencies (Schot and Steinmueller, 2018).

With the aim of analyzing the contents of the TIP approach to mobilizing stakeholders in Vietnam's STI policymaking process, the article focuses on answering two questions. First, according to TIP, what are the characteristics of stakeholder participation in the STI policymaking process? Second, how does this characteristic suggest the mobilization of stakeholders in Vietnam's STI policymaking process in the current context. To answer these questions, the author overviews some theoretical issues about the characteristics of TIP, focusing on analyzing perspectives on stakeholder participation in the policymaking process in the context of change; points out the requirements of the new context for stakeholder participation in the STI policymaking process, thereby suggesting the need to expand stakeholder participation in Vietnam's STI policy process for sustainable development.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. TIP concept

To overview the theoretical aspects of TIP on the basis of comparing this policy generation with existing policy generations, the research team begins by overviewing the concept and specificity of the two existing policy generations, the first policy generation and the second policy generation (Figure 1).
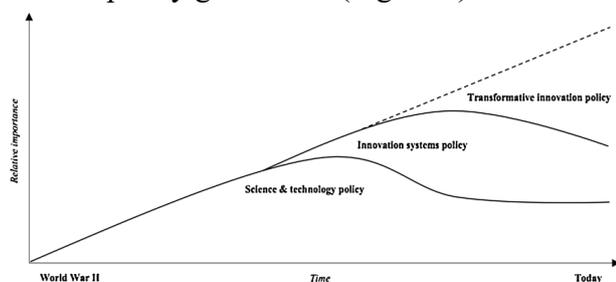


**Figure 1** STI policy generations
*Source: Gassler et al., 2007*

Science and technology (S&T) policies were formed from historical contexts (Schot and Steinmueller, 2018) and began to be addressed directly in the 1960s as means to enhance the competitiveness of economies. Stemming from the linear model of push science, S&T policies have become more complex over the years. So far, S&T policy has undergone three generations: First policy generation - S&T policy; Second policy generation-Innovation systems policy; Third Generation Policy-TIP.

**The first generation** of so-called S&T policy began alongside the institutionalization of government support for science and research and development (R&D) after World War II on the assumption that this would contribute to growth and address market failures that led to below-threshold investment for R&D.

**The second generation** also known as innovation system policy emerged in the 1980s and emphasized the competitiveness shaped by the national innovation system for knowledge creation and commercialization. This policy generation aims to make better use of the knowledge generated from the research sector, supporting commercialization and bridging the gap between invention and application; emphasizes different forms of learning, including learning through use, production and interaction, links between different actors (Lundvall, 1992), the ability to absorb and form corporate capacities, and entrepreneurship. The reason for the need for government intervention is a system error due to the lack of links between components in the innovation system.

**The third generation** is set in the context that STI policy makers are facing STI policy pressures not only to serve economic growth and competitiveness but also to address contemporary challenges such as global environmental change, growing inequality and the post-COVID-19 health, economic, and social crisis. Traditional S&T policies are no longer relevant to address environmental and social sustainability (Edler and Fagerberg 2017; Boon and Edler 2018; Borŕas and Laatsit 2019)

and transformative innovation policy aimed at addressing this mismatch (Steward 2012; Weber and Rohracher 2012; Schot and Steinmueller 2018; Diercks et al. 2019; Grillitsch et al. 2019). Weber and Rohracher (2012) argue that this new generation of policies will address the failures that hinder STI policies from addressing the major challenges which are lack of direction, misdirection demand articulation, and lack of policy coordination.

Research on TIP based on a combination of research on innovation policy by Diercks et al., 2019; Fagerberg, 2018; Giuliani, 2018; Soete, 2019) the study of transformation (Kivimaa & Kern, 2016; Kuhlmann & Rip, 2018; Raven & Walrave, 2018; Schot & Steinmueller, 2018; Weber & Rohracher, 2012) and studies on mission-oriented innovation policy (Foray, 2018b; Mazzucato, 2018).

TIP is an emerging policy model, born after but not completely replacing previous STI policy models (Steward, 2012, p. 331, (Diercks, Larsen, & Steward, 2019), TIP is referred to by different names as transformative innovation policy, transitions-oriented innovation policy, etc. However, they all share the same content of considering environmental and social challenges as a central component of policy. This generation of policies raises the issue that social-technical systems that meet the basic needs of life such as energy, transport, food, water and communication need a fundamental change to become truly sustainable and this also affects the direction of innovation. in other words, social and political choices need to be integrated into technological choices (Schot, 2018).

On a broader scale, the articles on the definition of TIP agree that transformative innovation policy has its peculiarities compared to previous generations of policies as directional (addressing major social challenges), the more

active role of the state (e.g., new requirements for a government-oriented and coordinated role), and the involvement of more stakeholders in the policy-making process (Haddad et al., 2019). This implies that economic, environmental, and social objectives are interrelated and have to be considered together (Crespi, 2016). Moreover, it also calls for an inclusive concept of growth, which acknowledges that both the risks and rewards of innovation and economic growth should be distributed fairly in society (Mazzucato, 2016). The TIP literature also emphasises that innovation does not always bring good outcomes and that many of the societal challenges faced today are a direct or indirect result of past innovations (Alkemade et al., 2011; Amanatidou et al., 2014; Diercks et al., 2019; Foxon and Pearson, 2008; Soete, 2019; Steward, 2012). Hence, one of the biggest challenges related to the notion of Grand challenges is the need to reconcile the perception of the innovation process in terms of what should be included, i.e. how narrowly or broadly it should be defined (Diercks, 2018; Diercks et al., 2019). This reconciliation process is of course a system-wide process, but as Diercks (2018) exemplifies it also includes specific organisations, such as the OECD, which have the capacity to influence the policy debate.

Thus, compared to the existing policy generations, the transformative innovation policy has 5 differences: (i) the policy objectives are expanded, not only to solve economic problems but also to solve other major challenges such as society, environment, promote inclusive growth; (ii) directionality, not only towards economic progress and raising the country's technological level but also towards addressing the country's major challenges with the participation of many stakeholders; (iii) multi-faceted policy intervention; (iv) the involvement of more stakeholders, including multiple actors and global networks; (v) a broader governance

approach, which emphasizes experimentation, learning, reflexivity, and reversibility in policy formulation (Meta governance approach).

## 2.2. Objectives of TIP

Beginning with grand challenges and inclusive growth, TIP opens up the policy agenda and brings a broader understanding of societal goals. In this way, there is a shift in relation to *policy objectives* from previous approaches of innovation policy and TIP. Diercks et al. (2019) argue that previous approaches focus either on a purely economic agenda, which views innovation as being essentially good as it leads to economic competitiveness and growth or on a narrow view of the societal agenda, which is motivated mainly by national strategic priorities (e.g. national security). As described in Section 2.1, most authors point out that the ultimate aim of TIP is to address societal problems or grand challenges, such as those highlighted in the Paris Agreement and the Sustainable Development Goals (SDGs) (Alkemade et al., 2011; Amanatidou et al., 2014; Cagnin et al., 2012; Diercks et al., 2019; Grillitsch et al., 2019; Kattel and Mazzucato, 2018; Kuhlmann and Rip, 2018; Mazzucato, 2018; Robinson and Mazzucato, 2019; Schot and Steinmueller, 2018; Steward, 2012; Weber and Rohracher, 2012). This implies that economic, environmental, and social objectives are interrelated and have to be considered together (Crespi, 2016).

Moreover, it also calls for an inclusive concept of growth, which acknowledges that both the risks and rewards of innovation and economic growth should be distributed fairly in society (Mazzucato, 2016). The TIP literature also emphasises that innovation does not always bring good outcomes and that many of the societal challenges faced today are a direct or indirect result of past innovations (Alkemade et al., 2011; Amanatidou et al., 2014; Diercks et al., 2019; Foxon and Pearson, 2008; Soete,

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## 2.3. Role of stakeholders in the TIP policymaking process

There are many variations of the policy cycle model in the literature (Cairney, 2012). We have opted for a six-stage model, which integrates insights from two main sources: Howlett and Giest (2013) and Cairney (2012). In the following, we first define each step and then discuss the TIP literature's understanding of how the step and stakeholder involvement in the process is different in TIP (as compared with previous policy generations).

The stages are depicted in Figure 2 and can be described as the following:

- Agenda setting: identification of problems that deserve the attention of policymakers;
- Policy design: formulation and selection of solutions to the problems raised in the previous stage, considering their feasibility and effects;
- Legitimation: policymakers decide on a course of action and ensure it has support;
- Implementation: the decision is put into effect and carried out as previously planned;
- Monitoring and evaluation: while monitoring provides information on the observed outcomes of the policy, evaluation assesses the value of observed and expected outcomes;
- Policy learning: this last stage could lead then to the reformulation of

problems and solutions based on policy monitoring and evaluation and hence lead to the restart of the cycle.
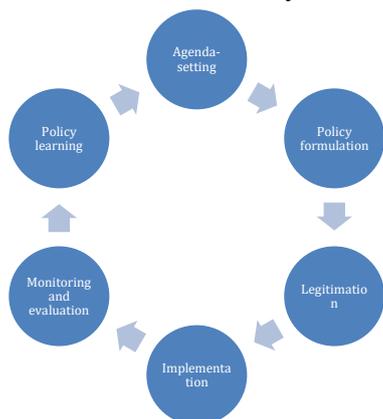


**Figure 2:** The generic policy cycle
*Source: Adapted from Cairney (2012) and M. Howlett and Giest (2013).*

Schot et al. (2018) suggest that if the first-generation policy has the participation of the government, research institutions, and academia, then in the second-generation policy, there is the interaction of more stakeholders than the State, research institutions, scientists, businesses. In the third generation of policy, besides stakeholders as in the second generation of policy, the role of social organizations, international organizations and people is added.

There are differences in the role of stakeholders in the process of developing transformative innovation policies and the generations of policies already in place.

**Agenda-setting**

With the peculiarity of directionality, at this stage the role of stakeholders has expanded. In agenda setting, actors play an important role as assemblers and re-assemblers of socio-technical configurations, which opens up the possibility for new constellations of actors to emerge and shifts the focus away from government agencies and "triple helix" constellations to a diversity of "social" partners, such as public authorities, civil society and economic operators (Schot and Steinmueller, 2018). Moreover, Grillitsch et al. (2019) argue that global actor networks, i.e.

governmental organisations, transnational cooperation, states and civil society, have an important role to play. Some authors also acknowledge the need for new modes of governance that are able to involve multiple actors in the policymaking process while considering a democratic and transparent process (Cagnin et al., 2012; Fagerberg, 2018; Kuhlmann and Rip, 2018). From other policy generation's point of view, the involvement of multiple actors from different disciplines, industries and types of partnerships is motivated mainly in a later stage, when solutions to identified missions are to be found, although there is also a need to share risks and rewards between the public and private sectors in the design phase (Mazzucato, 2018). The transition-oriented policy literature puts more emphasis on selecting participants reflecting a diversity of stakeholder opinions and opening up for public debates, negotiations and conflicts over alternative pathways (Schot and Steinmueller, 2018).

**Policy formulation**

Policy formulation requires knowledge about the expected consequences of different instruments as well as value judgements regarding the utility of different possible outcomes (Dunn, 2008). It is a juncture point where agendas are developed into actionable proposals. The existing literature recognizes the strength of various types of governmental actors to participate in the formulation process. Steward (2012), for example, argues that regional actors play a key role since they are practice-oriented, quick to experiment and learn from various policy experiments. Similarly, Edquist and Zabala-Iturriagagoitia (2012) argue that certain types of public procurement for innovation might be more effective at a local level.

As a consequence, the capacity of different types of government actors to participate in policy formulation processes becomes a salient feature in the literature. For example, Fagerberg

(2018, p. 1570) argues that "it is vital that the autonomy of government is retained through appropriate policy design" and Schot and Steinmueller (2018, p. 1565) argue that there is a need to increase the capacity of policy in the formulation phases since there may be "incompatibility between the framings which policy actors will have to navigate." Kattel and Mazzucato (2018), Janssen (2019) and Kuhlmann and Rip (2018) all stress the importance of policy having domain knowledge and analytical capacity. Compared with designing single, "technology-neutral" instruments, TIP requires policymakers to have deep knowledge about the context in which they operate (Foxon and Pearson, 2008; Kattel and Mazzucato, 2018). Another challenge is to find the right "granularity" of policy, which needs to be more refined than targeting sectors but coarser than individual entities (Foray, 2018a). This is also stressed by Kivimaa and Virkamaki (2014)¨, who argue that coherent policy mixes need to be created in relation to selected technology-specific niches rather than the system as a whole.

Finally, since policy tends to have very limited foresight, it is also argued that evaluation and learning must be built-in already in the formulation phase so that individual policies can be adapted along the way (Amanatidou et al., 2014; Hoppmann et al., 2014; Steward, 2012). A clear gap which we identify is that the role of stakeholders in assessment and learning at this stage has not been discussed in existing studies.

## Legitimation

In the legitimation stage, policymakers make sure that the chosen course of action has support among relevant stakeholders, for example through consultations with legal experts, interest groups or the general public (Cairney, 2012). Schot and Steinmueller (2018), Mazzucato (2018), Kuhlmann and Rip (2018) suggest that legitimacy for transformative innovation policies is created through a broad stakeholder involvement where

the relevant actor groups in society are activated and motivated to contribute to the transitions agenda. In the view of Kuhlmann and Rip (2018) and Schot and Steinmueller (2018), the basis for the legitimation process is experimentation and learning, where it is argued that explicit learning platforms may have to be created for increasing the legitimacy of actions directed towards addressing Grand Challenges.

It is furthermore argued that a next generation of innovation policy cannot just be considered in its own right, as another game between policy actors and policy subjects" (Kuhlmann and Rip, 2018, p. 450). From this perspective, legitimacy is, thus, an embedded property in governance processes and where the creation of legitimacy takes activation of stakeholders with a clear transition agenda rather than existing regime actors. Although mentioned as important, the literature gives few clues as to how stakeholders participate in designing legitimacy in practice, i.e. "learning platforms".

## Implementation

Linked to what was previously discussed about new governance modes and institutional settings, many challenges also emerge when involving "multiple actors" in the implementation of transformative policy. First, studies of the implementation and outcomes of transformative-oriented policy programs and initiatives show that stakeholder enrolment and motivation require policymakers to act as brokers between different stakeholders, to initiate dialogue and joint activities, build trust and align interests, and encourage collaboration (Bugge et al., 2017; Grillitsch et al., 2019; Mazzucato, 2018). However, Grillitsch et al. (2019) observe that while network power can facilitate this process, "dealing with institutional change will often go beyond the competencies of programme managers and participants" (p. 1058). Moreover, changing misaligned institutions to enable implementation (e.g. stimulate market formation)

might not be within the scope or latitude of a specific program or the implementing agency (Berkhout and Westerhoff, 2013; Coenen et al., 2015b). Russell and Smorodinskaya (2018) also argue that path dependencies remaining from established hierarchical connections pose a challenge to restructuring domestic institutional contexts to better align with global transformation processes. Institutional change can also involve conflict as well as power struggles and, thus, is not always successful (Grillitsch et al., 2019; Schot and Steinmueller, 2018; Weber and Rohracher, 2012). This leads, then, to a second challenge related to this theme: the risk of conflicts of interest and power struggles.

The third challenge is related to the lack of stakeholder involvement. Grillitsch et al. (2019) point out that, usually, the variety of stakeholders participating in a program decreases substantially during the implementation stage. Accordingly, a lack of stakeholder involvement can become a barrier to implementation (Bugge et al., 2017; Peng and Bai, 2018; Seong et al., 2016), especially when it comes to the engagement of different actors to promote institutional change directed towards the transformation, i.e. institutional entrepreneurship (Grillitsch et al., 2019). Moreover, the emphasis on self-organizing and networking might come at the expense of the strong leadership and guidance required for transition processes to be realized (Berkhout and Westerhoff, 2013; Bugge et al., 2017; Grillitsch et al., 2019; Janssen, 2019; Scordato et al., 2018). This can be partially addressed by identifying the diversity of opinions, bringing together contributions from different actors, and disclosing the politics behind the innovation process (Schot and Steinmueller, 2018). However, this is more easily said than done and more research needs to be developed to identify how stakeholder involvement should be brought together and sustained during the implementation stage of innovation policies for transformative change

(Grillitsch et al., 2019).

Finally, and adding to these previous challenges, weak leadership and conflicting interests can lead to difficulties in coordinating multiple actors in different levels of government. As stated by Grillitsch et al. (2019), "breadth of involvement of stakeholders groups (with potentially conflicting interests) may compromise actionability" (p. 1058). This also relates to the question of how much stakeholder involvement differs in different stages of the policy process. Moreover, Weber and Rohracher (2012) point out that a lack of vertical coordination, i.e. coordination between ministries and implementation agencies, can lead to a mismatch between strategic goals and the operational implementation of policies. Consequently, this can lead to an "implementation deficit", in which instruments are not implemented on a sufficient scale (Scordato et al., 2018).

**Monitoring and evaluation**

Monitoring and evaluation include both providing information on the observed results of the policy and assessing the value of those results (evaluation) (Dunn, 2008). The latter includes an assessment of whether the policy decision was correct, whether the implementation was appropriate and if the policy had the intended effect (Cairney, 2012).

There seems to be general agreement in the reviewed literature that the special character of transformative innovation translates into new challenges for policy evaluation – challenges that current evaluation practices are ill-suited to handle (Amanatidou et al., 2014; Grillitsch et al., 2019; Janssen, 2019; Magro and Wilson, 2018).

The reviewed literature clearly indicates that there is a need for new forms of organisation and governance of evaluation (Magro and Wilson, 2018; Mazzucato, 2018). Just as it is argued that policy formulation and implementation should become more inclusive (see Sections 4.2 and 4.4), the reviewed literature advocates a more open and

collective governance of policy evaluation to make evaluations relevant and useful. While this is not necessarily unique to transformative innovation policy evaluation (Amanatidou et al., 2014), suggestions range from addressing the needs of different stakeholders in evaluation to putting these stakeholders at the centre stage of evaluation processes and empowering them to govern and evaluate themselves (Amanatidou et al., 2014; Magro and Wilson, 2018; Weber and Rohracher, 2012).

Such broad and deep stakeholder participation involves new challenges for evaluators. Different stakeholders, within and outside of government, have different interests and as well as different stakes in policy. This means that there will be conflicts of interest of different kinds to manage – especially if the same stakeholders have been involved in designing and implementing the very same policies they are evaluating (Magro and Wilson, 2018). In addition, for stakeholder involvement to work there has to be trust, both between the evaluator and the stakeholders and between different stakeholders, in order for stakeholders to share sensitive information and commit to the evaluation process (Amanatidou et al., 2014; Magro and Wilson, 2018). This is also crucial for the legitimacy of the evaluation and its results (Magro and Wilson, 2018). However, for stakeholders to be able to commit and become engaged, they have to be empowered to do so, for example by training and facilitation of interactions (Magro and Wilson, 2018).

In addition, the reviewed literature stresses the role of policymakers and evaluators in building "strategic intelligence" about how desired transformations are progressing and the emergent effects of policy on them (Weber and Rohracher, 2012) and that evaluations should be conducted when there is a need for information (Amanatidou et al., 2014). According to several articles, this implies that formative evaluation in the form of repeated and timely monitoring should be

prioritized over summative evaluation, to allow for re-evaluation and adaptation of goals, strategies and policy instruments (Fagerberg, 2018; Janssen, 2019; Magro and Wilson, 2018; Mazzucato, 2018; Weber and Rohracher, 2012). Considering the longevity and uncertainty of transformative innovation, this is a prerequisite for a dynamic and flexible policy approach, where feedback is used to make adjustments throughout the policy process (Foray, 2018a; Foray, 2018b; Hoppmann et al., 2014; Mazzucato, 2018; Weber and Rohracher, 2012). This implies additional difficulties in attributing policy effects and can make it complicated to perform *ex-ante* evaluation, because of the high level of experimentation and risk and the limited capacity and foresight of policymakers (Foray, 2018a; Foray, 2018b; Hoppmann et al., 2014).

**Policy learning**

The last stage of the policy cycle is policy learning, which as described in the preceding section is intimately connected to monitoring and evaluation (Howlett and Giest, 2013). It could lead to a reformulation of problems and solutions and to specific policies being continued, modified or discontinued (Cairney, 2012; Howlett and Giest, 2013). In principle, this could be seen as the start of a new cycle, but although such a feedback loop is highly desirable it is often not realized (Howlett and Giest, 2013). The literature's perceptions focused on how policymakers can use the lessons they learned to improve individual policies or the policymaking process in general.

Some authors in the reviewed literature argue that a policymaker should not be seen as someone who can take an outsider perspective, but instead as deeply embedded in a collective sensemaking and learning process, which requires reflexive and adaptive arrangements involving multiple stakeholders (e.g. public consultations) (Weber and Rohracher, 2012). Nevertheless, though learning, in general, might be a shared purpose of all stakeholders, policy learning usually is not

(Magro and Wilson, 2018), which implicitly implies that it might be a challenge to get stakeholders to take responsibility for learning related to policymaking.

### 3. METHODOLOGY

Starting from the basic issues to distinguish the differences between policy generations including policy objectives, objects, policy scope, policy-making process, the role of stakeholders in policy-making, the research team selected two contents: policy objectives and the role of stakeholders in the policymaking process with the desire to find a relationship between them.

The keywords used to look up relevant documents are STI policy, transformational innovation policy, policy objectives, policy subjects, policy scope, policymaking process, stakeholder engagement in the policymaking process. The lookup documents are documents in the Elsevier Scopus catalogue from 2000 to October 2023. As a result, the team found 120 papers in journals such as Science Direct, Science and Public Policy, Environmental Innovation and Societal Transitions, Clean Technologies and Environmental Policy.

After a quick review of 120 articles, the team filtered out 70 articles that overviewed the theoretical issues of transformative innovation policy such as policy objectives, subjects, policy scope, policymaking process, and stakeholder engagement in the policymaking process. On the basis of 70 papers, the team further filtered the articles based on the following criteria: (1) articles aimed at a theoretical overview of the goals and roles of stakeholders in the transformational innovation policy-making process; (2) articles with recommendations to policymakers after a theoretical overview of the objectives and stakeholder engagement in the transformational innovation policymaking process; (3) articles in English or Vietnamese. Each member of the research team is responsible for reading some

of the articles and the whole team evaluates the articles based on the criteria given. As a result, the group eliminated 40 articles and only 30 analysed the relationship between the objectives of transformative innovation policy and stakeholder engagement in the policymaking process.
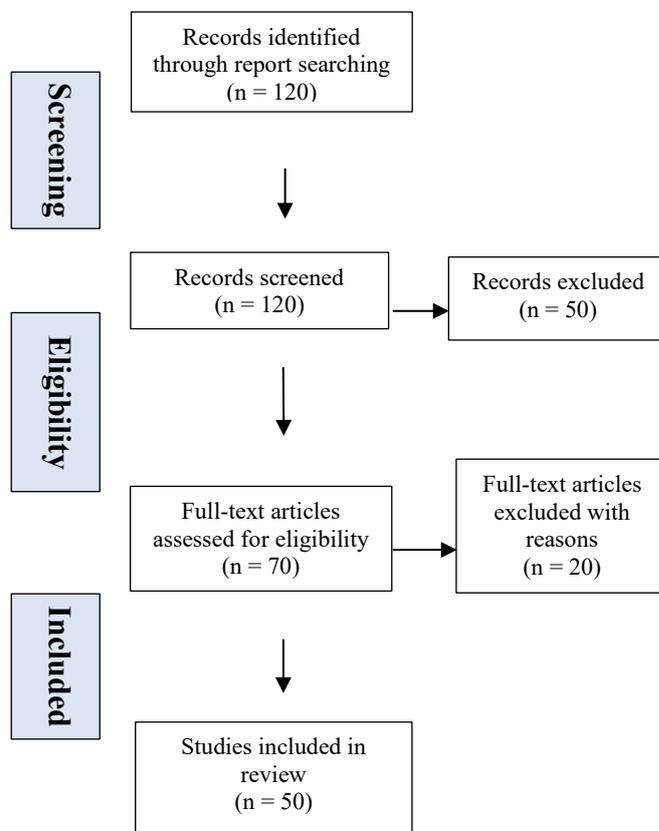


**Analytical approach**

The need to address societal challenges has given way to a novel policy paradigm (Kemp, 2011) and an emerging frame of innovation policy for transformative change (Schot and Steinmueller, 2018). This emerging policy paradigm can be seen as layered upon, but not fully replacing, the earlier policy paradigms of science and technology policy and innovation systems policy.

The proposed framework allows us to review the theoretical aspects of transformative innovation policy based on two core dimensions: (1) policy objectives and (2) an understanding of the roles of stakeholders in the policy cycle. A clear distinction

between these two dimensions is important, because the overview of theoretical issues in transformative innovation policy shows that the reports have reviewed the most basic theoretical issues of TIP to clarify the difference between TIP and the generations of policies that have existed including five contents: (i) An overview of definitions and descriptions of TIP to identify the main differences between TIP and previous generations of innovation policies, synthesizing the contributions of transformational innovation policy studies to policy-making (Haddad, 2022); (ii) the reason for the introduction of TIP (Schott and Steinmuller 2018, Steward 2012, Weber and Rohracher 2012; Schot and Steinmueller 2018; Diercks 2019; Grillitsch 2019); (iii) transformative innovation policymaking process (Cele, 2020, Haddad, 2022,...); (iv) characteristics of the innovation process in TIP (Diercks, 2019; Haddad, 2019;...).

However, practice shows that there exists a close relationship between policy objectives and the engagement of stakeholders in the policymaking process (Graham et al., 2011; Amy et al., 2015; Blok, 2014a; Chilvers, 2008; Delgado et al., 2010; Jackson et al., 2005; Owen and Goldberg, 2010) and therefore this content also needs a theoretical overview. This paper focuses on the theoretical overview of TIP on the basis of an approach to the content of innovation policy, thereby selecting a theoretical overview of the **policy objectives and the engagement of stakeholders in the policymaking process.**
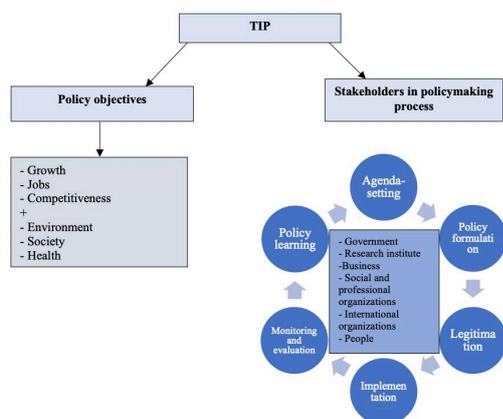


**Figure 3.** Analytical framework

# 4. RESULTS AND DISCUSSION

## 4.1. Characteristics of TIP paradigm

Studies have analyzed the characteristics of TIP from different angles. From an analytical perspective on the need to develop a new philosophy of policy, TIP has the following characteristics:

- **Reasons for new policy intervention:** STI has always contributed to socially important sectors, but the main reasons for policy intervention have so far been mainly related to economic competition.

- **New conditions for success:** The capabilities required to manage and succeed in the context of transformation may differ from what has happened in the history of STI policy (data, digital, new technologies, and multidisciplinarity are just one of the issues).

- **Speed requirements:** The green transition places time requirements on the STI system to contribute to the development and uptake of technologies that will accelerate the transition to a less carbon-intensive and polluting global economy.

The above characteristics lead to a change in the need for STI policy. Policy needs a quicker, more flexible response, input is required from many policy areas (tax, education, transport, etc.). A number of new tools can be leveraged to better equip STI policymakers in the context of transformation.

From another perspective, when analyzing the two basic contents of STI policy, namely policy subjects and the role of stakeholders in the policy-making process, researchers said that transformative innovation policy has the following characteristics:

- **Directionality**: The focus on addressing major challenges implies that transformative innovation policy has a clearer direction than most innovation policy frameworks. Thus, lack of direction is seen as a new reason for policy

intervention in transformation-oriented policy (Weber and Rohracher, 2012). The previous generation of policies focused on national progress missions (1st generation) and technological and national security arms races (2nd generation), while the third generation of policy – transformational innovation policies aimed at addressing major challenges, can go beyond the national scope and thus include effort at all levels of governance (Amanatidou et al., 2014).

Given the important role of guidance, TIP differs from other generations of policies in terms of how to define the direction and role of policy in setting that direction. The role of policy is described in terms of defining the category of "acceptable development pathways" in situations where there is little consensus on the necessary direction of transformation, i.e. failure of direction (Weber and Rohracher, 2012). New technologies and solutions are developed from the bottom up, although more top-down policy interventions may be needed to put pressure on existing institutions to create breakthroughs (Kivimaa and Kern, 2016; Steward, 2012).

**- Multi-stakeholder engagement and global networks:** The TIP approach emphasizes that to address broader societal challenges, more stakeholder engagement is required (Diercks et al., 2019; Steward, 2012). Kuhlmann and Rip (2018) point out that stakeholders play an important role in arranging and realigning social engineering configurations and this opens up the possibility of the emergence of new actors such as civil society and economic regulators and shifts the focus away from government agencies (Schot and Steinmueller, 2018). Furthermore, Grillitsch et al. (2019) argue that global agent networks, i.e. intergovernmental organizations, transnational cooperation, states, and civil society have an important role to play. Some authors also acknowledge the need for

new modes of governance that can involve multiple actors in the policy-making process and the need for a democratic and transparent policymaking process (Cagnin et al., 2012; Fagerberg, 2018; Kuhlmann and Rip, 2018).

Unlike mission-oriented innovation policy, transformational innovation policy emphasizes the selection of participants that reflects the diversity of stakeholder opinions and is open to public debate, negotiation and conflict on alternative paths (Schot and Steinmueller, 2018). Meanwhile, task-oriented policy argues that participants should be "selected" based on their willingness to participate in a particular mission (Mazzucato, 2018). From the point of view of mission-oriented policy, the involvement of multiple actors from different sectors, sectors and types of partnerships is promoted mainly in the later stage, when solutions to the identified tasks will be found, although it is also necessary to share risks and benefits between the public and private sectors in the period design segment (Mazzucato, 2018).

**- Multi-level** governance: When it comes to interventions in transformative innovation policy, efforts should be considered at all levels of governance, i.e. local, regional, national and international (Amanatidou et al., 2014; Steward, 2012). This has also been evident in recent programmes targeting major challenges, addressing levels other than local or national. Both streams are based on the concept of "tentative governance." According to Kuhlmann and Rip (2018), solving the major challenges associated with open tasks will be debated and will evolve over time. Therefore, there is a need for an integrated approach to governance, which is "temporary, flexible, supervisable, dynamic and open ... and includes experimentation, learning, reactivity, and the ability to turn things around" (Kuhlmann and Rip, 2018). This connects governance with

experimentation – the means to implement coordination in the sustainable transition. Furthermore, this implies that the inability to involve actors in the process of self-governance can lead to failure in their ability to react and reverse the situation (Weber and Rohracher, 2012). Furthermore, Schot and Steinmueller (2018) emphasize the importance of open coordination, which addresses the interaction between different policy areas (more specifically S&T policy, sectoral policy and other interdisciplinary areas (such as tax policy)) and policy levels in building pathways for transformational change.

### 4.2. Implications for stakeholder engagement in STI policymaking process for sustainable development

***More effective stakeholder coordination is needed***

The world is currently undergoing a period of profound transformation partly due to unsustainable ways of supplying food, energy, water, and health care and the inadequacy of the traditional approach that assumes that technological change will lead to positive changes in life (Schot and Kanger 2016). Governments and international organizations want S&T to address major social challenges and express this desire through the 17 Sustainable Development Goals of the United Nations.

The 17 SDGs are closely interconnected, so the approach to achieving each individual goal is no longer relevant, requiring a transition to an inclusive, inclusive approach. Addressing the complex cross-cutting issues of the Sustainable Development Goals, such as the water-energy-food goals' nexus, requires broader problem-thinking and effective multi-stakeholder coordination.

For developing countries, STI policies need to attract more innovation-related audiences, which can include businesses and entrepreneurs,

educational and research institutions, innovation financing organizations, socio-professional organizations, national and international donors, non-governmental organizations, as well as social enterprises and community organizations operating in the informal economy.

***Requires political commitment, leadership skills and collaboration from policymakers and other actors in the innovation system***

Attracting new actors and facilitating new strategic partnerships requires political commitment, leadership skills and collaboration from policymakers and other actors in the innovation system. Fostering S&T collaboration focusing on specific sustainability priorities may require coordinated action by ministries, departments and agencies, as well as other key actors in the innovation system.

Governments promote the implementation of the Sustainable Development Goals in many ways, governance approaches need to be diverse, relevant, innovative and adaptable, using science to support decision-making and developing early warning systems.

The government plays a major role in policy design and implementation and can only do so well if it coordinates with other key actors such as the private sector and civil society both domestically and internationally. Governments can participate in policy governance by shaping consumer preferences in favor of sustainable development.

Scientists can make evidence-based choices to act on, leveraging the latest technologies. To keep up with scientific advances, governments need to invest in knowledge systems – indicators, data, assessments and sharing platforms. Scientists and researchers play an important role in measuring real progress towards the SDGs, helping governments and other stakeholders evaluate and come up with solutions.

The focus on transformational innovation can create tensions between advocates for change and incumbents. Transformational innovation requires the capacity of policymakers and businesses,... to anticipate and manage potential conflicts.

As a general rule, fostering effective collaboration between policymakers and businesses should not lead to interference in the policy-making process of enterprises. Transformative changes often create winners and losers and require policymakers to be able to arbitrate so as not to impede innovation.

**4.3. Suggestions in mobilizing stakeholders' participation in the development of Vietnam's STI policies**

*The new context requires STI policies to be adjusted*

Guidelines, guidelines and policies for strong development of STI to create breakthroughs in productivity, quality, efficiency and competitiveness for rapid and sustainable socio-economic development have been affirmed in documents oriented to Vietnam's socio-economic development such as the 10-year socio-economic development strategy 2021-2030, Vietnam Strategy for Sustainable Development of the Marine Economy to 2030, Vision to 2045, Strategy for Sustainable Exploitation and Use of Natural Resources and Protection of the Marine Environment, National Strategy on Biodiversity, S&T Development Strategy to 2030, Decision No. 622/QD-TTg dated 10/05/2017 on the National Action Plan for the Implementation of the Agenda 2030 for sustainable development,... Thus, the key role of STI and STI policy in sustainable development has been affirmed.

The international context, the domestic context of politics, economy, technology, globalization… create opportunities to allow Vietnamese science and innovation to approach new achievements from outside, suggest new ways to solve new problems in order to strengthen STI capacity, make leaps and bounds to shorten the gap with previous countries. In addition, there will be fierce competition among countries in taking advantage of opportunities from the international context such as strategic competition, trade war, competition for resources, markets, technology and high-quality human resources. Developing countries such as Vietnam will face certain difficulties in realizing the Sustainable Development Goals, which require recognition, analysis and assessment of STI capacity, in which S&T policy plays an important role.

*Mobilizing the participation of many stakeholders in the development of STI policies*

Along with adjusting policy objectives, there should be participation and cooperation among many stakeholders with the ability to design, develop, test and implement innovation such as enterprises and entrepreneurs, educational and research institutions, innovation financing institutions, socio-professional organizations, national and international donors, non-governmental organizations, as well as social enterprises and community organizations operating in the informal economy.

Attracting new actors and facilitating new strategic partnerships requires political commitment, leadership skills, and collaboration from policymakers and other actors in the innovation system.

It is necessary to strengthen the role of the State in promoting the role of STI in service of implementing Vietnam's Sustainable Development Goals to 2030 (VSDGs). The role of the State in promoting the role of S&T to serve the implementation of VSDGs is reflected in the following aspects: (i) funding and supporting policies for STI activities; (ii) providing and supporting input resources such as finance, human resources, information and infrastructure; (iii) stakeholder engagement.

International experience and Vietnamese practice show that connecting stakeholders in the implementation of VSDGs is one of the important factors determining the success of the sustainable development process in Vietnam, the contribution of STI to the implementation of VSDGs.

Vietnam's diverse network of social organizations and the Vietnamese business community play an important role in the sustainable development process. The "bottom-up" approach combined with the "top-down" approach in policy planning and development, encouraging the participation of stakeholders in the consultation process when designing and developing programs and policies on S&T is essential in the coming time. Namely:

(1) Continue to maintain and enhance the effectiveness of agencies acting as "control centers" in sustainable development in Viet Nam in order to promote close coordination between relevant ministries and government agencies and to lead the comprehensive and effective implementation of measures related to health promotion, Innovation for sustainable development goals. The National Council for Sustainable Development and Competitiveness together with the Working Group on Sustainable Development, whose members are representatives of ministries and other stakeholders, should be more active in connecting and promoting this coordination, especially in: i) advising the Government on the VSDGs and the implementation of the VSDGs; ii) carry out monitoring and monitoring of the implementation of VSDGs; iii) propose measures to implement the VSDGs and conduct international dialogues on the implementation of the SDGs.

(2) Promote coordination among relevant parties, especially among ministries, sectors, enterprises, socio-political organizations, socio-professional organizations, people and

the international community in implementing sustainable development in order to make use of good capacity in creating technology as well as using available knowledge for sustainable development.

It is necessary to properly define the roles of stakeholders in the implementation of VSDGs so that their participation and contributions can be maximized. For example, the National Assembly as the legislature can ensure that the spirit of "leaving no one behind" of the National Action Plan for the implementation of the 2030 Agenda on Sustainable Development is embodied in the legal system and ensure their implementation in practice; promote gender equality, support to ensure the rights of the disadvantaged... The National Assembly also has an important role in budget allocation, securing the necessary resources to implement VSDGs.

Similarly, media agencies should actively participate by disseminating information about VSGs, good initiatives (as well as failures) in the process of implementing VSDGs, and creating channels for dialogue between the Government, policy-making agencies and people on the implementation of VSDGs.

In the process of implementing VSDGs, the business community and socio-political organizations, social organizations play a very important role. Enterprises are both partners participating in investment and direct beneficiaries through the implementation of VSDGs. Therefore, the business community needs to actively carry out activities such as limiting negative impacts from the production process on sustainable development; investing in green growth initiatives and projects; be socially responsible to the community and society.

(3) Building an open, collaborative and inclusive/inclusive knowledge economy by (a) consulting all stakeholders in the preparation

of S&T strategies, in particular to ensure that economic, social and environmental challenges are integrated (short-term); (b) committing to an open knowledge-sharing ecosystem to promote interdisciplinary S&T collaboration through virtual facilities and infrastructure for knowledge sharing; (c) adopt open and inclusive approaches to innovation by engaging diverse segments of participation, including women, the poor and the people.

(4) Strengthen international cooperation to promote financial and technical assistance and transfer for the implementation of the SDGs. In order to successfully implement the SDGs, the exchange, cooperation, experience sharing and technology transfer from countries with higher levels of scientific and technological development are very important for Vietnam. After more than 30 years of renovation and sustainable development, Vietnam has taken advantage of opportunities, overcome many difficulties and challenges, to achieve great achievements. Vietnam has joined the group of low-middle-income developing countries, continuing to maintain and strengthen a peaceful and stable environment and create more favorable conditions for international cooperation to continue realizing sustainable development goals.

## 5. CONCLUSION

In this paper, the team reviewed the literature on characteristics of TIP to contribute to increasing understanding of the differences between the engagement of stakeholders in the TIP policymaking process compared to existing policy generations.

The overview shows that more and more articles mention the above issue. Although derived from different analytical perspectives, the papers agree on the difference between the objectives of TIP and the engagement of stakeholders in the policy-making process compared to existing policy models.

We have found that firstly, compared to previous generations of policies, TIP differs in 02 points: (i) policy objectives are expanded, clearly oriented, to solve major challenges such as society, environment, promoting inclusive growth and thus developing economy; (ii) involve more stakeholders, both national and international, in the stages of the policy-making process on the basis of principles of experimentation, learning, reflexivity, and reversibility in policy formulation. Secondly, the characteristics of TIP suggest the broader mobilization of stakeholders in Vietnam's STI policymaking process for sustainable development. The new context requires adjustment of STI policies that need to be coordinated more effectively; requires political commitment, leadership skills and collaboration from policymakers and other actors in the innovation system.

The team reviewed articles on the role of stakeholders in the policy-making process on the basis of selecting a 6-step policymaking process and found that the existing articles barely analyzed the role of stakeholders in all steps of the policymaking process but focused only on the Agenda Setting.

So far, existing articles on TIP have done a great job of defining and describing the characteristics of this new policy paradigm and setting out some implications for policymakers. The fact that the articles already focus on only a few contents as stated above confirms that there are still many issues both in the theory and practice of TIP that need to be studied. The research team believes that a number of new research directions will be opened up such as general reasoning on how the TIP should be adjusted if applied to Vietnam to mobilize the participation of stakeholders in the STI policymaking process for sustainable development in Vietnam, namely: (i) The emergence of new stakeholders in the STI policy process in the new context; (ii) The form of stakeholder engagement in the stages of the

STI policy process.; (iii) The scope of stakeholder involvement in the stages of the STI policymaking process; (iv) The level of stakeholder involvement in the stages of the STI policy process; (v) Relationship between stakeholders in the stages of the STI policy making process; (vi) Factors affecting stakeholder participation in the stages of the STI policy process. These research directions will contribute to providing scientific and practical arguments for researchers, planning and implementing STI policies not only of Vietnam but also of the world about the characteristics of developing countries in developing and implementing this policy in international and domestic conditions facing many risks, unforeseen and rapid uncertainty.

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# SECTION 2

# INTERNATIONAL EXPERIENCE IN HIGHLY QUALIFIED HUMAN RESOURCE DEVELOPMENT AND SUSTAINABLE DEVELOPMENT

# IS SOUTH KOREA SUSTAINABLE?

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**Abstract**

*While Korea has experienced significant economic development, a large portion of the population does not feel happiness. It is meaningless to achieve economic development if the people are not happy. Now, Korea must reflect on its rapid development process and independently find answers to open a sustainable future.*

*In this situation, the presenter believes that, for Korea to be sustainable, it needs to engage in deep exchanges with Vietnam in various aspects, including culture and ideology.*

*Korea now needs to develop its own strategies for creating a good society, moving beyond accepting and adapting other countries' cultures and ideologies.*

*Vietnam is expected to provide important advice as a comprehensive strategic partnership for Korea to reflect, learn, and achieve sustainable development.*

**Keywords:** Korea, sustainable development, Vietnam.

## 1. INTRODUCTION

First, let's look at what is going on in Korea through an incident and articles.

The first one is about a robot in a rural village that mistakenly recognized a person as a box, resulting in a fatal accident.

> "The incident occurred around 7:45 pm on November 7 in a rural agricultural distribution center in Yeong-eo-myeon, Goseong Province. A person, Mr. A, who was examining an error in the sensor of an industrial robot machine, was seriously injured in the face and upper body and was transported to the hospital but died. […] The unmanned robot deployed at this distribution center, two in total (each costing 130 million KRW), performs the task of sorting paprika boxes and moving them to pallets. […] The police are investigating whether the robot had a high enough level of recognition to distinguish between a box and a person." [1]

Secondly, an article discusses the possibility

that 50% of universities in Korea will disappear by 2040.

> "Due to unprecedented ultra-low birth rate, a decrease in the school-age population, and the deepening concentration of young people in the metropolitan area, there is a high possibility that more than 50% of universities in the non-capital area will be in crisis by 2040. […] The fundamental cause of the crisis in universities is the trend of low birth rates. Last year, Korea's total fertility rate (the average number of expected births per woman in her lifetime) recorded 0.78, causing a shock." [2]

Another article dated November 6, 2023 deals with the economy of this country, titled "Korea is over."

> "2.2%, -0.7%, 4.3%, 2.6%, and 1.4%. These are the economic growth rates of Korea from 2019 to this year (2023 is the forecast). Korea's economic growth rate exceeded 7% on average even during the foreign exchange crisis in the 1990s. However, it dropped to the 4% range in the 2000s and the 3% range in the 2010s. Recently, achieving 2% growth is not easy. As the economy grows, a decline in the growth rate is natural. However, even compared to much larger countries, Korea's declining growth rate is alarming. The economic growth rates forecast by the International Monetary Fund (IMF) for the United States and Japan this year are 2.1% and 2.0%, respectively, higher than Korea's (1.4%). The world's lowest birthrate and the fastest aging are making it even harder for Korea to catch up with advanced countries." [3]

In addition to these issues, several unbelievable accidents have occurred, which are literally unlikely to take place in economically developed countries. On October 29, 2022, during the Halloween festival, the "Itaewon Halloween Crowd Crush" occurred, resulting in

196 injuries and 159 deaths, including not only Koreans but also foreigners from Iran, Russia, China, the United States, Japan, Norway, Vietnam, Sri Lanka, Thailand, and France. Furthermore, on July 15, 2023, 14 people died when the underground tunnel in Osong, Chungbuk Province was flooded due to heavy rain.

Incidents of attacking strangers also continue to occur. On July 21, 2023, a stabbing incident occurred in the area of Sillim Station in Seoul, leaving one person dead and three injured. On August 3, a stabbing incident occurred at a department store in Seohyeon Station, leaving two people dead and 12 injured.

Considering these issues, is the country called Korea really sustainable? Research on the sustainability of society has been relatively overlooked compared to the economic and environmental sectors. The concept of social sustainability is difficult to measure compared to economic and environmental aspects.

Can this country, Korea, really be sustainable? So far, research on social sustainability has been relatively overlooked compared to the economic and environmental sectors. The concept of social sustainability is a more comprehensive concept than the economy and environment, so it is difficult to measure [4]. Considering these issues, I would like to present the sustainability of Korean society from a humanistic perspective. Among them, we would like to develop a discussion centered on the issue of imbalance between cities and rural regions (villages).

## 2. PROBLEMATIC KOREA

After the Korean War, Korean society has been sustained by sacrificing all other values in the name of rapid economic growth and quick democratization. The speedy socio-economic development achieved in a short period has led to various social conflicts, such as class conflicts due to polarization, labor conflicts deepening due to low growth, ideological

conflicts regarding the direction of social development derived from the short history of democracy, conflicts between generations and genders due to the lingering patriarchal culture, and the challenge of conflicting cultural differences amid globalization.

Korea's rapid economic development was driven by standardized education focusing on producing a uniform workforce and growth-oriented economic policies. However, this social system that was once the driving force of growth has become an obstacle in this era that values diversity and creativity. Among OECD member countries, relatively low academic achievement, lowest academic motivation and satisfaction, and low labor productivity are preventing Korean society from becoming an advanced country despite spending the largest amount of study and working hours. In the Fourth Industrial Revolution era, which requires convergent and creative talents, a fundamental paradigm shift in human resource development, emphasizing the development of community capabilities for growth and innovation centered on rural regions (villages), is demanded. [5]

Firstly, let's examine the imbalance between cities and rural areas in Korea. Despite implementing numerous policies for balanced national development, disparities between metropolitan and non-metropolitan areas and between cities and regions are widening.

In Korea, the term "metropolitan area" refers to Seoul and Gyeonggi Province surrounding Seoul while non-metropolitan areas refer to mostly consisting of rural villages sometimes areas with metropolitan cities.

As of October 2023, Korea's total population is 51,354,226, with Seoul's population accounting for 18.3% of the total population. The population of the metropolitan area, including Seoul, Gyeonggi Province (13,627,840 people), and Incheon Metropolitan City (2,990,276 people), amounts to 26,018,365, representing 50.6% of the total population. The population of large cities, including the six metropolitan

cities such as Busan, is 9,644,947, reaching 69% of the total population of the country. However, the noteworthy fact is that the land area excluding those metropolitan areas accounts for 78%. It means that about 70% of the Korean population resides in cities, concentrating on only 22% of the land area.

While cities face problems due to excessive population, rural areas suffer from a lack of population. Most young talents make efforts to move to cities, leaving rural areas with an aging population. The introduction of automated machinery in rural areas to cope with the shortage of labor has resulted in accidents, such as the one mentioned earlier. In the metropolitan area, people are struggling because they cannot find affordable houses due to extremely high housing prices, while in local villages, the number of uninhabited abandoned houses is increasing, which is becoming a problem.

Nevertheless, Korean political circles are discussing incorporating Gimpo City, near Seoul, into Seoul City to create "Mega-Seoul." Balanced regional development and creating good villages are something that local governments and villagers have no choice but to do on their own.

As of 2022, the total number of households in Korea is 21,773,507. Among these, single-person households account for 34.5%, or 7,502,250 households. One out of three households is a one-person household. One- to two-person households number 15,373,533, accounting for 70.6% of all households. The number of single-person households living alone without marriage is increasing and the number of households with two people living without children is also rapidly increasing even if they are married.

As the concept of family weakens in the relationships of individuals, families, and society, many issues that were traditionally resolved within families are now manifesting in society. Individuals who used to live within

families and community cooperatives are now leading isolated lives as individuals in a Korean society dominated by capitalism and individualistic values.

In 2002, when the total fertility rate of Korean women hit a world-record low of 1.17, the government began discussing the serious policy issue of low birth rates and the crisis of national decline due to population decrease and aging. Solutions focused on increasing the birth rate, with various policies benefiting women giving birth being implemented. However, as of 2022, with a total fertility rate of 0.78, the policies have not shown significant effectiveness. The average economic growth rate, which experienced rapid growth of 10.27% in the 1970s, gradually decreased to 8.64% in the 1980s, 6.68% in the 1990s, 4.43% in the 2000s, and 4.00% in the 2010s. Economic deterioration since the 1997 IMF crisis has led to low birth rates as a forced rational choice for women in their 20s and 30s to balance work and family. The employment rate for women aged 30-39 with children is significantly lower at 32.4%, with reasons cited including parenting (42.8%), marriage (26.3%), and pregnancy/childbirth (22.7%). Additionally, the average age of first marriage is increasing, reaching 34 years old. [6]

As a way to address women's issues, the following discussions are also proposed. Firstly, effective policies need to be formulated to address gender inequality in the labor market, especially in terms of women's lower employment rates, career interruptions, low wages, and the lower quality of jobs compared to men. Secondly, a support system based on different levels of labor market types should be established to achieve work-life balance. Despite proposing various support policies for gender equality, work-family balance, flexible work environments, and maternity leave, these policies are not realistically applied in many women's workplaces, particularly in non-regular employment conditions. Thirdly,

policies for childcare to support work-family balance for married women in their 30s and 40s need to be implemented. The issue hindering women's economic participation is not marriage but rather childbirth and childcare. Fourthly, realistic policies considering the diverse lives of women should be developed. The group of unmarried individuals without children is the most stressed among women. They constitute 22.8% of all women and 23.9% of female household heads is an unmarried woman. Research and policies related to women often focus on full-time homemakers or revolve around discussions of marriage and childbirth, excluding unmarried women from the discourse. [7]

The education institutions in the rural regions are facing a significant crisis due to the low birth rate and urban concentration of the population. Elementary schools, which were once vibrant centers of communities, are closing down due to a lack of students. This trend is like a domino effect, leading to a decrease in students entering middle schools, high schools, and universities in the region.

As of 2023, South Korea has a total of 335 universities, including 190 general universities, 133 vocational colleges, 10 education universities, and 2 industrial universities. As mentioned earlier, it is projected that approximately 50% of universities will disappear within the next 10 years.

The decline of school-age population is expected to continue, with a sharp decrease forecasted until 2024. The number of new-born was 640,000 in 2000, 470,000 in 2010, and 272,000 in 2020. In a society with limited material resources, human capital is considered a crucial resource in Korea. Universities have played a significant role in developing human capital.

Upon the decrease in school-age population, universities in non-metropolitan areas are expected to disappear first, posing a significant problem for local communities. These

universities play a crucial role in creating traditional cultural content based on the region's culture and history. They attract talents from almost all fields, from humanities to IT, and understand the characteristics and realities of local communities. [8]

Low birth rates not only affect individuals but have widespread implications across various sectors. In the medical field, there is a shortage of obstetricians and pediatricians, making it difficult for patients to receive medical care for their children. Medical students are avoiding certain specializations due to a lack of patients, leading to a situation where medical services are not accessible. The following is an article dated November 2, 2023.

Five out of the 18 public medical institutions nationwide do not have a pediatrician and two do not have a gynecologist, so they cannot provide treatment [...] The government and the Korean Medical Association met to discuss the issue of expanding the number of medical school students, but the

Association strongly objected, saying that this gap in essential medical care cannot be a basis for expanding the number of students. [9]

The government is attempting to increase the number of doctors by expanding the quotas for medical schools. However, doctors are opposing this stance as an increase in the number of doctors would lead to a decrease in their income.

The income of Korean doctors is up to seven times higher than the average wage of workers and continues to increase. However, the number of doctors is 2.7 per 1,000 people in the metropolitan area, which is lower than the average number of doctors in major cities in OECD countries, which is 4.5. The number of doctors in rural areas of Korea is much lower than this. [10]

The grim situation for the future is reflected in societal issues such as suicide, depression, and crimes that go unreported. South Korea has the highest suicide rate among OECD countries.



\* Source: OECD.STAT, Health Status Data (extracted in September 2023), the latest data is calculated using the OECD standard population.

\* The OECD average is calculated using the most recent data for the 38 countries for which data is available.

<Comparison of age-standardized suicide rates in OECD member countries. Statistics Korea>

Suicide is not only an individual problem but also a desperate message sent by individuals to a society in crisis. The suicide rate is particularly high among teenagers and the elderly, symbolizing a loss of hope for the

future in the young generation and the abandonment of the elderly as useless entities in society.

The problems of low birth rates, slow economic growth, urban concentration, and aging

populations are seemingly insurmountable, and they are expected to persist as a vicious cycle for the foreseeable future. To create a better society, efforts are needed to address specific problems and, at the same time, tackle fundamental issues. Overcoming the drawbacks of capitalism, resolving the division that still sparks ideological debates, and establishing a new philosophy for the country's future are essential steps. Blindly pursuing development in the past has led to the end of an era and a new era must be ushered in for a sustainable Korean society. The "fast and dynamic" culture of Korea, driven by economic development, has resulted in this era of rapid growth. In order to achieve the economic development of blind capitalism, a strong passion for education, the spirit of love for the country, and the tension of the division and confrontation between North and South Korea were at work, forcing many sacrifices. Above all, there was the sacrifice of the village that endured and gave away like a mother.

Sustainability arises from reflection to open up a new future, looking back on the endless competition and growth. Recently, a new discourse on preparing for the future is forming beyond sustainability in Korea. From reexamination of the neoliberal urban development focused on competitiveness, cities are shifting their focus towards improving the quality of life with concepts such as "Creating a Livable City," "Good City, "Human Rights City," and "Social City." [11]

## 3. EFFORTS

### 3.1 Hansalim Movement

In Korea, two examples unfolding based on this reflection are introduced: Hansalim Movement and the case of the "Good Village Movement." The history of 20th-century Korea involved the destruction of rural and community villages. Through the eras of Japanese colonial rule, division of two Koreas, dictatorship, and urbanization, talents in rural areas disappeared,

grassroots organizations disintegrated, and village communities collapsed. The original power of local autonomy in rural areas and villages completely collapsed. During such times, the village building movement emerged, urging residents to create a 'good and desirable' village with their own strength. This movement departs from significant reflection on the previous central and administrative-focused regional development. [12]

A cooperative is a voluntary organization formed by individuals who, through collectively owning and democratically operating businesses, seek to meet common economic, social, and cultural needs and desires. It operates as a social movement attempting non-capitalistic experiments within the capitalist system, emphasizing human relationships over money.

The cooperative movement in Korea in the early 20th century began with the shared empathy of the necessity to resist severe wealth gaps and class conflicts brought about by colonial capitalism. All cooperative movements during this period sympathized with the need to avoid the serious gap between rich and poor and class conflict brought about by free competitive capitalism, and to gather the strength of the socially disadvantaged through people's cooperation. [13]

The initial form of cooperative appeared in consumer cooperatives established during the March 1 Independent Movement in 1919. It aimed to consume domestic products rather than Japan, carrying the sentiments of anti-colonialism and independence struggle. In the mid-1920s to the early 1930s, a more organized cooperative movement emerged, contributing to the independence and self-reliance of small farmers by freeing them from the pressure of landlords and the exploitation of merchant capital. [14]

This pattern persisted through the liberation in 1945, the division of North and South in 1948, and the Korean War in 1950. Ultimately,

villages became the basis for democratic struggles against military dictatorships and, on the one hand, served as a dual space for peace movements to save them from becoming sacrifices of capitalism.

Recently, various community projects, regardless of central or local regions, such as social enterprises, village businesses, cooperatives, and village building, are being planned to restore and activate communities. Korean companies, with a high reliance on manpower, particularly require member participation and collaboration in such initiatives. These communities play a crucial role in overcoming problems arising from social changes, such as loss of humanity and social breakdown, and can improve resident relationships at the community level. [15]

Jang Il-soon (1928-1994), a representative anti-dictatorship fighter in Korea in the 1970s, who developed the life ideology movement in the 1980s, once said,

> "It is not enough to fight for a fair share of the results that industrial society has produced by plundering and destroying nature."

Korea's modernization process from the 1960s to the 1980s gave rise to blind materialism and growth supremacy. As a result, the vast majority of cities suffered from poverty and alienation, and in rural areas, 80% of farmers suffered from pesticide abuse due to chemical farming.

The Hansallim Movement, which started with a small rice shop on the outskirts of Seoul in December 1986, spread nationwide after the Hansallim Declaration in 1989, and currently produces and processes eco-friendly organic products at over 2,200 Hansallim agricultural producers and over 120 processing sites. In addition, eco-friendly agricultural products and processed products are supplied to Hansalim stores in 226 cities across the country every day, and tens of thousands of urban consumers use them every day. In 2014, the International Federation of Organic Agriculture Movements (IFOAM) evaluated Hansallim as "the world's most impressive and successful organic agriculture organization and has maintained consistent principles in terms of strong relationships between producers and consumers and contribution to future generations." The 4th One World Award was presented to Hansalim as well. As of 2021, Hansalim is operating as a global non-profit cooperative corporation with 750,000 members. In the Hansalim Declaration, it is said, "Industrial civilization is becoming more and more gigantic and centralized, advocating rationality and efficiency and pursuing growth (omitted), but in the end, machine civilization is the negation of life and disease that leads to human death, which in turn is a global phenomenon. It is the death of humanity." In particular, the Hansalim Movement seeks its ideological foundation from Donghak, Korea's traditional ideology, in order to solve various problems in Korea. This is completely different from attempts to solve the problem through efforts to appropriately apply solutions from advanced Western countries to the Korean situation. [16]

**3.2 Good Village Movement [17]**

In 2014, Gashiri Village in Jeju won the first prize at the 1st National Happiness Contest organized by the Ministry of Agriculture, Food and Rural Affairs. After Jeju gained popularity as a tourist destination, a large amount of communal pastures in this area became valuable assets that could be sold to enterprises that plan to construct golf courses or large-scale resorts. The village thus faced the challenge of depopulation, with most young residents leaving for urban areas.

To address this, village leaders invited a cultural organization from Seoul during the summer vacation of 2009. They organized various programs for children throughout the month. Witnessing the happiness of the children sparked interest among mothers who were initially indifferent to the village

development project. Subsequently, grandfathers, grandmothers, and fathers also became involved, establishing communication and participation as crucial principles in the village development project.

Given the importance of satisfying residents' desires for a successful village development project, leaders initiated surveys to identify both the villagers' needs and the resources available in Gashiri. Recognizing that fulfilling desires alone would not guarantee success, they started by understanding the village's history, culture, ecology, environment, and manpower.

First, in order to establish a financial foundation for the continuous promotion of the village development project, a wind power generation site was attracted to the village communal pasture. The Gasiri Village Council leases approximately 660-990 square meters of land per wind turbine to wind power generation companies, earning an annual rental income of 20 million KRW per 1 MW. Through wind power generation, the village generates a total annual income of 900 million KRW, which is used for the village welfare budget. This budget supports education expenses, ranging from kindergarten to university students, and provides a monthly electricity subsidy of around 20,000 KRW to each household.

Second, facilities such as a pony-riding experience park and a rapeseed flower plaza were installed in the village communal pasture. The pony-riding experience park reflects efforts to reinterpret and develop the historical and cultural resources of Gasiri Village communal pasture in a modern way. The park includes a pony museum, a pony riding facility, a camping site, and a guesthouse. The income generated here is reinvested in facility management, maintenance, and improvements. This ensures the continuous preservation of the village's livestock culture, providing enjoyment to external visitors such as tourists. Additionally, the rapeseed flower plaza is utilized as a meeting space and accommodation facility,

consisting of a 165,289 m² area dedicated to rapeseed flowers. Many tourists visit every spring, contributing significantly to the village economy. Plans include developing and selling various products using rapeseed flowers.

Gashiri, deeply affected by the Jeju 4.3 Incident, [18] faced significant challenges. The trauma led residents to close their hearts, reducing the possibility of collaboration with the government. Overcoming this isolation was a major obstacle faced by village leaders when initiating the development project.

To restore the destroyed community culture, village leaders decided to create spaces for residents to open up and communicate. The Gashiri Design Cafe and the Gashiri Creative Support Center are places that always welcome the residents.

Firstly, the Gashiri Design Cafe is a space where residents can freely express ideas, fostering a wealth of ideas for the village development project.

Secondly, the Gashiri Creative Support Center provided a space for artists from outside of the town to engage in creative activities. The village supported these artists with living expenses and creative funds, allowing residents to appreciate their abilities and works. This initiative provided high-quality cultural experiences to Gashiri residents who had previously lacked such opportunities. The center facilitated art classes, photography workshops, and yoga classes, allowing villagers to experience various cultural programs. The satisfaction of artists was evident, with around 30 artists choosing to stay in Gashiri even after the designated activity period ended, and approximately 20 settling in Gashiri based on referrals.

Thirdly, the Gashiri Cultural Center was established, featuring club rooms, recording studios, a multipurpose performance hall, and a local food restaurant. Currently, around ten cultural clubs are active, and the center is used for village festivals, residents' wedding receptions, and other events.

One notable aspect of Gashiri's village development is the commitment of residents to participate in enhancing the village's strengths, even in the face of difficulties, for the sake of happiness and community cohesion. Based on this commitment, they applied for government financial support for their projects.

Through these projects, the sense of community in the village was restored, while Gasiri, an underdeveloped village on Jeju Island, was reborn as a good, sustainable village.

While national financial support was crucial for the success of the Gashiri Village development project, it was necessary to resist unjust governmental intervention in exchange for financial assistance. In Korea, government support is often politically exploited during elections. If a new administration comes to power, projects supported by the previous administration may face reevaluation from a negative perspective. In the process, projects initiated with national financial support in villages may be discontinued or neglected.

Moreover, the Korean government fosters competition among villages through various policy contests. Different government agencies, including the Ministry of Agriculture, Food and Rural Affairs, the Ministry of Land, Infrastructure and Transport, the Ministry of Interior and Safety, and the Ministry of Culture, Sports and Tourism, engage in competitive development projects. [19]

In order to maintain sustainability, it is necessary to carefully set priorities by independently strengthening the village's own capabilities and collaborating with public officials and experts.

## 4. CONCLUSION

While Korea has experienced significant economic development, a large portion of the population does not feel happiness. It is meaningless to achieve economic development if the people are not happy. Now, Korea must reflect on its rapid development process and independently find answers to open a sustainable future.

As of 2021, Korea's energy import dependency is 92.3% without nuclear power and 81.3% including nuclear power. Korea is vulnerable to global energy situations, being affected not only in the economy but also in all aspects of society. Moreover, the external dependency on food, excluding rice, is considerably high, with the food self-sufficiency rate dropping from 79.5% in 1970 to 32% in 2022. Korea ranks seventh in the world for grain imports, importing 17 million tons annually. [20]

Korea's economy is in such a precarious situation. As a divided country, it is also bearing the enormous costs of division. Not only the defense cost but also the social cost is difficult to calculate. Moreover, young people in their 20s are required to enlist and serve in the military. This is causing a huge loss of youth human power nationally.

Due to the lack of underground resources, manpower is crucial for Korea. While education was traditionally instrumental in developing experts, the current emphasis is on capital. The discussion about the importance of one's abilities based on their birth background, such as "gold spoon" or "dirt spoon," is prevalent.

Certainly, there are significant issues related to focusing on the quantitative development of talents by establishing universities and implementing education. Education that tends to standardize human resources for typical corporate needs rather than nurturing creative talents has been a problem. This kind of university education is now facing its end. However, no matter how much effort is put forth, the sense of inferiority among Korean youth who believe success is impossible unless born into a family with significant capital displays a bleak outlook for Korea's future. They are experiencing severe unemployment due to a lack of good job opportunities compared to the resources they possess in the

endless economic situation labeled as low growth.

For Korea to be sustainable, it is now a crucial moment that requires a massive vision and strategy for developing untapped human power, a vision that has not been attempted before. To achieve this, strategic thinking that resonates with the hearts of the people and a philosophy for elaborating the level of the nation is essential.

This will inevitably lead to the acceptance and development of foreign capitalism and communism originating in the West, using the unique ideological foundation of Korea and Koreans as the main agent. In this respect, Vietnam's Doi Moi policy presents various implications for Korea's sustainable future.

In the 1980s, Korean progressive economist Park Hyun-chae criticized the structural problems in the Korean economy in his national economic theory, "The exploitation of farmers for export expansion led to the sacrifice of the peasants and the benefit of monopolistic capital. It is not justifiable to force people to live in poverty in the name of economic growth. […] For the sake of economic growth, all members of the nation are subordinated to it, which is a perversion of the original purpose."

In a situation where Korea is divided into North and South, Park pointed out that there was extreme conflict, vested interests creating and maintaining an environment for easier economic profits, financial capitalism's 'spending and making money', or abnormal economic development through real estate development and easy capital accumulation, which manifested structural problems in the Korean economy. These problems fundamentally remain the same today. Under this structure, Korean society will have no choice but to wither away gradually.

In this situation, the presenter believes that, for Korea to be sustainable, it needs to engage in deep exchanges with Vietnam in various aspects, including culture and ideology.

Western advanced countries seem to have no advice left for making Korean society a better place. Moreover, Korea now needs to develop its own strategies for creating a good society, moving beyond accepting and adapting other countries' cultures and ideologies. In this respect, in terms of culture and ideology, Vietnam is expected to provide important advice as a comprehensive strategic partnership for Korea to reflect, learn, and achieve sustainable development.

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# THE MAIN POINTS ABOUT HUMAN RESOURCES BUILDING IN THE REPORT OF THE 20TH NATIONAL CONGRESS OF THE COMMUNIST PARTY OF CHINA

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## Abstract

*The 20th National Congress of the Communist Party of China opened at the Great Hall of the People in Beijing on the morning of October 16, and president Xi Jinping delivered a report on behalf of the 19th Central Committee. In the Report, there are many important statements about the field of human resources. These statements will guide China's government or the development of human resources in the next five to ten years, which means this is the direction and key areas of Chinese human resources in the future.*

*The report of the 20th National Congress of the Communist Party of China pointed out that "education, science and technology, and talent are the basic and strategic support for the comprehensive construction of a modern socialist country", and the "trinity" of education, science and technology, and talent will be arranged and deployed as one. This is the requirement for high-quality development for China to enter a new starting point and new journey, and contains the inevitable logic of supporting Chinese-style modernization with educational modernization.*

*General Secretary XI Jinping pointed out in the report of the 20th National Congress of the Communist Party of China that "cultivating a large number of high-quality talents with both ability and political integrity is a major plan for the long-term development of the country and the nation." Which indicates: The Communist Party of China believes that: Talent is the first resource, and the fundamental source of national scientific and technological innovation lies in people. Therefore, the Communist Party of China has launched the strategy of strengthening the country with talents.*

**Keywords**: Human Resources Building; China; The 20th National Congress of the Communist Party of China.

# DX AND HUMAN RESOURCES DEVELOPMENT IN JAPAN

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**Abstract**

*Ratio of mobile phone/Internet users to bank account holders in many Asian countries. Notable numbers include Hong Kong's high mobile payment rate of 97.9% and a significant bank account holder rate of 80.2% in Cambodia. These statistics provide insight into the varying levels of financial digitization in the region. Along with that, the 2019 B2C E-commerce Index shows Singapore as the leading country with a score of 97, emphasizing the country's strong e-commerce infrastructure. This has left Japan facing challenges in transforming traditional industries such as automobiles and electrical appliances to meet the demands of the digital age.*

*The reason Japan may lose competitiveness in the era of digital transformation is because: Challenges include the reluctance of Japanese automakers and electrical equipment manufacturers to switch from traditional vehicles to electric power (EV), a sector led by companies such as Tesla in China. Impact on advances related to telecommunications and the Internet.*

*Meanwhile, the Japanese education system only emphasizes creating diligent workers rather than fostering leadership and creativity. The absence of famous Japanese businessmen comparable to global figures such as Bill Gates or Steve Jobs is arguably due to a system that produces generalists rather than specialists.*

*The Seigniorage system still exists, specifically: The older the employee, the higher their salary, responsibility and status, a lifetime commitment. Lifetime commitment is one of the characteristics of Japanese management. This is not suitable for the digital age.*

*Nowadays, job hopping or changing companies is not a special event in the lives of Japanese workers. However, even today, the longer one works for a company, the better the employee's evaluation.*

**Keywords**: Japan, human resources, education.

# HUMAN RESOURCES AND SUSTAINABLE DEVELOPMENT IN THE EU: THE CASE OF THE ERASMUS+ PROGRAM

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## Abstract

*Erasmus+ is a European Union (EU) program in the fields of education, training, youth and sport for the period 2021-2027 with a major impact at the international level. These areas are making important contributions to help address socioeconomic changes and the key challenges that Europe will face until the end of the decade as well as to support the implementation of the European policy agenda for growth, jobs, equity and social inclusion. The general objectives of the Erasmus+ Program are intended to contribute to the overall achievement of the objectives of the Europe 2020 Strategy, among others related to both human resources and sustainable development. Therefore, the main question of this paper is: How does Erasmus+ contribute to the objectives of human resources and sustainable development?*

*After a short presentation of the Erasmus+ Program, the paper will answer the two questions by adopting two different (albeit interconnected) perspectives: first, it will look at internationalization as a factor helping the development of human resources and, second, it will examine the link between the Erasmus+ Program and the Sustainable Development Goals (SDG). The paper will conclude by showing how human resources and sustainable development are key elements of the ambitious agenda of the EU in the field of (higher) education.*

**Keywords**: Erasmus+, European Union, internationalization, human resources, Sustainable Development Goals.

## 1. INTRODUCTION

Erasmus+ is a 2021 – 2027 European Union (EU) program with significant global effects in the areas of youth, sport, education, and training. In addition to supporting the implementation of the European policy agenda for growth, jobs, equity, and social inclusion, these sectors are making significant contributions to addressing socioeconomic change and the major issues that Europe will confront till the end of the decade. The broad

goals of the Erasmus+ Program are meant to support the overall attainment of the goals of the Europe 2020 Strategy, including those pertaining to sustainable development and human resources. Therefore, the central query of this paper is: How can Erasmus+ advance the goals of human resources and sustainable development?

After giving a brief overview of the Erasmus+ Program, the paper will respond to the two questions from two distinct (yet related) angles. First, it will consider how internationalization can aid in the development of human resources. Next, it will look at how the Erasmus+ Program is related to the Sustainable Development Goals (SDG). The paper's conclusion will highlight the importance of human resources and sustainable development in the EU's ambitious plan for (higher) education.

## 2. THE ERASMUS+ PROGRAM

### 2.1 General features

Erasmus+ is the EU program that promotes collaboration in the areas of youth, sport, education, and training for the years 2021-2027. All these areas contribute to addressing the major challenges that Europe will face in the next years and support the implementation of the European policy agenda for growth, jobs, equity, and social inclusion (European Commission 2016). In comparison to the previous programming period 2014-2020, for the period 2021-2027 Erasmus+ intensifies its efforts to expand the opportunities offered to more participants and a wider range of organizations, focusing on its qualitative impact and helping to create more inclusive and cohesive, environmentally friendly, and technologically advanced societies. The starting point of Erasmus+ is that European citizens should acquire more information, skills, and abilities in a society that is dynamically evolving and becoming more mobile, multicultural, and digital. Therefore,

Erasmus+ is a crucial component in order to achieve the goals of the European Education Area, the Digital Education Action Plan 2021 – 2027, the European Union Youth Strategy, and the European Union Work Plan for Sport (2021 – 24).

Access to education is now more important than ever for guaranteeing a quick recovery and fostering equality for all, as the COVID-19 epidemic has demonstrated. In order to ensure that no one is left behind, the Erasmus+ program supports possibilities for the personal, socio-educational, and professional development of people throughout Europe and beyond as a part of this recovery process. The Program reaches out to individuals of various ages and from various cultural, social, and economic backgrounds in order to maximize the quality effect of its efforts and assure fair chances.

Getting closer to individuals with fewer chances, such as migrants and persons with disabilities, as well as EU residents living in distant places or struggling with socioeconomic issues, is at the core of the program. By doing this, the program promotes awareness of EU common values among its members, especially young people, and encourages them to get involved in and learn how to participate in civic society. In addition, building digital competencies and skills in cutting-edge fields like combating climate change, clean energy, artificial intelligence, robotics, big data analysis, etc. is crucial for Europe's future sustainable growth and cohesion in line with the goals of the European Innovation Agenda on supporting talent development for boosting Europe's innovation capacity.

By encouraging innovation and closing the gap in Europe's knowledge, skills, and competencies, the Erasmus+ Program makes a significant contribution: talent and innovation are required to increase the competitiveness of EU enterprises. By promoting sustainable growth and assuring equity, prosperity, and

social inclusion in Europe and beyond, this investment in knowledge, skills, and competencies benefits individuals, institutions, organizations, and society as a whole.

However, the future of the EU depends also on the development of European identity and youth involvement in political processes. For this reason, the limited democratic engagement and low levels of knowledge and awareness about European issues and their effects on the lives of all European citizens are two challenges that are common across the continent. Many people find it difficult or are reluctant to actively engage and participate in their communities or in the political and social life of the EU. Thanks to its formal and informal learning activities, the Erasmus+ Program aims at improving young people's skills and competencies as well as their active citizenship.

In particular, since 2021, Erasmus+ projects is developed with the environment in mind and incorporate green practices into all aspects of their operations in accordance with the EU's aims for making its economy sustainable. When planning their projects, organizations and participants should take an environmentally friendly approach. This will motivate them to talk about and learn about environmental issues, get them to consider what can be done at their level, and inspire them to think of alternative, more environmentally friendly ways to carry out their activities.

The Erasmus+ Program is one of the EU's most visible success stories. It builds on the achievements of more than 30 years of European programs, covering both an intra-European as well as an international partnerships dimension.

The Erasmus+ program includes a broad goal as well as numerous more focused goals. The Program's overarching goal is to support, through lifelong learning, the intellectual, professional, and personal growth of people involved in education, training, youth, and sport in Europe and beyond, fostering innovation and

fostering a stronger sense of European identity and active citizenship. As a result, the Program is a crucial tool for creating the European Education Area, supporting the implementation of the sectoral objectives that underpin European strategic cooperation in the fields of education and training. Additionally, it is crucial for growing the European dimension in sport and advancing youth policy cooperation under the EU Youth Strategy 2019–2027.

Among the specific objectives, a specific emphasis is given to the promotion of learning mobility of individuals and groups, as well as cooperation, quality, inclusion and equity, excellence, creativity, and innovation at the level of organizations and policies in the field of education and training; promotion of non-formal and informal learning mobility and active participation among young people, as well as cooperation, quality, inclusion, creativity, and innovation; increasing of citizens knowledge about sustainability and environmental policy in Europe and beyond.

## 2.2 The structure of the Erasmus+ Program

In order to achieve these objectives, the Erasmus+ Program foresees the implementation of the following three Key Actions and the Jean Monnet Action in the 2021-2027 period.

Key Action 1: Mobility of individuals

KA1 supports mobility initiatives for pupils, students, trainees, apprentices, adult learners, and young people aiming at a better understanding of the European project and the EU values; increasing their sense of initiative and entrepreneurship; increasing self-empowerment and self-esteem; improving the knowledge of foreign languages and digital competences; increasing intercultural awareness and active participation in society; improving positive interactions with people from different backgrounds; increasing employability, career prospects, sense of initiative and entrepreneurship.

KA1 also envisages outcomes for participating organizations, such as the improvement of management techniques and internationalization strategies, the strengthening of collaborations with international partners, the increased capacity to raise funds from international institutions (even beyond the EU) and to manage all aspects related to international projects. Moreover, KA1 also aims at innovating and improving methods of serving participating organizations' target audiences by offering attractive programs for students, trainees, apprentices, and young people that correspond to their needs and expectations. Finally, it also contributes to the creation of an organizational environment that is more contemporary, vibrant, committed, and professional, willing to incorporate best practices and innovative techniques into daily tasks and able to identify and meet individual needs and organizational objectives.

In the long run, the combined effect of the several thousands of projects supported under this Key Action is expected to have an impact on the systems of education, training and youth in the participating countries, thus stimulating policy reforms and attracting new resources for mobility opportunities in Europe and beyond.

The main mobility projects supported are the mobility of learners and staff, promotion of youth-led local and transnational initiatives to help young people engage and learn to participate in democratic life, raising awareness about EU common values, mobility for sports coaches by spending a period of time abroad, an action (called Discover-EU) offering 18-year-olds the opportunity to have a short-term individual or group travel experience throughout Europe; language learning opportunities to participants carrying out a mobility activity abroad; virtual exchanges in higher education and youth.

Box n.1 illustrates an example of a KA1 initiative.

**Box 1.** World IN Game

World IN Game is a project based on non-formal and informal education activities focused on cooperative games, as a way to foster participation, inclusion and for the development of skills in an intercultural environment. Tools and strategies have been provided, in order to promote and share best practices in an intercultural environment. The youth workers explored games in their different expressions and forms (from welcome games, perception and trust games, co-cooperative games, and outdoor games to digital games), and understood how the games can be powerful instruments that encourage cohesion, and confidence among group members, regardless of social-cultural background.

World IN Game involved 12 youth workers and 2 trainers from 4 European countries taking place in Palermo (Italy), from the 11th to the 16th of February 2021. Participants were selected among young workers aged 18 and over, trying to balance the male and female presence. Participants were selected among workers dealing with youngsters with disadvantaged socio-economic conditions in order to promote social inclusion, cultural diversity and non-formal education.

Non-formal education was the adopted methodology: the competencies were achieved through cooperative games, round tables, outdoor activities, and brainstorming sessions.

Further information is available at:

https://erasmus-plus.ec.europa.eu/projects/search/details/2020-2-IT03-KA105-018857

Key Action 2: cooperation among organizations and institutions

KA2 supports partnerships for Cooperation (including Cooperation Partnerships and Small-scale Partnerships), Partnerships for Excellence (including Centres for Vocational Excellence

and Erasmus Mundus Action), Partnerships for Innovation (including Alliances and Forward-looking projects), Capacity Building projects in the fields of higher education, vocational education and training, youth and sport, and not-for-profit European sport events.

The Actions supported under this Key Action are expected to contribute significantly to the priorities of the program. For example, they are intended to produce in the participating organizations innovative approaches for addressing their target groups, by providing more attractive education and training programs, and/or by promoting the use of participatory approaches and digital methodologies; at the same time, they aim at increasing the capacity of the same organizations to work at EU/international level by improving management competences and promoting the adoption of internationalization strategies.

Projects funded under this Key Action also aim at having a positive impact on the persons directly or indirectly involved in the activities, by increasing their sense of initiative and entrepreneurship, their competence in foreign languages and digital competence, by promoting a greater understanding and responsiveness to all kinds of diversity, e.g. social, ethnic, linguistic, gender and cultural diversity as well as diverse abilities, by improving levels of skills for employability and new business creation (including social entrepreneurship).

On a broader scale, KA2s are anticipated to catalyze the modernization and enhancement of the educational and training systems as well as youth policies, addressing the central challenges of the contemporary world. These challenges encompass environmental sustainability, digital transformation, employment, economic stability, and growth. Furthermore, they extend to the imperative to foster social, civic, and intercultural competencies, encourage intercultural dialogue, uphold democratic values and fundamental rights, promote social inclusion, mental health and well-being, combat discrimination, and foster active citizenship, critical thinking, and media literacy.

Box n.2 illustrates an example of a KA2 initiative.

**Box 2.** From Urban To Human Regeneration (FUTURE): Competences to regenerate communities in urban regeneration processes

FUTURE aimed at developing competencies in terms of design and management of urban regeneration processes as tools for social innovation, through the elaboration of a training model, its experimentation and identification of a standard path for higher education and training addressed to young professionals to be or already included in the labor market.

To reach this objective the consortium wants to create a training model, that will support students and young professionals to acquire a set of competencies that make them capable of implementing urban regeneration processes by reducing distances between stakeholders and creating opportunities for local sustainable development, co-design and enhancement of the identity of a territory.

FUTURE project had the general objective of bridging the skills gap in the urban regeneration sector both for university students and young professionals who have already worked- through the acquisition of skills and technical knowledge with an interdisciplinary and innovative approach, such as practice-based learning.

Project activities were organized into 4 steps:

- Step 1: baseline research (IO1). Project partners elaborated data collected through research to detect which are the key competencies of professionals working in URP with a circular city approach;

- Step 2: training model elaboration ( IO2). Definition of competencies, structure of training program and methodologies, training the trainers, certification scheme applicable and finalization of FUTURE training program were the main activities;

- Step 3: testing of FUTURE training programme with practical LAB sessions (IO3).

- Step 4: FUTURE Handbook (IO4), a toolkit dedicated to professors and trainers, to support students and professionals in acquiring relevant skills and competencies to be developers of URP with the circular city approach.

Further information is available at:

https://erasmus-plus.ec.europa.eu/projects/search/details/2020-1-IT02-KA203-079250

Key Action 3: Support to Policy Development and Cooperation

KA3 provides support to policy cooperation at EU level, thereby contributing to the implementation of existing policies and the development of new policies, which can trigger modernization and reforms in the fields of education, training youth and sport.

The Actions implemented through this Key Action are aimed, for instance, to prepare and support the implementation of the EU policy agenda on education, training, youth and sport by facilitating the governance and functioning of the Open Methods of Coordination; carry out European policy experimentations; gather evidence and knowledge about education, training, youth and sport systems and policies at national and European level, with a view to facilitate reasoned policy-making.

Box n.3 illustrates an example of a KA2 initiative.

**Box 3.** DIG4Future: Digital competencies, Inclusion and Growth for Future generations

The project DIG4Future – Digital Competencies, Inclusion and Growth for Future generations, aims to improve the digital skills and competencies of digitally excluded young people, aged between 11 and 14 years old, who live in disadvantaged backgrounds of urban/rural areas in Italy, Bulgaria, Greece and Romania. To this end, the project's Partners intend to develop and implement an innovative educational method that will foster inclusive education and promote common values, in line with the general objective of the call, giving value to the teacher's role. The project refers to the European Digital Competence Framework (DigComp 2.1), featuring 21 competencies and five 'main competence areas': information and data literacy, communication and collaboration, digital content creation, safety and problem-solving. In this sense, DIG4Future intends to enhance these digital skills of young people living in the abovementioned areas as a gateway to expand their expectations, using the theme of Artificial Intelligence and its wide applications to provide them with a set of tools as a basis to proficiently move into a digital-driven economy and safely grasp inputs of the world around them. Beneficiaries of the project are 11-14 year-old children attending schools/youth centres in urban/rural disadvantaged areas of the 4 EU countries. These are contexts with strong material and educational poverty, whereas children's rights to learn and develop skills are significantly undermined. This also negatively affects their growth and the possibility to aspire to a different future. The desired impact foresees the following:

- Enhancing the capability of schools to handle inclusion and disadvantage through teachers' training and the implementation of innovative

educational tools for disadvantaged and at-risk students.

- Enhancing teachers' skills and competencies and reusing educational pathways among middle-school teachers in Europe.

- Promoting innovation in regional/national/EU policies.

Further information available at:

https://erasmus-plus.ec.europa.eu/projects/search/details/621507-EPP-1-2020-1-IT-EPPKA3-IPI-SOC-IN

Key Action 1: Mobility of individuals

Finally, Erasmus+ also promotes a fourth set of actions called Jean Monnet Actions. This specific initiative contributes to spread knowledge about the EU integration matters in the field of higher education. Higher education institutions can propose three main types of activities:

- Jean Monnet Actions in the field of higher education;

- Jean Monnet Actions in other fields of education and training;

- Jean Monnet policy debate.

The Jean Monnet Actions in the field of Higher Education is particularly relevant in this context. The Jean Monnet Actions in the field of Higher Education supports teaching and research in the field of EU studies worldwide. EU studies refers to the teaching, learning and research about every aspect related to EU integration, its history, aims, structures, functions and/or its policies.

The Jean Monnet initiatives promote engaged citizenship in Europe and uphold the EU's founding principles of respect for human dignity, freedom, democracy, equality, and the rule of law, as well as respect for human rights,

including those of people belonging to the minorities (Article 2 of the Treaty on European Union).

When it comes to EU policies, Jean Monnet initiatives must help disseminate information about how these policies can improve the day-to-day experiences of citizens in the EU and/or abroad, as well as how they can have an impact on the policy-making process in allied fields, whether at the level of the Member State or abroad at a national, regional, or global level.

The Jean Monnet initiatives also aim to serve as a public diplomacy tool for third-world nations, promoting EU ideals and raising awareness of what the EU represents and its goals.

The Jean Monnet "Teaching and Research" action is one of the several Jean Monnet Actions that is pertinent because it encourages the dialogue between the academic community and society, including local, regional, state, and EU level policy-makers, civil servants, civil society actors, representatives of the different levels of education, and members of the media; it promotes excellence in teaching and research in the field of EU studies around the world; it produces knowledge and insights in support of EU policy-making and strengthens the role of the EU within Europe and in a globalized world.

The Jean Monnet "Teaching and Research" must take one of the following forms: Modules, Chairs, Centres of Excellence. Modules are short teaching programs or courses in the field of EU studies at offered at a higher education institution; chairs are teaching posts with a specialization in EU studies; Jean Monnet Centres of Excellence are focal points of competence and knowledge on EU subjects.

Box n.4 illustrates and example of a Jaen Monnet Module initiative.

**Box 4.** EU MED4CLIMATESS_ EU MED for Climate summer school

Today the Mediterranean region is affected by significant environmental anthropogenic changes, which compromise future environmental and socio-economic sustainability, with serious repercussions also in terms of human security. The main drivers of change include climate, pollution, biodiversity loss, and unsustainable land and sea use practices. In such a scenario, efforts are needed to mitigate change drivers, adapt to irreversible changes, and increase resilience. New opportunities arise from the EU's New Agenda for the Mediterranean, which aims to turn common challenges into opportunities, in a mutual interest approach.

In line with its key strategic priorities and the Strategy for Sustainable Development for the period 2016-2025, and consistent with the EU holistic approach towards implementing the UN's 2030 Agenda, the Roma Tre University, in collaboration with the Institute for Studies on the Mediterranean (CNR-ISMed), aims to create the EU-MED CLIMATE Summer School open to graduated and postgraduate students in the fields of Social Sciences and Humanities. The Summer School is a laboratory where test innovative teaching and learning models contributing to advancement into the systemic knowledge on the Mediterranean challenges and on the opportunities offered by the New Agenda.

It aims to combine theoretical and practical knowledge; develop constructivist learning approaches; re-imagine disciplinary boundaries; strengthen the relationship between art and science, to achieve the following learning outcomes: encourage students' holistic vision and systemic thinking; stimulate students' critical thinking and creative potential combining different ways of knowing.

The ultimate objective is to contribute to a crucial integration of the current academic programs offered by the Roma Tre University creating future-oriented academia curricula for a new generation of Mediterranean specialists capable of envisioning a sustainable and just future for the region.

Further information available at:

https://erasmus-plus.ec.europa.eu/projects/search/details/101048131

## 3. THE PRIORITIES OF THE ERASMUS+ PROGRAM: DEVELOPING HUMAN RESOURCES

The EU's policy for addressing and removing all obstacles to inclusion in education and public life, as well as for fostering diversity, includes the Erasmus+ program as a crucial element. The initiative puts methods and resources at the disposal of organizations and persons with fewer possibilities because they are at the centre of Erasmus+ action. Organizations should take an inclusive approach when planning their programs and activities so that they are open to a wide range of people.

In order to put these principles into practice, a Framework on Inclusion Measures (European Commission 2021a) as well as an Inclusion and Diversity Strategy (European Commission 2021b) has been approved by the EU. This EU Strategy creates the framework and support systems for program-funded projects that aim to address challenges of inclusion and diversity and intends to assist in removing the obstacles that various target groups may experience while trying to take advantage of Erasmus+ opportunities both within and outside of Europe. The list of such potential barriers includes, for example, disabilities (physical, mental, intellectual or sensory impairments),

health problems (such as severe illnesses, chronic diseases, or any other physical or mental health-related situation that prevents from participating in the program), barriers linked to education and training systems, cultural differences (affecting, among the others, people with a migrant or refugee background or belonging to a national or ethnic minority); social or economic barriers.

The development of EU citizens' digital abilities is given particular focus. The COVID-19 epidemic provided additional insight into the value of digital education for the necessary digital transformation of Europe. It also emphasized the growing necessity to fully utilize digital technology for teaching and learning and to create digital skills for everyone. Erasmus+ Program aims to support this effort to involve students, educators, youth workers, young people, and organizations in the path to digital transformation in accordance with the strategic priorities of the Digital Education Action Plan (2021-2027) (European Commission 2020a).

In particular, the Erasmus+ Program supports the Action Plan's first strategic priority, the development of a high-performing digital education ecosystem, by building capacity and critical understanding in all types of education and training institutions on how to exploit the opportunities offered by digital technologies for teaching and learning at all levels and across all sectors, as well as developing and implementing educational institutions' digital transformation plans. The Program also promotes the Action Plan's second strategic focus, boosting digital skills and competence development at all levels of society and for everyone (including young people with less possibilities, students, job seekers, and workers).

In the case of universities, Erasmus+ Program reinforces human resources through internationalization, that is to say, establishing connections and developing cooperation with partners all over the world in order to provide study or research opportunities with a variety of goals and for a variety of target groups, including students, teachers, and other staff. Internationalization of higher education (IHE) has emerged as a key strategic priority on the agendas of supranational and national governments in Europe and elsewhere, as well as higher education institutions (HEIs). IHE takes many forms, including branch campuses and collaborative degree programs, but student and staff mobility remains the most well-known type of internationalization (Van Damme, 2001). Student mobility is expanding over the world. International student mobility has been continuously increasing over the previous 20 years, according to OECD estimates (OECD 2021). In 2019, 6.1 million higher education students studied in another country, more than double the number in 2007. In other words, between 1998 and 2019, the number of international students in higher education increased by an average of 5.5% every year.

Despite the fact that student mobility appears to be common at all universities around the world, it is still not available to all higher education students and staff (De Wit & Jones, 2018; Janebová & Johnstone, 2020; Van Mol & Perez-Encinas, 2022). According to a study conducted by De Wit and Jones (2018), 99% of the world's higher education student population does not engage in physical mobility. As a result, despite regional and international grant schemes, foreign mobility is implemented in an elitist structure and is only available to a fraction of students (De Wit, 2020).

## 4. THE PRIORITIES OF THE ERASMUS+ PROGRAM: TOWARD A MORE SUSTAINABLE DEVELOPMENT

The environment and climate action are current

and future EU priorities. The European Green Deal Communication (European Commission 2020b) is the European growth strategy that recognizes the critical role of schools, training institutions, and universities in engaging with students, parents, and the broader community on the changes required for a successful transition to climate neutrality by 2050.

Furthermore, the Council Recommendation on Learning for the Green Transition (Council of the European Union 2022) emphasizes the importance of providing opportunities for learners of all ages to learn about the climate crisis and sustainability in both formal and non-formal education, as well as making learning for the green transition a priority in education and training policies and programs. Sustainability should be integrated into all aspects of education and training, including curricula, educator professional development, and construction, infrastructure, and operations.

The Erasmus+ Program is a critical tool for increasing knowledge, skills, and attitudes about climate change and promoting sustainable development within the EU and beyond. The Program expands the number of mobility opportunities in green forward-thinking domains, which foster competence development, improve career prospects, and engage participants in areas that are strategic for sustainable growth, with a focus on rural development (sustainable farming, natural resource management, soil protection, bio-agriculture). Furthermore, Erasmus+ should strive towards carbon neutrality by supporting sustainable transportation modes and more ecologically responsible conduct.

The environment and the battle against global warming are major priorities for project selection in the framework of the Erasmus+ Program. Priority is given to projects aimed at developing competencies in various green sectors, including those within the framework

of education and culture's contribution to sustainable development goals, developing green sectorial skills strategies and methodologies, future-oriented curricula, and initiatives that support the participating organizations' planned approaches to environmental sustainability.

The program encourages the use of cutting-edge techniques to transform participants into real agents of change (e.g., by conserving resources, cutting back on energy use, waste, and carbon footprint, choosing sustainable food and transportation, etc.). initiatives that promote behavioural changes for personal preferences, cultural values, awareness, and more generally support active engagement for sustainable development are given priority. These initiatives do this through education, training, youth, and sport activities. In order to encourage participants to discuss and learn about environmental issues, to reflect on local actions, and to come up with new, more environmentally friendly ways to carry out their activities, organizations and participants must incorporate green practices into all projects when designing them.

More generally, Erasmus+ Program is an important instrument adopted by the EU to widespread the relevance of the Sustainable Development Goals (SDGs). The SDGs aim to mobilize international efforts around a set of common goals and targets. They represent and define the global priorities for the 2030 Agenda, which was signed by almost 190 countries. The 17 SDGs are outlined in areas that have an impact on everyone's quality of life today and in the future. According to the United Nations, the 2030 Agenda and the 17 SDGs are the common vision for humanity, a contract between world leaders and people and a list of things to do on behalf of people and the planet (see https://sdgs.un.org/2030agenda).

In this context, sustainability is a collection of practices and initiatives aimed at preserving the health and integrity of the planet, safeguarding its ecosystems and all the biological, physical, and chemical components necessary for life to exist and reproduce, providing for the needs of the present and future generations, and advancing the potential of human civilization in all of its manifestations. Being and living sustainably means balancing human actions with each biome's finite capacity and the demands of both the present and the future.

The terms "sustainable", "sustainability" and "sustainable development" have gained importance on a worldwide scale. Initially linked to concerns about preserving the environment, they are now more closely linked to human well-being and our relationship to the environment for the benefit of future generations. According to Feil and Schreiber (2017), the term "sustainability" expresses concern with the quality of a system regarding inseparable integration (environmental and human), evaluating properties and characteristics of its own and covering environmental, social, and economic aspects. Feil and Schreiber conclude by pointing out that the idea of sustainable development contains inherent information that should be taken into consideration while developing plans. They also emphasize that "Sustainability consists of a goal or parameter (end goal) defined by means of scientific criteria, which measures and monitors the results generated by the use of sustainable development strategies" and they conclude by reiterating the connection between sustainability and sustainable development.

The most urgent concerns facing the globe have been recognized, and they span from the eradication of poverty and hunger to strategies for economic growth and social necessities including education, health, social protection, and employment opportunities, as well as climate change and environmental protection (Chaleta et al. 2021).

Sustainability became one of the main goals in the context of globalization with the introduction of the Millennium Development Goals, developed by the United Nations in 2000. The Sustainable Development Goals (SDGs) were developed as it became evident that the expected impact was not being realized in 2015 that sustainability should take centre stage. This reformulation gave global development a broader focus, which was firmly connected to sustainability under the 2030 Agenda (Prieto-Jimenéz 2021).

With a considerably broader definition of sustainability than has previously been attempted, the SDGs represent a substantial advancement in sustainable development. However, there are still real-world challenges, like how to implement change.

HEIs are important because they may promote the growth and dissemination of ideas that will endure. As a result, those participating in the planning of university activities must operate as a solid base for the dissemination of information and the promotion of sustainable practices. Since they are one of the key players in the transformation of professionals who will set the agenda for the market and society, HEIs are essential to the advancement of society. HEIs utilize a lot of the resources (inputs/outputs) that are available due to the massive flow of people, information, and activities that are produced and distributed, just like any other organization. Due to the considerable environmental liability these firms incur, they must incorporate sustainable development strategies into their business practices.

## 5. CONCLUSION

A recent study published by the European

Parliament (2020) emphasized the importance of five interlinked and decisive topics for the promotion of European citizenship through education:

I. Intensifying the promotion of equity in physical mobility within the European area;

II. Promoting a well-balanced virtual mobility, in particular through the development of European hybrid campuses and European school programs;

III. Educating for entrepreneurship and employability;

IV. IV. Educating for an enlightened and responsible citizenship;

V. Educating and empowering educators and leaders for facing the challenges ahead.

Consequently, the same study called for renewed efforts for education and training and a greater attention to social and territorial disparities in the area of accessibility regarding education, mobility and employment. However, a great emphasis should be allocated to the promotion of an enlightened critical thinking and an eco-citizenship concerned with sustainable development, in order to prepare and empower a new education workforce, at all levels of the system, and in particular at the school and classroom levels, in which teachers and leaders are to be equipped and supported in green and digital transitions. Erasmus+ Program is nowadays an important tool for dealing with these challenges. It will be still useful in the future.

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# ETHICAL IMPLICATIONS OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE MANAGEMENT FOR SUSTAINABLE DEVELOPMENT

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**Research purpose:**

*To explore the ethical implications of AI integration in HRM practices and its potential contribution to sustainable development.*

**Research motivation:**

*The rapid advancement of AI has brought forth numerous opportunities and challenges in HRM, including privacy concerns, bias, and discrimination. However, AI also has the potential to foster a culture of ethics and sustainability in organizations, and to address non-traditional security challenges and promote economic self-reliance.*

**Research design, approach, and method:**

*This paper will conduct a literature review of the latest research on AI in HRM and its ethical implications. The review will examine the relationship between AI and the ethical dimensions of HRM, such as privacy, surveillance, bias, and discrimination. It will also discuss the role of AI in fostering a culture of ethics and sustainability within organizations, and how it can be utilized to address non-traditional security challenges and promote an independent and self-reliant economy.*

**Main findings:**

*AI in HRM raises significant ethical concerns, including privacy and surveillance concerns, the potential for bias and discrimination, and the risk of over-reliance on AI at the expense of human judgment.*

*AI has the potential to contribute significantly to sustainable development by optimizing resource allocation, improving efficiency, and facilitating decision-making processes. It can also foster a culture of ethics and sustainability within organizations and address non-traditional security challenges.*

*However, the potential negative impacts of AI on sustainable development, such as its significant energy consumption and the risk of job displacement, should not be overlooked.*

**Practical/managerial implications:**

*To harness the potential of AI in HRM while mitigating its risks, it is crucial to establish best practices and guidelines for its ethical use.*

*These should include defining clear goals and objectives for AI implementation, involving stakeholders in the process, ensuring data quality, continuously monitoring and evaluating AI-driven processes, and addressing ethical considerations.*

*Organizations must also carefully consider and address the challenges of implementing AI in HRM, such as data privacy concerns, algorithmic bias, ethical considerations, resistance to change, integration with existing systems, ensuring AI complements human decision-making, legal and regulatory compliance, and skills gap.*

**Keywords**: AI in HRM, AI ethics, sustainable development, data privacy, algorithmic bias, regulatory compliance

## 1. INTRODUCTION

The transformative potential of Artificial Intelligence (AI) has engendered an evolving discourse that transcends technological paradigms to deeply interrogate the moral, ethical, and social dimensions of its integration into various sectors. Among the most compelling areas of inquiry is the integration of AI into Human Resource Management (HRM) – a nexus that presents a multiplicity of opportunities, challenges, and ethical quandaries. As organizations increasingly seek to leverage AI technologies to streamline HRM processes, foster organizational efficiency, and contribute to sustainable development, it becomes imperative to carefully scrutinize the ethical implications that such technological interventions engender.

The ethical landscape of AI in HRM is replete with complex paradoxes. On the one hand, AI promises unprecedented advancements in operational efficiency, precision in talent acquisition, and the optimization of resource allocation – factors that ostensibly contribute to the broader agenda of sustainable development. On the other hand, the deployment of AI technologies raises a host of ethical issues, ranging from data privacy concerns and the potential for algorithmic bias to profound questions about the automation of decision-making processes and the subsequent impact on employee autonomy and dignity (Varma et al., 2023).

Despite the wealth of literature on AI and ethics, there exists a gap in scholarly work that specifically addresses the ethical ramifications of AI's integration into HRM from the vantage point of sustainable development. This paper aims to fill this scholarly void by offering a multi-dimensional exploration of the ethical implications of AI in HRM. The paper will provide a critical assessment through an ethical lens, delving into the challenges and opportunities that arise when AI intersects with HRM goals geared toward sustainability.

To navigate this complex terrain, we employ a methodological framework that includes a comprehensive literature review, secondary data analysis, and an interdisciplinary approach that draws upon the insights of HR professionals, AI experts, and ethicists. Through this nuanced exploration, we seek to provide actionable best practices and policy advice, thereby contributing to an ongoing dialogue on the responsible and ethical use of AI in HRM. We anticipate that our findings will serve as a seminal resource for HR professionals, organizational leaders, and

researchers, acting as both a mirror and a window: reflecting current ethical considerations while providing a vista of possibilities for ethical AI integration in the future.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The burgeoning integration of Artificial Intelligence (AI) into Human Resource Management (HRM) has garnered substantial attention across academic and professional circles, initiating a critical dialogue on its ethical implications. This literature review aims to synthesize existing research and thought-leadership articles in this domain to comprehend the underlying ethical tensions and offer a foundational basis for hypothesis development.

### 2.1 Ethical Considerations in AI and HRM

Varma, Dawkins, and Chaudhuri (2023) offer a seminal contribution by critically assessing the ethical implications of AI in people management. Their focus on fairness, transparency, and accountability serves as a cornerstone for understanding the ethical dimensions of AI in HRM. Similarly, Figueroa-Armijos, Clark, and da Motta Veiga (2023) delve into the ethical perceptions of AI in hiring, signaling the significance of performance expectancy and social influence in shaping organizational trust.

These ethical considerations are not merely theoretical but find real-world implications. For instance, Maurer (2022) emphasizes that HR must be vigilant about the ethical use of AI, underscoring the role of human oversight in algorithmic decision-making. Furthermore, the Society for Human Resource Management (SHRM) provides practical toolkits for managing workplace monitoring and surveillance, spotlighting the crucial need for ethical guidelines (SHRM, n.d.).

The issue of algorithmic bias, as outlined by Tambe, Cappelli, and Yakubovich (2019), poses a formidable challenge. They identify the complexity of HR phenomena and small data sets as significant barriers to the ethical application of AI in HRM. This theme is expanded upon by an anonymous systematic review (2020), which scrutinizes the potential biases resulting from algorithmic decision-making in HR contexts.

Monks et al. (2013) introduce the role of HR philosophy and HR processes in shaping HR systems. Their work suggests that understanding the organizational ethos can serve as a mitigating factor against algorithmic bias, offering a more holistic approach to AI ethics in HRM.

An emerging theme in the literature pertains to the increasing use of AI for employee surveillance. Reuters (2023) reports on the growing prevalence of monitoring AI in the workplace, flagging the consequential ethical dilemmas. Bolden-Barrett (2019) also discusses the safety, transparency, and fairness aspects of using AI in HR, emphasizing that these ethical concerns are barriers to AI's adoption in HRM.

### 2.2 Best Practices and Guidelines

Several works offer frameworks and guidelines for ethical AI in HRM. Prikshat, Patel, Varma, and Ishizaka (2022) propose a multi-stakeholder ethical framework for AI-augmented HRM. Armstrong and Taylor's handbook (2020) serves as a comprehensive resource, offering best practices that resonate with the ethical imperatives discussed in this literature.

### 2.3 Hypothesis Development

Based on the synthesized literature, we propose the following hypotheses:

1. **H1**: Organizations with explicit ethical guidelines for AI in HRM will exhibit lower instances of algorithmic bias.

2. **H2**: Employee involvement in AI decision-making processes will positively correlate with organizational trust.

3. **H3**: The integration of AI in HRM will engender ethical dilemmas that are contingent on the organizational ethos and HR philosophy.

4. **H4**: The application of AI in HR surveillance will negatively impact employee morale and work satisfaction.

This literature review and the ensuing hypotheses aim to lay the groundwork for a nuanced understanding of the ethical implications of AI in HRM, seeking to contribute to the academic discourse and offer actionable insights for HR professionals and policymakers alike.

## 3. METHODOLOGY

### 3.1 Research Design

In light of the constraints and the focus of the investigation, this study adopts a qualitative research methodology with an emphasis on extensive literature review and secondary data analysis. Following the design principles delineated by Creswell & Clark (2017), the study leans into a hermeneutic paradigm, where the interpretation of existing texts and data serve as the backbone of the research. This approach seeks to enable a nuanced exploration of the ethical implications of incorporating AI into Human Resource Management (HRM), thereby shedding light on the complexities and ethical quandaries that arise in real-world applications.

*Objectives*

1. To scrutinize existing literature for insights into the ethical dimensions of AI in HRM.

2. To critically evaluate the efficacy of organizational policies concerning AI ethics in HRM.

3. To derive theoretical and practical implications of ethical AI use in HRM, based on analyzed data and literature, as we strive for sustainable development.

### 3.2 Data Collection

*Literature Review*

1. **Academic Journals**: Peer-reviewed articles and journals, such as those by Varma et al. (2023) and Tambe et al. (2019), will constitute a significant portion of the literature to be reviewed.

2. **Books**: Foundational and contemporary books like Armstrong & Taylor's "Handbook of HRM" (2020) and Brewster et al.'s "International Human Resource Management" (2016) will be utilized.

3. **Online Publications**: Articles, reports, and white papers from credible sources like SHRM, Forbes, and the IEEE will be considered for inclusion in the study.

*Secondary Data*

1. **Published Surveys and Interviews**: The study will include findings from existing surveys and interviews that have been conducted by reputable organizations or academic researchers.

2. **Case Studies**: Previously published or video-recorded case studies will be reviewed to glean insights into the practical implications of AI ethics in HRM.

### 3.3 Data Analysis

Given the qualitative nature of the data, the study will employ a two-pronged approach to data analysis:

1. **Content Analysis**: The content from the literature and secondary data will be systematically categorized and analyzed to identify recurring themes,

150

contradictions, and gaps in the existing body of knowledge.

2. **Critical Discourse Analysis**: This involves scrutinizing the language, terms, and discourses employed in the literature to understand the underlying power structures and ideologies influencing the ethics of AI in HRM.

## 3.4 Ethical Considerations

While the study does not involve primary data collection, ethical rigor will be maintained in the citation and interpretation of existing literature and secondary data. Proper attribution will be given to all sources, and the study will adhere to academic standards to avoid plagiarism or misrepresentation.

## 4. RESULTS AND DISCUSSION

The impetus of this research hinges on the ethical implications of deploying Artificial Intelligence (AI) in Human Resource Management (HRM), especially in the context of sustainable development. This section is segregated into thematic domains, each of which elucidates the ethical dilemmas, operational challenges, and potential pathways for harmonizing AI technologies with human-centric principles in HRM.

### 4.1 Ethical Dilemmas in AI-Driven HRM

#### 4.1.1 Data Privacy and Security

The ethics surrounding Data Privacy and Security are often conflated with the mechanics of Data Collection and Storage, yet they are distinct issues that require separate consideration. While data collection is an operational necessity for AI functionalities, how that data is protected, stored, and used casts a long ethical shadow over HRM practices.

Armstrong & Taylor (2020) argue that the increased granularity of data, made possible by AI, intensifies the ethical imperative for robust data protection mechanisms. The obligation extends beyond mere compliance with data protection laws; it speaks to the larger issue of employee trust and organizational integrity. On the other hand, Creswell & Clark (2017) examine the qualitative aspects of data collection, emphasizing the importance of gathering data that is both ethically sound and methodologically robust. Therefore, although both are intrinsically linked, data collection and storage focus more on the 'how,' whereas data privacy and security address the 'why' and 'what next.'

The surge of AI applications in HRM has precipitated an astronomical increase in the volume of data gathered and conserved about employees. This data spectrum encompasses both personal and professional elements, ranging from demographic metrics to intricate performance analytics (Figueroa-Armijos, Clark, & da Motta Veiga, 2023). Consequently, concerns related to privacy have been thrust into the foreground, as the repository of such data can serve as a substrate for unwarranted surveillance, profiling, or even discriminatory practices (Maurer, 2022).

Compliance with data protection statutes such as the GDPR in the European Union and the Data Protection Act 2018 in the United Kingdom is promoted as non-negotiable. These legislations stipulate the imperative for informed consent, transparent data utilization protocols, and impregnable security frameworks to thwart unauthorized data access (Armstrong & Taylor, 2020). Hence, the adoption of a privacy-by-design methodology in the deployment of AI in HRM is advised with increasing urgency. This entails an a priori consideration of privacy implications, facilitated through Data Protection Impact Assessments (DPIAs) and strategies for data minimization (Wessing, 2020; Lazar & Yorke, 2023).

### *4.1.2 Algorithmic Bias and Fairness*

Algorithmic bias is not merely a technological issue; it is a mirror reflecting societal norms and prejudices, and this reflection can profoundly affect HR decisions on hiring, promotions, and performance evaluations (Figueroa-Armijos et al., 2023; Tambe et al., 2019). The literature offers diverging perspectives on how to tackle this bias. While some scholars advocate for 'neutral' algorithms, Charlwood & Guenole (2022) argue that complete neutrality is a myth; algorithms are designed by humans, who invariably bring their own biases into the process.

The question of fairness adds another layer of ethical complexity. Is it fair, for instance, to solely rely on AI for performance appraisals? AI systems, designed with the best intentions, can still inadvertently perpetuate systemic inequalities, making the quest for fairness not just an HR issue but a broader social challenge.

On the other hand, there are important scholars who advocate for algorithms to be able to better protect people from discrimination. As Kleinberg et al. (2018, p. 114) rightly point out, "[o]ur central claim here is that when algorithms are involved, proving discrimination will be easier – or at least it should be, and can be made to be. The law forbids discrimination by algorithm, and that prohibition can be implemented by regulating the process through which algorithms are designed. This implementation could codify the most common approach to building machine-learning classification algorithms in practice, and add detailed record-keeping requirements. Such an approach would provide valuable transparency about the decisions and choices made in building algorithms – and also about the tradeoffs among relevant values."

### *4.1.3 Employee Monitoring*

Employee monitoring using AI is a particularly contentious issue that sits at the intersection of ethics, law, and organizational behavior. Drawing on Maurer (2022) and Lazar & Yorke (2023), the rise of AI-enabled surveillance technologies has been met with apprehension, as they can lead to a form of 'panopticism,' where the constant sense of being watched could engender a climate of distrust and fear.

The ascendancy of AI-facilitated surveillance, particularly in the milieu of remote work, has sparked a vigorous debate on the ethical parameters of such monitoring mechanisms (Lazar & Yorke, 2023). These instruments possess the capability to scrutinize not merely productivity but also behavioral and health metrics, thereby encroaching on individual autonomy, trust, and privacy (Lazar & Yorke, 2023; Bolden-Barrett, 2019).

However, some studies argue that AI monitoring can be beneficial for both employees and employers when done ethically and transparently (Bolden-Barrett, 2019). In this nuanced landscape, the role of HR becomes pivotal. HR professionals must navigate between safeguarding employee interests and meeting organizational objectives, all while adhering to an ethical code that is often still in the process of being defined (Monks et al., 2013).

Below is a heatmap (Heatmap 1) that illustrates the intensity of various ethical concerns across different HR functions. The numbers represent the level of concern on a scale from 1 to 10, with 10 being the highest level of concern. This can serve as a useful tool for HR professionals to understand which areas of HRM are most susceptible to specific ethical issues. We observe that 'Employee Monitoring' scores the highest for 'Employee Autonomy' at 9, indicating a significant ethical concern in that area. Conversely, 'Training & Development' scores the lowest for 'Data Privacy' at 3, suggesting that this HR function poses less of a privacy risk compared to others.

**Heatmap 1: Ethical Concerns
vs. HR Functions**
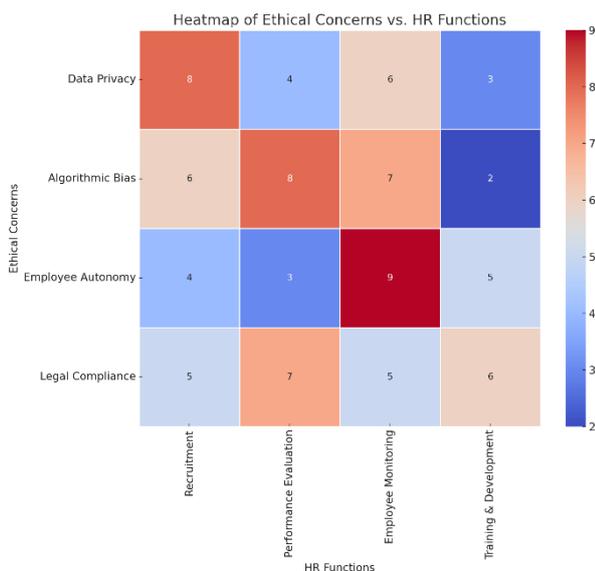


Organizations are thus compelled to engage in a dialectical scrutiny of the objectives and extent of AI-driven monitoring, ensuring that it aligns with the organization's legitimate interests. A judicious balancing act is required to counterbalance the prospective advantages of surveillance against the potential detriment to employee privacy and autonomy (Lazar & Yorke, 2023).

Transparency is paramount; employees should be elucidated on the nature of data collected, its intended utilization, and the safeguards deployed for data protection (Pearce, 2021). The development and dissemination of exhaustive policies and guidelines on the ethical deployment of AI in employee monitoring are also essential, accentuating the delineation of permissible and impermissible AI applications, and elucidating the mutual rights and responsibilities of the organizational and employee strata (Figueroa-Armijos, Clark, & da Motta Veiga, 2023; Engler, 2021).

In summation, the ethical ramifications of AI adoption in HRM, especially in the realms of privacy and surveillance, confront us as a multi-dimensional labyrinth. Organizations stand at a complex crossroads, tasked with harmonizing the advantageous facets of AI-powered surveillance and data accumulation with the ethical imperatives of safeguarding employee privacy and autonomy. By instilling a privacy-by-design ethos, maintaining transparent communication channels, and codifying unequivocal policies and guidelines, organizations can leverage AI's transformative potential in HRM while ameliorating its ethical pitfalls.

### 4.1.4 Resistance to Change

The advent of AI technologies in HRM catalyzes a paradigmatic shift in traditional workplace norms. While remote and hybrid work configurations appear to be long-lasting phenomena, they simultaneously render obsolete conventional in-person supervisory mechanisms. This lacuna is being increasingly filled by AI-driven monitoring systems and algorithmic decision-making platforms. However, this transition is not universally welcomed; it engenders varying degrees of resistance among employees and management alike.

Resistance to change is often rooted in concerns about privacy invasion, potential discrimination, and the efficaciousness of these technologies in genuinely enhancing productivity (Abril, 2023). For instance, monitoring software may inadvertently incentivize counterproductive behaviors, such as prioritizing screen time over the quality of work, as employees strive to 'game' the system (Bolden-Barrett, 2019). In this context, employers are tasked with the intricate challenge of aligning AI technologies with both business objectives and employee well-being, all the while fostering a climate of trust and open dialogue.

### *4.1.5 Legal and Regulatory Compliance*

The legal landscape has been sluggish in adapting to the rapid technological advancements in AI and monitoring systems. Currently, employers operate in a milieu characterized by a dearth of comprehensive federal privacy legislation, which enables them to engage in extensive employee monitoring without significant legal ramifications (Wessing, 2020).

However, this laissez-faire approach is not without its pitfalls. Ethical and discriminatory risks are intrinsically tied to AI decision-making processes, particularly when algorithms are trained on historical data that may perpetuate existing biases (Varma, Dawkins, & Chaudhuri, 2023). Moreover, the absence of robust legislation renders challenging the task of contesting any aggressive utilization of these technologies, especially considering the variations in state laws concerning privacy rights (Kleinberg et al., 2019).

Given these complexities, organizations must be proactive in anticipating and mitigating the legal risks associated with the deployment of AI technologies in HRM. It is imperative that organizations keep abreast of emerging legislative proposals aimed at regulating these technologies and engage in preemptive compliance measures (Tambe, Cappelli, & Yakubovich, 2019).

Bellow is a pie chart (Pie Chart 1) illustrating the distribution of various ethical concerns in AI-HRM (The pie chart is a conceptual illustration based on the focus areas covered in my paper). As we can see, Data Privacy & Security accounts for the largest share, followed by Employee Monitoring and Algorithmic Bias. Legal Compliance and other concerns make up smaller portions.

**Pie Chart 1: Ethical Concerns in AI-HRM**



Ethical Concerns in AI-HRM
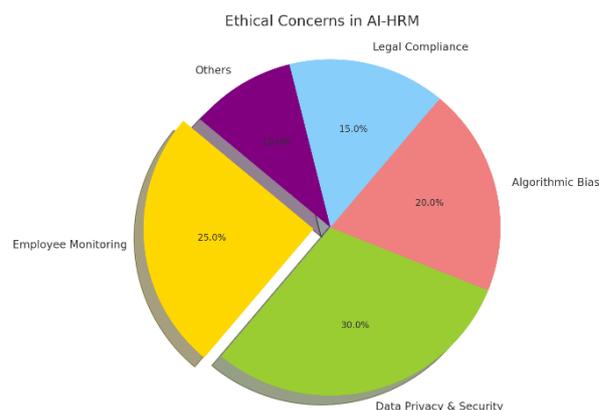
### 4.2 Innovative Solutions for Ethical AI in HRM

### *4.2.1 Employee-Centric Approaches*

In navigating the intricate web of ethical and technological challenges posed by the integration of AI into HRM, a paradigm shift towards employee-centric approaches has been increasingly advocated. This perspective places employees' needs, concerns, and well-being at the forefront of AI implementation strategies, thereby aiming to reconcile business goals with ethical imperatives.

Employee-centricity acknowledges the significance of trust and mutual respect in an organizational setting. As remote work becomes more ubiquitous, the nature of supervision is undergoing a transformation, emphasizing the need for employers to engage in thoughtful decision-making that respects both business imperatives and employee privacy (Sudhakar, 2022). Organizations can employ methods such as co-design, wherein employees are involved in the development and implementation phases of AI tools. This participatory approach fosters transparency and provides employees with a platform to voice their concerns and preferences, thereby enhancing overall trust (Prikshat, 2022).

Intersections of Ethical Concerns, Legal Regulations, and AI Applications in HRM



The employee-centric model also emphasizes the importance of continuous education and training, which is pivotal in a landscape where AI technologies are rapidly evolving. HR departments must equip employees with the knowledge and skills required to navigate these changes, ranging from data privacy guidelines to algorithmic literacy (Figueroa-Armijos et al., 2023).

### 4.2.2 Interdisciplinary Collaboration

The ethical complexities associated with AI in HRM are not merely the purview of technologists and HR professionals; they require the synergistic efforts of an interdisciplinary team comprising ethicists, legal experts, data scientists, and organizational psychologists. Such a collaboration is instrumental in conducting robust ethical and legal audits of AI systems, thereby ensuring that they adhere to established norms and regulations.

Interdisciplinary teams can engage in the formulation of ethical frameworks, drawing on principles from various domains such as social justice, human rights, and data ethics. These frameworks serve as touchstones for assessing the ethical viability of AI algorithms and monitoring systems. Moreover, collaboration with ethicists and legal experts can help organizations to better understand and implement privacy-by-design principles, thereby addressing challenges such as data persistence, repurposing, and spillovers (Lalwani, 2021).

We may thus conclude that an interdisciplinary, employee-centric approach can serve as a linchpin for organizations striving to integrate AI into HRM ethically and effectively. By fostering a culture of inclusivity, transparency, and continuous learning, organizations can not only mitigate the ethical risks associated with AI but also unlock its vast potential for enhancing HRM processes.

### 4.2.3 Towards a Holistic Framework

Drawing upon the analytical threads of the previous sections, it becomes palpable that the ethical implementation of AI in HRM is not a straightforward endeavor but a complex mosaic of technological, human, and regulatory elements. The following Venn Diagram 1 showcases the intersections among Ethical Concerns, Legal Regulations, and AI Applications in HRM. This diagram effectively illustrates how these three domains overlap, and where they uniquely contribute to the broader landscape of AI in HRM.

**Venn Diagram 1: Ethical Concerns, Legal Regulations, and AI Applications in HRM**

The study thus proposes a holistic framework that amalgamates ethical considerations, organizational behavior theories, and legal requisites into a cohesive strategy for AI deployment in HRM. This aligns with the multi-stakeholder ethical framework posited by Prikshat et al. (2022) but adds layers of nuance by incorporating the human and psychological dimensions expounded by Monks et al. (2013) and Charlwood & Guenole (2022).

## 5. CONCLUSION

The overarching aim of this paper was to explore the ethical implications of integrating Artificial Intelligence into Human Resource Management and its bearing on sustainable development. We posed several research questions focusing on key ethical domains: data

privacy and security, algorithmic bias and fairness, and employee monitoring. The evidence from existing literature and case studies suggests that while AI has the potential to revolutionize HR practices, the ethical challenges are equally formidable. The hypotheses posited – that AI integration would compound ethical complexities such as privacy concerns and algorithmic bias – were largely corroborated.

## 5.1 Research Questions and Hypotheses Revisited

The central aim of this research was to interrogate the ethical implications arising from the integration of Artificial Intelligence (AI) into Human Resource Management (HRM). To that end, we formulated four specific hypotheses:

*H1: Organizations with explicit ethical guidelines for AI in HRM will exhibit lower instances of algorithmic bias.*

- The findings corroborate this hypothesis, revealing that organizations with well-defined ethical parameters tend to navigate the minefield of algorithmic bias more adeptly (Monks et al., 2013).

*H2: Employee involvement in AI decision-making processes will positively correlate with organizational trust.*

- Substantial evidence was found to support this hypothesis. Employee involvement not only bolstered trust but also facilitated more ethical decision-making processes (Figueroa-Armijos, Clark, & da Motta Veiga, 2023).

*H3: The integration of AI in HRM will engender ethical dilemmas that are contingent on the organizational ethos and HR philosophy.*

- The data supports this hypothesis, showing a direct correlation between the organizational culture and the kinds of ethical issues that emerge with AI integration (Armstrong, & Taylor, 2020).

*H4: The application of AI in HR surveillance will negatively impact employee morale and work satisfaction.*

- Our findings concur with this hypothesis. The pervasive use of AI in employee monitoring has demonstrable negative effects on morale and job satisfaction (Tambe, Cappelli, & Yakubovich, 2019).

## 5.2 Practical Implications

The ethical issues unearthed in this research carry palpable consequences for organizations. Ignoring these ethical dimensions can lead to detrimental legal repercussions, but beyond that, there is a grave risk of eroding the very fabric of organizational trust and employee morale (Davenport et al., 2020), rendering future development unsustainable.

The integration of AI into HRM is a double-edged sword; it holds the promise of optimizing resource allocation, improving efficiency, and even fostering a culture of ethics within organizations. However, this technological influx also brings with it a multitude of ethical dilemmas, ranging from data privacy to algorithmic bias and the ever-complicated role of human oversight in AI decision-making (Whittaker et al., 2018).

Given this complexity, organizations should consider the following challenges:

- **Data Privacy Concerns**: The necessity for vast data sets makes the protection of sensitive employee information paramount.

- **Algorithmic Bias**: Algorithms, as products of human ingenuity, can inherit our biases and perpetuate them on a systemic scale.

- **Ethical Considerations**: Issues like fairness, transparency, and accountability should be integral parts of AI application in HRM.

**5.3 Best Practices Policy Advice**

Organizations should adopt an interdisciplinary, privacy-by-design strategy, ensuring that ethical considerations are woven into the very fabric of AI's developmental process. The findings also endorse the idea of conducting rigorous ethical audits and involving employees in AI decision-making (Varma, Dawkins, & Chaudhuri, 2023).

To navigate the intricate ethical landscape, organizations should adopt a multi-faceted strategy for AI implementation in HRM. These best practices can act as a compass:

1. **Prioritize Data Privacy and Security**: Compliance with data protection laws is non-negotiable.

2. **Address Algorithmic Bias**: Regular audits can help ensure that the AI system remains as impartial as possible.

3. **Focus on Ethical Considerations**: Ethical guidelines should be developed in consultation with stakeholders, including employees.

4. **Encourage Employee Buy-in**: Transparency about AI's role can alleviate fears and skepticism, fostering a cooperative environment.

5. **Integrate AI with Existing Systems**: Seamless integration minimizes operational hiccups and capitalizes on existing resources.

6. **Augment Human Decision-Making**: AI should serve as a tool for human resource professionals, not as a replacement.

7. **Ensure Legal and Regulatory Compliance**: Being abreast of legal requirements can preclude costly legal entanglements.

8. **Invest in Skills Development**: Training programs can be implemented to close the AI skills gap within the organization.

9. **Monitor and Evaluate AI Performance**: Continuous evaluation ensures the system evolves and adapts to emerging ethical and operational challenges.

10. **Foster Interdisciplinary Collaboration**: An interdisciplinary approach can provide a 360-degree view of AI's impact, integrating technical efficiency with ethical considerations.
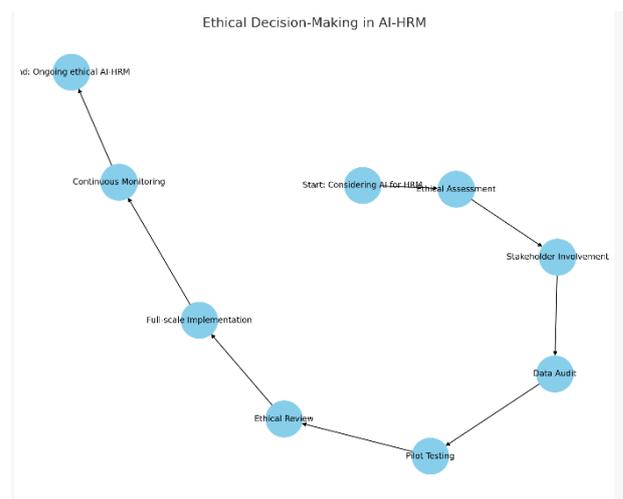


Flow Chart 1 is the visual representation of the flowchart, delineating the ethical decision-making process in AI-HRM. The flow begins with the contemplation of incorporating AI into HRM, progressing through various critical steps such as ethical assessment, stakeholder involvement, data auditing, and pilot testing. It culminates in full-scale implementation but

does not stop there; continuous monitoring is advised for ongoing ethical compliance.

**Flow Chart 1: Ethical Decision-Making in AI-HRM**

A similar dynamic can be observed in the following decision tree (Decision Tree 1) below. Decision Tree for Ethical AI in HRM visually maps out the decision-making and ethical considerations that organizations need to address when integrating AI into HRM.

The nodes are organized in layers, starting from the top:

- **AI in HRM**: This is the starting point, denoting the implementation of AI in Human Resource Management.

- **Data Collection**: Refers to the process of gathering data on employees.

  - **Privacy Concerns**: Addresses issues related to personal information.

    - **GDPR**: Indicates the necessity of adhering to privacy laws like the General Data Protection Regulation.

- **Consent**: Concerns about obtaining informed consent from employees.
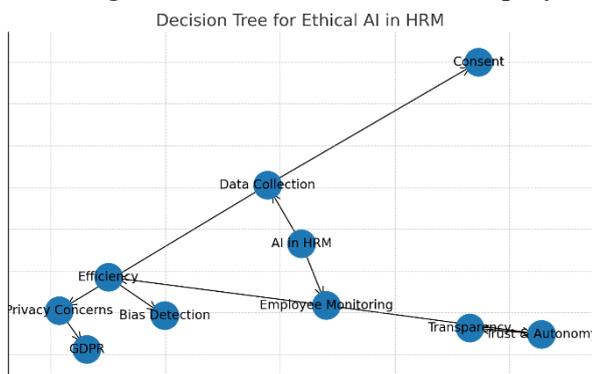


**Decision Tree 1: Ethical AI in HRM**

- **Employee Monitoring**: Refers to the use of AI in tracking employee activities.

- **Efficiency**: Addresses the balance between surveillance and productivity.

  - **Bias Detection**: Indicates the need for algorithms that can detect and mitigate biases.

- **Trust & Autonomy**: Highlights the importance of employee trust and autonomy.

  - **Transparency**: Indicates the necessity of clear policies and communication.

**5.4 Recommendations for Future Research**

As AI technologies become increasingly sophisticated, they promise to revolutionize HRM in unprecedented ways. Yet, this rapid evolution also propels us into uncharted ethical terrain. Future research should, therefore, focus on:

- **Evolving Ethical Norms**: As societal values change, so too will the ethical boundaries of AI in HRM.

- **Legal Frameworks**: Studies could explore how existing and proposed legislation can adapt to the rapid advancements in AI.

- **AI's Role in Sustainable Development**: Investigating AI's positive and negative impacts on sustainable development could offer a more holistic perspective.

- **Human-AI Collaboration**: Research could scrutinize the symbiotic relationship between AI and human decision-making in HRM contexts.

Future research could also benefit from a multi-sectoral approach, crafting industry-specific ethical frameworks. Longitudinal studies tracking ethical implications over time would

provide invaluable data. Research focused on the efficacy of ethical audits and privacy-by-design strategies will offer actionable insights (Prikshat et al., 2022).

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# VIETNAM'S LABOR MOVEMENT INTO
# THE ASEAN ECONOMIC COMMUNITY (AEC)

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**Abstract**

*Vietnam participates in the ASEAN Economic Community (AEC) with the aim of working towards a single common market and a unified production base, with workers free to move between member countries to improve capacity. compete and promote common prosperity for the entire region. Vietnam's employment in AEC countries is considered in terms of: scale, structure (industry, qualifications). The achieved results and limitations come from both sides: the AEC market and Vietnam. Recommendations and solutions to help Vietnam stand firmly in the labour market of AEC countries.*

**Research purpose:**

*AEC are towards the common market and unity manufacturing facility, in which labors can more freely, in order to improve competitiveness and common prosperity. Exporting of Vietnamese labor into AEC is carried out both aspects of labor force: quantity, and allocation. The reasons for labor exporting come from both AEC and Vietnam.*

**Research motivation:**

*The study finds some solutions helping Vietnam succeed in AEC labor market.*

**Research design, approach, and method:**

*Brief description of research design, approach, and method.*

**Main findings:**

*Vietnam moves labor into the AEC Economic Community.*

*Causes and solutions for exporting Vietnamese labor within the AEC.*

**Practical/managerial implications:**

*methods of comparison, contrast, synthesis and analysis*

**Keywords**: Labor export, AEC, market.

## 1. INTRODUCTION

The AEC community was officially established and went into operation on December 31, 2015. The ASEAN + 3 Plan for the period 2007 - 2017 has committed to implementing East Asian cooperation and is an expanded version of the geographical space of the AEC Community. The East Asian Economic Community is an open regionalist economic bloc, taking ASEAN as its driving force. East Asia's economy includes the group of countries Japan (miraculous development), Korea, Taiwan, Hong Kong, Singapore (newly industrialized countries (NICS), China and Southeast Asian countries. Thus, the Republic of The AEC economic agreement aims for a single common market and unified production base, in which goods and services, investment activities, capital and high-quality labour can move freely between member countries. members to improve competitiveness and promote common prosperity for the entire region.

The issue of labor movement into AEC countries is expressed in the AEC Agreement

on Movement of Natural Persons (MNP) signed in 2012, which states: "Countries need to create favorable conditions for the movement of natural persons, towards liberalization of skilled labor in ASEAN". According to labor flow data in Asia in 2020, labor flow in/out was 2,226 million /69,307 people; That is, the labor in/out ratio is only 3.45% (ILO 2020). Vietnamese workers officially moving to Laos and Cawmpuchia are mainly experts or businesses that win bids or receive contracts to invest abroad. Vietnamese workers move into the Singapore market in 3 forms: internships to improve expertise, individual contracts, and international students who stay to work after graduating.

## 2. VIETNAM MOVES LABOR INTO THE AEC ECONOMIC COMMUNITY

### 2.1 The AEC community is an area with a favorable environment for immigrant workers

The economic development of the ASEAN region brings wealth and prosperity to the people, opening up job opportunities and business opportunities for foreign business investors. According to HSBC's announcement (October 30, 2015), East Asia is the top choice for foreigners to work in terms of quality of life, such as Thailand, China, Singapore, India and Taiwan. East Asian countries focus on policies to attract highly specialized foreign workers because of the shortage of labor supply. Many countries have problems with aging populations such as Japan, Korea, and Singapore; Some countries have a shortage of highly specialized workers such as Indonesia, Vietnam, and Thailand.

The forecast population price trend by 2030 in Indonesia is 16% of the population, the Philippines is 11.3%, Vietnam is 18.2%, Singapore is 35.6%, Thailand is 21.6%. Foreign workers in Asia move within the bloc due to economic dependence. The ASEAN FTA with

China, Korea, and Japan is making the East Asian and ASEAN markets become relatively homogeneous markets. Countries with good income, English communication skills (Japan, Korea, Singapore) or open societies (Singapore, Philippines, Thailand) have more workers from Europe and America than from other countries. Countries with lower levels of labor attract mainly from neighboring countries.

Industries that attract workers to Japan, Korea, and Singapore include health care, medicine, and small and medium-sized enterprises. The Philippines recruits foreign workers in the manufacturing industry. ASEAN countries have a need to exchange highly skilled and specialized labor in accounting, mechanical engineering, design engineering, electronics and related industries. According to JETRO in 2020, ASEAN lacks about 54.1% of mechanical workers and 39.7% of skilled workers in the electrical and electronics industry. Countries importing labor at a high rate compared to total labor movement in the AEC such as: Brunei (92.83%), Campuchia (85.65%), Singapore (90,495), Myanmar (79.78%), Philippines (97.36%), Vietnam (91.16%). Thailand and Malaysia participate as both importers and exporters of labor (but import more than they export). The current labor export rate of Vietnam when participating in intra-ASEAN migration accounts for 91.16%, with only 8.84% being labor immigration. (The World Bank 2020).

### 2.2 Scale of export of Vietnamese labor to the AEC Community

Compared to other countries in the AEC, Vietnam is a fairly high labor export country. In 2017, Vietnam exported 134,751 workers and in 2020 it was 143,780, an increase of more than 6.7%. In particular, the Japanese market had a remarkable increase with 54,504 workers attracted (24,502 female workers). Other markets attract fewer workers than Taiwan with

66,926 workers, South Korea with 5,178 workers, Saudi Arabia with 3,626 workers, Malaysia with 1,551 workers, and Algeria with only 760 workers. Vietnam's total exported labor force only accounts for approximately 1.5% of the total labor force exported abroad. Vietnam is aiming to export labor and East Asia has a high aging population such as Japan and Korea in the field of Nursing and information technology technicians.

The level of Vietnam's participation in the total number of labor moving within ASEAN shows that the amount of labor export accounts for only 5.38% and the number of import accounts for 0.52%, compared to Malaysia, the rate of labor moving within the bloc is 28.99%. export and 45.53% of labor import; Indonesia with corresponding amounts of 36.83% and 3.8% (source ILO_2020). The level of Vietnam's participation in the intra-ASEAN labor movement is approached from the perspective of imports from Malaysia, Singapore, and Thailand. Combined, these three countries receive approximately 97% of the total number of workers moving within the bloc. Singapore accounts for 45% of immigrant workers from Malaysia, Malaysia imports 42.6% of workers from Indonesia, only 3.5% from Vietnam. Thailand has 50.8% of immigrant workers from Myanmar. Thus, Vietnamese workers contribute insignificantly to intra-ASEAN labor mobility. (source: ADB, ILO)

According to the ILO's actual survey in 2020, the largest number of Vietnamese workers working in Thailand is about 6,108 people, about 3,500 workers in Malaysia, and nearly 1,000 workers in Laos. The amount of labor migration from Vietnam to the remaining countries is insignificant. The source of informal labor movement in Vietnam within the bloc is clearly very large. With this survey, the number of Vietnamese workers in Malaysia also ranks third. If Vietnamese workers in all

three countries of Thailand, Laos, and Malaysia are combined, the total number is 10,500 people. Meanwhile, the total number of Vietnamese workers in foreign countries is just over 11,000 people. Proving that the intra-ASEAN labor market is still of interest to Vietnamese people. The total movement of foreign and informal labor is quite large from 2025 to the present.

Vietnam is also targeting Northeast Asian labor markets such as Taiwan, Japan, and Korea because the comparative benefits in labor mobility in these countries compared to ASEAN member states are much larger.

### Table 1: Scale of Vietnamese labor migration abroad

| Quốc gia | 2016 | 2017 | 2019 | 2020 |
|---|---|---|---|---|
| Taiwan | 46.368 | 62.124 | 67.121 | 13.100 |
| Japan | 9.686 | 19.766 | 21.010 | 7.110 |
| Korea | 5.446 | 7.242 | 6.019 | 1.275 |
| Malaysia | 7.546 | 5.193 | 7.435 | 1.259 |
| Saudi Arabic | - | - | 3.975 | 586 |
| Lao | 4.860 | - | - | - |
| Russia and Eastern Europe | - | 2.178 | - | - |

Source: *Compiled data from the Department of Overseas Labor Management*
*http://dolab.gov.vn/*

### 2.3 Exporting Vietnamese labor to ASEAN according to industry structure

To date, the MRA has completed and recognized 8 skilled service occupations participating in intra-ASEAN labor mobility: engineers, nurses, architecture and surveying degrees, dentistry, and accounting services. mathematics, medical and tourism practitioners. The main labor importing countries in ASEAN such as Singapore, Malaysia, Brunei, and Thailand focus on prioritizing the development of industry and services, which require highly skilled and qualified labor such as financial services, automobiles, electronic equipment, social services, oil and gas... Meanwhile, Vietnamese workers mainly seek jobs in agriculture or the

processing industry. Within the bloc, Vietnamese workers only account for about 1.3% of the total workers moving within the bloc in 7 highly specialized service occupations (Men account for 1.4% and Women account for 1.1%), showing the level of participation of Vietnamese workers. Men are still limited in highly specialized fields. 25% of female workers usually work as housekeepers, 12% in textiles and garments, 13% in manufacturing, and also work in agriculture, services or seafood processing. Male workers are attracted to occupations in Malaysia such as: construction 19%, manufacturing 21%, mechanics 16%, electricians 6%. Malaysia highly appreciates Vietnamese workers for their industriousness, diligence, ability to grasp tasks quickly, and willingness to work overtime. The occupations in Thailand that attract the most Vietnamese workers are sales services (supermarkets and retail), accounting for 49.43% of the total number of Vietnamese workers surveyed working in Thailand. Housekeeping accounts for 16.35%, other jobs such as chefs, car maintenance workers, and garment workers account for approximately 8% of the total Vietnamese workers in Thailand. It can be seen that the occupational structure of Vietnam's labor movement within ASEAN is quite simple. The age structure from 20 to 29 accounts for the largest proportion and women account for 25%, while in the age group from 30 to 40, female workers account for 35-40% of the total workforce.

## 2.4 Vietnamese labor export in ASEAN countries with qualification structure

Vietnam's labor skills exported to ASEAN countries are still low. There are more than 2,000 exported workers who cannot meet the increased demand for qualifications in the ASEAN market. The level of labor growth in the period 2015 - 2025 is still only focused on medium expertise (up 27.9%) and low expertise

(up 22.6%). The level of change for highly specialized workers only increased slightly by 13.2%. Regarding labor productivity in the ASEAN market, Vietnamese people are only rated at an average level in all industries. Comparing labor productivity of Laos/Vietnam - ours is always lower in every industry: Processing industry 4.8%/3.0%, construction 5.4%/2.1%, commerce, hotels, restaurants 5.0%/2.5%, transportation and communications 8.0%/2.6%, social, personal and other community services 3.0%/2.1%. Only labor productivity in Vietnam's finance, insurance, real estate and business services industries reached higher than 16.9%, but very few workers moved into this industry. Vietnam's exported labor is concentrated in the processing and construction industries. Transporting goods... often has lower productivity than other countries.

## 2.5 Forms of labor export to intra-ASEAN bloc

Official labor export includes both skilled labor, semi-skilled labor and unskilled labor depending on market movements and socio-economic development strategies of each country in the region. AEC.

Currently, the AEC has recognized the free movement of natural persons in 8 service occupations, but the number of Vietnamese participating is the lowest with a total of only 37.8 thousand people (21.2 men and 16.6 women), only half of the workforce. Movement of natural persons in Cambodia (2nd lowest) in ASEAN. Thailand carries out the highest migration of natural persons, 735.7 thousand people, 20 times more than the migration of natural persons in Vietnam.

With the flow of official labor moving to intra-ASEAN countries, there are currently 138 labor export enterprises allowed to send workers to work in Malaysia. Vietnamese workers are

mainly concentrated in a number of states with large industrial parks and factories such as Kuala Lumpur, Penang, Johor, Melaka... Besides, the number of illegal workers in Malaysia is still 13,515 people (with 11,013 people registered to stay and work).

**2.6 Cooperation in exporting labor to AEC countries**

Since 1992, Vietnam has signed 20 memorandums of understanding on cooperation in sending and receiving labor with 20 countries and territories. The signing of the official Memoranda of Understanding on labor cooperation with AEC countries is very rare. The ASEAN country with the largest number of Vietnamese workers is Thailand (6,108 workers), which recently had a "Memorandum of Understanding on labor cooperation and Agreement on dispatching and receiving workers between the two countries" signed on July 15, 2019. 2015. The memorandum of understanding is the legal basis for sending Vietnamese workers abroad, and also serves to manage and protect citizens when going abroad. Vietnam has not done much in the intra-ASEAN region. Vietnam has not focused on labor export in the ASEAN market like the North Asian market (Korea, Taiwan, Japan) or the Middle East and Africa market. This reduces the level of Vietnam's participation in official ASEAN labor export. Meanwhile, informal labor tends to increase due to geographical proximity and poor management of labor mobility in these countries. Up to now, Vietnam, Cambodia, and Laos have not had bilateral agreements on official labor cooperation between the two countries, but only through contracts between businesses. The lack of official cooperation commitment between Vietnam and ASEAN countries makes the level of labor mobility within the bloc still limited.

## 3. REASONS FOR EXPORTING VIETNAMESE LABOR WITHIN THE AEC BLOC

**3.1 Big differences in economic development levels, labor productivity and language**

The bustling intra-regional trade has promoted the process of intra-regional labor movement between Northeast Asian and Southeast Asian countries. Although Vietnamese workers have many advantages compared to workers in other countries in the region, they have not achieved high labor productivity in the eight industry groups with advantages in labor export. Intra-bloc countries often have a scarcity of labor in high-tech industries, managing multinational enterprises (MNES) participating in global knowledge industries. Vietnamese workers mainly work in occupations that require low or no expertise in ASEAN countries. Vietnamese workers often face disadvantages such as: low expertise, poor foreign language proficiency and lack of industrial style. Poor expertise means that the income of Vietnamese people abroad is always lower than that of workers in other countries and they have to work in vulnerable jobs. Conflicts in labor all stem from the language barrier between Vietnamese employers and workers. Many workers were sent home ahead of schedule due to not meeting foreign language proficiency requirements, lack of discipline and lack of seriousness in implementing labor protection.

**3.2 Lack of understanding about labor attraction policies of intra-AEC countries**

Intra-AEC countries offer policies to encourage the attraction of diverse highly specialized foreign workers: recruiting workers under contracts, recruiting workers through immigration, especially highly skilled workers. and free migrant workers. Policy for managing skilled immigrant workers through quotas and promulgating a list of scarce occupations, placing requirements on foreign workers. There

are also policies to protect workers such as granting visas and long-term residence rights. Singapore, Malaysia, Thailand... each country has its own specific policies towards foreign workers. Because Vietnamese workers are not fully aware of immigration policies for foreigners to be able to reside in accordance with the host country's regulations.

## 4. SOLUTIONS TO EXPORT VIETNAMESE LABOR WITHIN THE AEC

**4.1.** Policies to attract skilled foreign workers in each country are different. According to Japanese calculations, digital signing technology is lacking about half a million workers with engineer qualifications. In order for Vietnamese workers to effectively participate in the internal market, it is necessary to focus on implementing a strategy to improve the quality of human resources in all three skills: expertise, foreign language, and understanding of the host country's laws. labor.

**4.2.** Vietnam is also lacking skilled labor, we also have an open policy to attract foreign workers to Vietnam to improve competitiveness. The timing of promulgating Vietnam's labor import policy is slower than other countries in the region. The effectiveness of policies to attract highly skilled workers is still low compared to regional countries such as China and Singapore. Unclear regulations and loose management make the foreign workforce entering Vietnam not really highly skilled. This causes the economy's competitiveness index to continuously drop. It becomes difficult for Vietnam to attract highly skilled foreign workers in the flow of the intra-bloc labor movement.

4.3. Attracting highly skilled workers from overseas Vietnamese (Viet Kieu) also needs to pay attention to reasonable remuneration. Calling on overseas Vietnamese to return home, there must be clear policies regarding the treatment of foreign workers immigrating to Vietnam. Recently, the amount of remittances pouring into Vietnam along with investment projects has contributed to imports. high-quality labor for Vietnam's economic sectors.

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# HUMAN RESOURCES COOPERATION PLAN BETWEEN KOREA AND VIETNAM FOR SUSTAINABLE DEVELOPMENT

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## Abstract

*Korea and Vietnam are actively engaged in human resource exchanges and are economically interdependent. Many Vietnamese people study or export labor in Korea, and many Korean companies and private businesses hire Vietnamese employees while doing business in Vietnam, and many Korean employees are working in Vietnam.*

*It would be better if the two countries could make up for and cooperate with each other in using human resources to expand good jobs, boost industrial growth, innovation, and economic growth together. Therefore, by analyzing the current status of human resources and cooperation in both countries for sustainable development, we would like to find out how to cooperate in a way that is helpful to both countries.*

**Keywords**: Sustainable development, Vietnam, Manpower policy of Korea, Foreign labor policy, Manpower overseas sending policy of Vietnam, Labor of Vietnam.

## 1. INTRODUCTION

Since Vietnam's Doimoi, Korea and Vietnam have officially established diplomatic relations in 1992 and have been interacting in various fields of economy, society, and culture. In particular, exchanges in the economic sector are the most active. Korea began to invest actively in Vietnam in 1996, with Daewoo Engineering & Construction building a Daewoo Hotel in Hanoi, and economic exchanges between Korea and Vietnam have expanded since Samsung Electronics built a mobile phone production plant in Bac Ninh in 2008. As of 2022, Korea's exports to Vietnam amounted to $60.9 billion and Korea's imports to Vietnam

amounted to $26.7 billion, totaling $87.6 billion. Such economic exchange activation inevitably entails human resource exchange. At the end of 2021, there were 156,330 Koreans in Vietnam, and 178,928 Vietnamese registered foreigners in Korea, more than 16% of the total 1,093,891 registered foreigners. In this way, Korea and Vietnam are developing into a relationship that interdepends and complements each other not only in terms of economy but also human resources. Korea and Vietnam each have challenges to solve related to human resources. In the case of Korea, the problem of population decline due to a decline in fertility rates is so great that the word "population cliff" is no longer unfamiliar. The problem is even

more serious, especially in rural areas. As the school-age population declines, more and more universities are closing, and some industries are suffering from chronic labor shortages.

Vietnam is relatively rich in manpower compared to Korea. It is no exaggeration to say that Vietnam's abundant manpower and relatively low labor costs played a major role in Korean companies' rush to invest in Vietnam.

Meanwhile, on September 27, 2019, the Vietnamese Political Bureau issued the 52-NQ/TW resolution on guidelines and policies to actively participate in the Fourth Industrial Revolution, and suggested policy directions to prepare for the Fourth Industrial Revolution. Among them, the main contents related to human resource development are as follows.

- Increase accessibility, creative thinking, and adaptability to ever-changing and evolving technology environments.

- Innovative content and education to promote policies in the direction of winning and support them.

Developing a training program

- Actively support vocational training and technical training for job change, and when retraining, workers'.

Promoting support policies to improve vocational skills and skills for job change

- Establishing an open learning network for the people. To this end, digital technology will be universalized, and all citizens will be able to do so.

Provide a roadmap for establishing network safety and security technologies to enable learning in a secure environment.

The Vietnamese government's industrial development strategy is highly prepared information technology, electronics and telecommunications industries, and networks.

Safety and security, intelligent manufacturing, finance-banking, e-commerce, digital agriculture, digital culture industry, healthcare,

It is to focus on education and training first.

In addition, in August 2023, Prime Minister Pham Minh Chinh presented a goal of fostering semiconductor experts, including 30,000 to 50,000 semiconductor engineers, digital transformation, and about 100 chip experts, and ordered the Ministry of Strategy and Investment, the Ministry of Information and Communication, the Ministry of Education and Training, and the Ministry of Science and Technology to come up with measures.

It is obvious that mutual cooperation is needed to solve the human resource-related challenges that Korea and Vietnam have, a comprehensive strategic partnership, and to achieve mutual sustainable development.

International cooperation can help promote the mutual benefits of countries with different demographic structures and socioeconomic conditions, including easing the population aging problem. In addition, the lack of information sharing, institutional rigidity and closeness, and irrational exclusivity can cause unnecessary costs for individuals, potential employers, and countries, and reduce related human rights violations, crimes, and accidents through cooperation and cooperation between countries. And although there is a risk of brain drain in the overseas migration of high-skilled personnel, in the long run, there is a view that high-skilled personnel can contribute to the development of their home country by serving as a channel for exchanges between various countries, such as international trade, foreign direct investment, capital movement, transfer of knowledge and technology, and exchange of cultural norms or political views.

The exchange of human resources between Vietnam and Korea can be divided into three main branches: the export of Vietnamese

workers to Korea, Vietnamese Korean companies, Koreans, and international students from both countries.

In the next chapter, we will analyze the actual conditions and problems related to manpower exchange for each topic and identify areas that need to be supplemented from the perspective of sustainable development.

## 2. THE STATE OF KOREA-VIETNAM MANPOWER EXCHANGE

### 2.1 Vietnamese Workers in Korea

According to the statistics of foreigners staying at the Ministry of Justice in Korea, the number of Chinese nationals is the highest with 63,018 men and 43,320 women, a total of 106,338, and the number of Vietnamese is the second highest with 36,563 men and 2,914 women, a total of 39,477. However, considering that it is easier for Chinese nationals to get a job in Korea due to the special employment permit system, Vietnamese people account for the highest proportion of foreigners working with E and H visas, excluding Chinese nationals. It is noteworthy that it is high.

**Table 1.** Status of foreigners staying by nationality (region) and status of stay (employment visa)

|  | Men | Women | Total |
|---|---|---|---|
| Ethnic Koreans with nationality in China | 63,018 | 43,320 | 106,338 |
| Vietnamese | 36,563 | 2,914 | 39,477 |
| Others | 210,849 | 40,527 | 251,376 |
| Total | 310,430 | 86,761 | 397,191 |

Moreover, this is the most recent statistic, the 2021 statistics, and considering that there were few seasonal workers due to the COVID situation at the time of the statistical

measurement, Vietnam's manpower export numbers are expected to have been higher.

Like other Asian countries, the highest proportion of Korean employees in Vietnam is non-professional employment (E-9), that is, employment based on employment permits. This is 27,286 out of 39,477 Vietnamese employed, accounting for 69%.

What is noteworthy about the number of employed people in Vietnam is that the number of employed people on research (E-3) visas and specific activities (E-7) visas is relatively high at 364 and 3,252, respectively. The number of people employed on research (E-3) visas is the highest after India, and visas for specific activities (E-7, high-quality human resources) are the highest after China. Considering that certain activity visas require wages to be more than 80% of GNI per capita in the previous year, except in exceptional cases, many of Korea's Vietnamese workers are working at relatively high salaries.

According to the statistics of the Ministry of Employment and Labor's introduction of the general employment permit system (E-9) by industry, 70-80% of foreign workers employed in Korea are employed in the manufacturing industry. The training and employment of overseas workers mainly in the manufacturing industry could be one of Vietnam's advantages. In addition, Korea is becoming a good manpower sending country for Vietnam because the growth rate of the industry is very fast compared to other countries, and the development of these industries guarantees the continuous jobs and income of Vietnamese workers. In addition, Korean employers also evaluated Vietnamese workers as diligent, skillful, and highly adaptable to work, enabling a continuous influx of manpower. However, while having these advantages, the proportion of deviations during contract performance and contract completion defectors due to various

causes continues to increase, which adversely affects the allocated quota of new trainees.

**Table 2.** Introduction status of foreign workers (E-9) under the general employment permit system by industry

| Industry | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|---|---|---|---|---|
| Total | 53,855 | 51,365 | 6,688 | 10,501 | 88,012 |
| Manufacturing industry | 43,695 | 40,208 | 4,806 | 7,455 | 68,350 |
| Construction industry | 1,405 | 1,651 | 207 | 595 | 1,657 |
| Agricultural and livestock industry | 5,820 | 5,887 | 1,388 | 1,841 | 11,664 |
| Service industry | 90 | 99 | 1 | 18 | 125 |
| Fishing industry | 2,845 | 3,520 | 286 | 592 | 6,216 |

On the other hand, the number of illegal Vietnamese residents in Korea is increasing day by day. The number increased from 58,686 in 2019 to 66,046 in 2020, overtaking China as the second-largest country for illegal immigrants after Thailand with a 16.8% rate.

**Table 3.** Number of illegal immigrants by country

| Nations | 2019 | | 2020 | | 2021 | |
|---|---|---|---|---|---|---|
| | number | ratio | number | ratio | number | ratio |
| Total | 390,281 | 100 | 392,196 | 100 | 388,700 | 100 |
| Thailand | 152,439 | 39.1 | 151,468 | 38.6 | 142,677 | 36.7 |
| China | 70,536 | 18.1 | 63,549 | 16.2 | 63,113 | 16.2 |
| Vietnam | 58,686 | 15.0 | 66,046 | 16.8 | 70,411 | 18.1 |

There are various reasons for this. First of all, foreign workers entering the country through the employment permit system are prohibited from changing their workplace except for exceptional reasons. Foreign workers are not allowed to voluntarily change jobs even if the corporate environment is difficult or unreasonable. Therefore, foreign workers have no choice but to risk becoming illegal aliens if

they want to change jobs. In addition, the employment permit system strictly applies visa extensions to prevent settlement of foreign workers. If it is difficult to extend a visa, foreign workers may choose to remain as illegal immigrants. And there is a vicious cycle as businessmen suffering from labor shortages hire these illegal immigrants.

## 2.2 Korean Companies and Korean Workers in Vietnam

According to data from the Export-Import Bank of Korea, Korea's investment in Vietnam amounted to $457.5 billion as of 2022, and according to the 2021 overseas Koreans published by the Ministry of Foreign Affairs of the Republic of Korea, a total of 156,330 people live in Vietnam, with 148,091 ordinary residents and 8,239 international students. It is the eighth highest number after the United States, China, Japan, Canada, Uzbekistan, Russia and Australia, and Vietnam has the second highest number of overseas residents after the United States and China, considering that Vietnam does not have permanent residents, foreign nationals (citizens), and only consists of ordinary residents and international students.

**Table 4.** Status of overseas Koreans by residence qualification (2021)

| Nation | Total | Permanent resident &citizen | Resident | |
|---|---|---|---|---|
| | | | General | Student studying abroad |
| USA | 2,633,777 | 1,964,313 | 626,005 | 43,459 |
| China | 2,350,422 | 2,102,526 | 213,822 | 34,074 |
| Japan | 818,865 | 726,830 | 78,953 | 13,082 |
| Canada | 237,364 | 200,893 | 19,114 | 17,357 |
| Uzbekistan | 175,865 | 174254 | 1,611 | 0 |

| | | | | |
|---|---|---|---|---|
| Russia | 168,526 | 164068 | 3,491 | 967 |
| Australia | 158,103 | 130,371 | 15,546 | 12,186 |
| Vietnam | 156,330 | 0 | 148,091 | 8,239 |
| Kazakhstan | 109,495 | 108551 | 917 | 27 |
| Others | 516,396 | 259,861 | 214,583 | 41,952 |
| Total | 7,325,143 | 5,831,667 | 1,322,133 | 171,343 |

Korea operates an overseas employment support system called K-move School. K-move School is a domestic and international training course that provides customized competencies required by employment countries and companies, such as global companies, promising overseas job companies and emerging market jobs, and obtaining certificates, and supports overseas employment of Korean young people in various countries such as Australia, Vietnam, and Singapore. And the Korean government is most actively carrying out overseas employment support projects in Vietnam. This is because in Vietnam, many Korean companies are in the market and many local employees are employed, but they still need the role of a Korean middle manager who can speak Vietnamese. Therefore, the Ministry of Employment and Labor and the Korea Human Resources Development Service in Korea systematically educate young people who wish to work in Vietnam on the competencies necessary for middle managers, including Vietnamese, and even arrange employment for Korean companies in Vietnam.

Accordingly, Korean companies invested in Vietnam are not only contributing to Vietnam's employment by hiring local Vietnamese, but also contributing to Korea's youth employment by hiring Koreans who will act as middle managers.

In order for Korean companies to smoothly promote their business in Vietnam, a Korean role to act as a middle manager is essential. This is difficult for Vietnamese employees to replace, so it has nothing much to do with Vietnam's erosion of jobs for its citizens. Nevertheless, the Vietnamese government has tightened the requirements for issuing working permits in 2021 to ensure job security for its citizens, making it difficult for Korean companies to secure the necessary manpower.

### 2.3 Status of International Students from both countries

Looking at the number of Vietnamese who came to Korea to study, we can see how large the cooperation between the two countries regarding human resources is taking place. As of 2021, the number of international students in Vietnam was 63,491, accounting for about 39% of the total 163,697 foreign students. Until 2019, Chinese students accounted for the highest proportion of all international students, but as the number of international students in Vietnam increased at a high rate, Vietnamese students accounted for the highest proportion of all international students from 2020.

A characteristic of Vietnamese students studying in Korea is that, unlike China, where most students study for bachelor's, master's, or doctoral degrees, many students study at university-affiliated language institutes on D-4 visas. These students appear to be working part-time while attending a university-affiliated language school on a D-4 visa.

The number of Korean residents, including Korean students in Vietnam, increased rapidly from 108,850 in 2015 to 124,458 in 2017 and 172,684 in 2019, but decreased slightly to 156,330 in 2021 due to the influence of COVID-19.

**Table 5.** Number of Koreans in Vietnam

| Year | the number of people |
|------|----------------------|
| 2015 | 108,850 |
| 2017 | 124,458 |
| 2019 | 172,684 |
| 2021 | 156,330 |

In addition, based on the cooperative relationship between the two countries in all fields, Korean was selected as the first foreign language to be taught as an elective from the third grade of elementary school (2021) in Vietnam, and it is so popular that it became possible to learn Korean from an early age.

Currently, Vietnam operates 23 of the 248 King Sejong Institute in 85 countries, the largest number of students in the world, and the number of students attending King Sejong Institute is about 18,000. Among Vietnamese universities, Korean language departments are also increasing in popularity. According to the Vietnamese education authorities in July 2023, there are currently about 60 universities nationwide with Korean departments or Korean language departments, 25,000 majors, and 50,000 Korean learners are currently officially confirmed. Considering that there were only two universities in Hanoi and Ho Chi Minh in 1993, Korea's status that has changed beyond recognition can be seen.

However, while the number of Korean language learners in Vietnam is increasing, Korean companies in Vietnam are rather reducing the training course for those who are planning to graduate from the Korean language department due to the economic downturn.

In Vietnam, students must get practical training at a company before graduating from university courses, but these days, it is not easy to find a company to do training.

## 3. SUGGEST RECOMMENDATIONS

In the meantime, as the employment permit system has been operated mainly by regulations, many side effects have occurred, such as mass production of illegal immigrants. In response, the Korean government will finalize measures to expand and improve regulations on foreign manpower in September 2023, increase the employment limit for each workplace of the employment permit system (E-9, H-2), and abolish the departure and re-entry procedures if they fall under special long-term service cases. Under the current system, employers are struggling to find replacement workers for three months when foreign workers leave Korea, and the Ministry of Employment will allow foreign workers who meet the conditions to work in Korea for up to 10 years + α without departure and re-entry procedures.

Companies and industries that can hire foreign workers will also be expanded. Mid-sized companies in the root industry in provinces where the population decline is severe can also use the employment permit system. Currently, manufacturers must have less than 300 full-time workers or less than 8 billion won in capital to hire E-9 workers, but mid-sized companies with more than 300 workers will also be possible.

Although many areas have improved, difficulties still remain that Vietnamese workers and Korean employers feel in common. It's the quarter system. It is argued that the quota system is essential under the principle that the employment permit system operates under the principle of complementarity using foreign workers while minimizing negative effects on the labor market, such as eroding domestic jobs. However, when the Korean government decided on the industries to which the Employment Permit System would be applied,

it targeted industries in which it was already difficult to find Korean employees. However, allowing foreign employees to be hired only if a certain number of Korean employees are employed constitutes a double regulation. Companies suffering from labor shortages are even taking on illegalities by dividing their workplaces into several in order to secure as many foreign workers as possible. In addition, if the number of foreign employees available to hire decreases as Korean employees quit, there may be unreasonable cases in which foreign employees should be quit. In order to solve this problem, it is possible to consider a system that temporarily fails to meet the standards due to the resignation of Korean employees, even if the number of foreign workers exceeds the standard for a certain period of time.

There is no system that supports workers who return to Vietnam after exporting human resources to Korea to continue their careers in the fields related to the work they were in charge of in Korea. Therefore, I have seen many cases around me of buying a taxi with the money I earned in Korea, driving a taxi, or doing irrelevant businesses.

In order for Vietnamese workers dispatched to Korea to go beyond just making money by working in Korea and contribute to the development of Vietnamese industries by applying the work experience they learned in Korea in Vietnam, it is necessary to come up with measures to support Korean dispatched Vietnamese workers to use what they learned in Korea in Vietnam after returning home through ODA projects or intervention by the Vietnamese government.

In addition, it is necessary to ease and implement the work permit requirements for Koreans working as middle managers in Korean companies operating in Vietnam. Intermediate managers of Korean companies are in an important position to serve as a bridge between Korean management and Vietnamese employees. In addition, if Korean companies operating in Vietnam experience management difficulties due to difficulties in issuing work permits for Korean middle managers, this may worsen business performance and even affect the hiring of Vietnamese employees.

Recently, Korean universities are making their best efforts by cooperating with companies to help college students get a good job after graduation in order to survive the declining school-age population. This is because students will want to enter the university only when the employment rate of the university graduate is high. Similarly, in order for Korean universities to continue attracting Vietnamese students, they should not only focus on attracting international students, but also educate students on the skills required by companies that need Vietnamese workers in addition to their Korean language skills, and further consider follow-up management such as job-linked support.

Meanwhile, according to the University of Science and Technology (UST) and the Korea Industrial Technology Association (KOITA) jointly surveyed and analyzed corporate demand for foreign science and engineering master's and doctoral talent targeting 300 domestic companies in June 2022, 73 companies, about 24% of 300 companies, employ foreign researchers, and the average foreign employment per company was two. By academic background, there were 1.1 bachelor's, 0.6 master's, and 0.3 doctor's. Among them, 0.7, or 35%, are foreigners from Korea. The reasons for using foreign students for research and development were a lack of domestic researchers (43%), utilization for overseas market entry (43%), and superior expertise and ability (33%) compared to domestic personnel.

76% of companies surveyed did not hire foreign researchers, and the biggest reason for not

hiring was a lack of information (43%) on foreign students in Korea. On the other hand, 60% of companies that did not hire foreign researchers expressed an open position that they planned to hire foreign researchers in the future, followed by master's (61%), bachelor's (47%), and doctoral (27%).

There are a total of 86,562 science and engineering graduate students in Korea, of which 8321, or about 10%, are foreign students. However, according to a survey conducted by the Korea Research Institute for Vocational Competency, 42% of 2,767 foreign students with doctoral degrees in Korea were employed in Korea, and the remaining 58% continued their career paths by returning to their own countries or working abroad.

This is a problem caused by a mismatch in information between Vietnamese students and Korean companies after Vietnamese students studying in Korea, and it is necessary to arrange employment for Korean companies with insufficient professional manpower after the end of Vietnamese students studying in Korea. And it can also considered a job connection between Vietnamese students studying in Korea and Korean company in Vietnam.

In addition, Korean companies investing in Vietnam for the increased number of Vietnamese students majoring in Korean need to actively provide practical opportunities. Providing them with Korean company work experience will help them work at Korean companies in Vietnam as well as Korean companies in Korea in the future, and will be able to develop into human resources that will help economic exchanges between Korea and Vietnam in the future.

## 4. CONCLUSION

The cooperation between Vietnam and Korea in the human resource sector is not a short-term task, but a task that must be pursued in the long term. Considering Korean companies invested in Vietnam, Korean language departments in Vietnam, dependence on Vietnamese manpower due to Korea's lack of manpower, and Vietnamese students' preference to study in Korea, cooperation in the human resource sector is expected to continue.

The Korean and Vietnamese governments and companies should plan and operate manpower from a long-term perspective rather than approaching it for immediate benefit in the short term. The Korean government and companies should not only use Vietnamese employees as simple labor but also cultivate suitable human resources for industrial fields that lack manpower. The Vietnamese government should also not think of Vietnamese manpower export workers as just a means of earning foreign currency, but rather a virtuous cycle of learning technology and transferring it to the Vietnamese industry. To this end, the two countries should come up with a long-term plan related to manpower cooperation, and the Ministry of Employment and Labor and the Immigration Department should work together. The Korean government should closely analyze the problems of the employment permit system and continue to improve it. In particular, care should be taken to ensure that regulations do not produce illegal stays. In order to support employers suffering from labor shortages and Vietnamese workers in poor conditions, it is necessary to ease regulations on the employment permit system quota system and to help Vietnamese workers dispatched to Korea use what they learned in Korea after returning home. In addition, it is necessary to ease and implement the work permit requirements for Koreans working as middle managers in Korean companies operating in Vietnam. In order for Korean universities to continue attracting Vietnamese

students, they should not only focus on attracting international students, but also educate Vietnamese students on the skills required by companies that need Vietnamese talent in addition to their Korean language skills, and further consider follow-up management such as job-linked support. In addition, mismatching of international students with excellent manpower such as master's and doctoral personnel should be improved. It will also be necessary to support master's and doctoral personnel to work in key industries understaffed after the end of the study period or to follow up management so that they can be transferred from Vietnam. In addition, it is necessary to prepare support measures such as providing training opportunities at Korean companies for graduates of the Korean language department. If unnecessary regulations are boldly refined and cooperated for mutual benefit rather than a regulatory-oriented approach, sustainable development will be possible through industrial growth, innovation revitalization, and economic growth.

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# HUMAN RESOURCE MANAGEMENT AND ORGANISATION BEHAVIOUR BY APPLYING THE MCKINSEY 7S FRAMEWORK: THE CASE STUDY OF GOOGLE LLC AND MICROSOFT CORPORATION

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**Abstract**

*The McKinsey 7S model proposes seven key points, including: Strategy, structure, systems, staff, skills, style, and shared values, the last of which is central to the rest. An analysis of case study how this model can be applied to assess a company's competitive and strategic position. Briefly, Google and Microsoft are American worldwide technology corporations, doing almost the same business sectors that relate to the Internet and Technology. Based on the research results from Google LLC and Microsoft Corporation, all the seven factors in the McKinsey 7S model clearly are aligned and critical for these company's success. there is a significant emphasis on the human resources, especially in the Shared Value, that strongly interconnect and support each other. Thus, the 7S analysis is useful in highlighting a company's strengths and challenges to achieve effectiveness and efficiency in human resource management and organisation behaviour.*

**Keywords**: Mckinsey 7S, Google LLC, Microsoft Corporation, Human resource management, Organisation behavior

## 1. INTRODUCTION

Among countless business organisations, Google LLC and Microsoft Corporation have emerged as two successful shining stars. Both Google and Microsoft are American multinational technology companies that have similarities in business nature related to the Internet and Technology. Google was founded in 1998 by Larry Page and Sergey Brin, claiming its mission is "to organize the world's information and make it universally accessible and useful" (Google.com, 2018). On the other hand, Microsoft was founded by Bill Gates and Paul Allen in 1975 (Microsoft.com, 2018). Microsoft states that its mission is "to empower every person and every organisation on the planet to achieve more" (Microsoft.com, 2018). This study examines their approaches to Human resource management (HRM) and

organisation behaviour (OB), which greatly contributed to their success, by employing the McKinsey 7S Model in analysing their organisations with an emphasis on their HRM.

## 2. THEORETICAL BASIS

All McKinsey 7S model was developed by McKinsey consultants Tom Peters and Robert H. Waterman, Jr. with support from Waterman's friends (Antony G. Athos and Richard Pascale) (Jurevicius, 2018). The model includes seven elements divided into "Hard Ss" elements (Strategy, Structure, and Systems) and "Soft Ss" elements (Shared Values, Skills, Style, and Staff) (Peters, 2011). These elements would be discussed in the cases of the two organisations mentioned above in order to compare and contrast their familiarities and differences and then further develop

assignment writers' understanding of HRM and OB.

**Strategy** refers to the organization's plan that allows the company to formulate for building and maintaining a competitive advantage over its competitors by the company's mission and values.

**Structure** is the way how your company is organized. There is a chain of command and accountability relationships that form its organizational chart.

**Systems** entail the daily activities and procedures that establish workflows and the chain of decision-making.

**Shared Values** relate to the mission, objectives and core values of the organization and play an important role in maintaining an effective organizational design

**Style** is the attitude of senior employees in a company considering the style of interactions and symbolic decision-making.

**The staff** involves the employees and their general capabilities in company decisions (recruiting, training, and rewards systems)
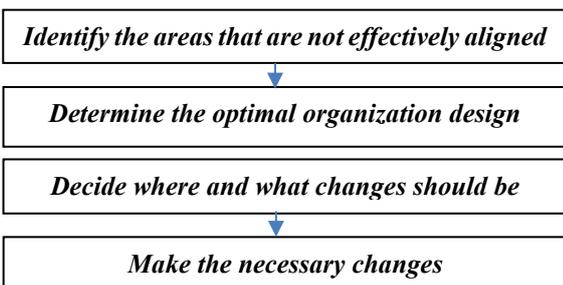


**Fig.1.** Application of the McKinsey 7S Model

McKinsey 7S Model is a longstanding theory, with numerous organizations adopting the model over time which has both advantages and disadvantages. It allows for the effective tracking of the impact of the changes in key elements. It also enables different parts to act in a coherent and "synced" scope. However, this model is applied for the long term to see how the model will adapt and change the nature of businesses. Thus, relying on internal factors and

processes could lead to unexpected results in the case of influence's external circumstances on an organization.

## 3. RESEARCH METHODOLOGY

**Case study** is a tool used in teaching, as well as a method belonging to the group of qualitative research methods. It is very commonly used in social science research in many fields such as psychology, sociology, marketing, and business. The essence of a case study is to elucidate a decision or establish decisions: Why they were made, how they were made, and with what results (Schramm, 1971). The above definition refers to case studies of decisions that are the primary focus of the case study methodology. However, there are other common case studies, such as individuals, organizations, processes, programs or even events.

**Historical method** is a system of principles effecting in gathering historical sources, evaluating them critically offering a synthesis of the results and explaining the results to achieve a vision of the past. This is a definition that has been agreed upon by most historians. The historical method helps to examine the origin, development, and change of research objects to find out the nature and laws of research objects.

**Logical method** is a method of using scientific theses to consider, study, generalize, and explain historical events. Then, it helps to evaluate, draw conclusions, indicate the nature, inevitable tendencies, laws of movement of history in both natural and complex random factors.

## 4. RESEARCH RESULTS

**Strategy**

It seems like both Google and Microsoft adapt high involvement management in their HRM

Strategies. According to Lawler (1986), high involvement management is an approach of management that is based on both commitment and involvement. There will be a great focus on a specific set of human practices on employees' decision-making, access to information, and training as well (Doloriert, 2018), and these things can be found in Google and Microsoft's HRM strategies. Google allows and encourages their employees to make decisions by themselves provided those decisions are innovative in order to develop their organisation. At Google, employees are allowed to access to work information of other members and groups in order to keep track of progress. Besides the formal training programmes such as courses to improve management skills for managers, Google holds the "Talk at Google" which invites famous people to share their thoughts with Google's employees (Pratap, 2017; Lombardo, 2017). To this extent, Microsoft has an approach that seems reasonable similar to Google. Microsoft aims to offer a free and autonomous environment for their employees and redundancy of support to their employees in order to help them maximise their performance (Microsoft, 2018).

Lawler believed in the effectiveness of high-involvement management for two reasons (its synergy and multiplicative effect) (Lawler, 1986 cited in Doloriert, 2018). It was built on the underlying that employees will dedicate themselves for the company if they have a chance to understand and control their work. In order to fulfil this, the enterprise should treat employees as partners and respect their interests, their voice and other matters concerning them (Lawler, 1986 cited in Doloriert, 2018). In fact, those things are fulfilled at Google. Google believes that each of their employees has an important part in their success. Google allows their employees to spend 20 percent of their time investing on an interesting project aside from their main responsibilities. Google encourages their employees to raise questions and set individual appointments with their managers to discuss about their work. At Google, there is an ecosystem that facilitates employees to have conversations with their managers or other employees in an informal and friendly way. That could be at the bars or the restaurants in the office. It contributes to a "mutual understanding of what is to be achieved and framework for managing and developing people to ensure that it will be achieved" (Doloriert, 2018). Offering a comfortable and relaxing working environment is vital in Google's HRM strategy as it facilitates chances for innovation, which is of pivotal importance to the development of Google (Donaldson, 2013). Meanwhile, at Microsoft, employees are given the right to opt for their career paths (they are able to change to other positions to develop their potential), which is very strange to other companies. Microsoft has a strong belief that their employees are innovative, skilful, self-direct and self-controlled (Microsoft 2018).

On the other hand, Google and Microsoft's HRM Strategies still have points of difference. One of them, such as in the recruitment strategy, is that while Google focuses on the cognitive talents of employees instead of experience, Microsoft emphasises both talents and experiences as they believe those experiences are valuable to develop their organisation (Microsoft, 2018).

**Structure**

Google is a firm which comprises numerous amounts of Shareholders and each of them has a right to vote according to their wish. As well as Co-founders Larry Page and Sergey Brin have enough authority under their hands to affect the ultimate decision of the firm in order to facilitate control of the firm.

Even though Google is a universally world-sized corporation, it has a smooth and brief corporate build rather than a bureaucratic build to get things done quickly and it believes time has turned into a human's most valuable treasure.

In addition, Google strongly believes in innovation and has been performing tons of greater essential, rather than identifying the measures. It empowered their engineers to make choices and acts by way of themselves if their choices have been revolutionary and could lead the enterprise towards progress.

Google enjoys having a cross-functional corporate structure built which is entirely opposite of traditional business structure, which empowers its employees to be a part of its decision-making process creates a feeling of brotherhood in the firm and encourages its employees to work more efficiently and effectively as they think their ideas and voice matter in the company (Smithson, 2018).

Microsoft believes in a more traditional way of organisation management and follows divisional organisational structure but in 2015 the top-level management of Microsoft corporation decided to reconstruct its organisational structure into a strategic direction stage and productive firm which resulted in the elimination of almost 7400 job positions in the year 2016. The Microsoft divisional structure is divided into groups and further into two different parts engineering group and business function group, which are further divided into four and nine divisions respectively.

Microsoft organisation boosted its business rapidly and helped it to grow day by day especially changes made in the year 2015 which tended to put main stress on the output of the company and help them to maintain their supremacy in the IBM-PC operating system market. Microsoft empowers its employees to

make decision-related to the working of the firm and higher authorities oversee all the company offices through the centralised firm system and company meetings, it aims to provide employees job satisfaction and a supportive, stress-free and happy working place to their employees which resulted in more effective and efficient working of the employees and help them get adequate amount of resources to move forward in their own career (Lombardo, 2018; Dudovskiy, 2017).

Google and Microsoft have similar organisational shapes. They each ran the organisation in a decentralized shape in place of a bureaucratic structure, such that their employees or individual departments were empowered to make some selections by means of themselves instead of having all decisions made by way of the pinnacle management.

Moreover, Google and Microsoft had applied the Human relation technique as their middle method to agency and management, such that they cantered on the psychological and social desires of humans at work. They provided an ideal operating environment, benefits, possibilities for developing career and expertise, and group constructing sports which not only most effectively supported their personnel's basic social needs but also their mental desires.

**Systems**

The cultivation of Google's core competencies is achieved by combining the two aspects of the knowledge that integrates the knowledge within the enterprise while enhancing the ability of the enterprise to create value for the customer. On this basis, through the development of hierarchically classified human resource management systems (specifically including human resources management practices such as recruitment, training, job design, compensation and performance evaluation) for different types of human resources, the core of the enterprise

can be realized through mechanisms. It has given Google endless vitality through its HR strategic plan.

First of all, Google can effectively link enterprise strategy and human resources through HR strategic planning positions, making human resource planning one of the tools for corporate strategy.

Second, Google makes human resource management forward-looking and strategic through effective human resource strategy and planning, enabling human capital. Priority investment and development, based on a strategy for the talent pool to meet the needs of Google's rapid growth and future development.

In Microsoft, there are four main ideas for recruiting. The first trick is the best person. Microsoft will find a way to help you find the right place, as long as you are a talent. Second, not only from a job perspective, but also from the overall view of the candidates for Microsoft Appropriate, from the perspective of culture, development potential and other aspects, whether he is suitable for Microsoft, this can ensure that talents have great flexibility after entering. The third and fourth respectively focus on potential and diversity. Microsoft interviews usually take five to six rounds. For the Asia-Pacific Global Technical Support Center, the general section will do a written test, which contains logic, professional-related and other tests. Since CSS provides technical support services to customers around the world, the second round is to interview in English, and foreign professionals are required to check. After that, some technical experts will be invited to test their technical capabilities and experience. Then there is the business manager interview, focusing on soft skills, such as culture, teamwork and other aspects of the ability. In the end, there will usually be a higher-level person who examines the quality and thinking ability of the whole. Staff

development: flexible and disciplined. For those who come in, Microsoft has two training, one is technical training, and the other is soft skills training—management, communication, and presentation skills, including cross-cultural capabilities. In addition, the company has a mentoring system that allows experienced staff to help mentor new people. In addition, Microsoft encourages employees to move internally. For example, two years ago, the company launched a career development model for employees, and all employees can find all the information related to their current position on the Internet: including requirements for competence, results, and experience. All Microsoft positions can be clicked in. If a person is now technically supported and wants to do finances, he can go to the financial position to find out what skills to master, what experience to accumulate, and what kind of training to take. This information is open to all employees and helps employees develop a systematic action plan for their next career direction. Every March, all employees of Microsoft will do a mid-year career discussion. The staff will discuss their career development with the manager, and get the manager's guidance and resources support, such as letting employees participate in some projects related to the next job. Training, help him find a mentor in related fields.

**Style**

At Google, Larry Page preferably runs an organization where they are moving rapidly and doing excessively, instead of being excessively wary and doing nearly nothing.

Google's way of life is reflected in their basic leadership also. Choices at Google are made in groups. Indeed, even the organization administration is in the hands of a group of three: Larry Page and Sergey Brin enlisted Eric Schmidt to go about as the CEO of the organization, and they are supposedly driving

the organization by accord. At the end of the day, this isn't where choices are made by the senior individual in control and after that executed best down. Usually, a few little groups assault every issue and for workers to endeavour to impact each other utilizing judicious influence and information.

Hunch has little effect on how choices are made. In a few gatherings, individuals apparently are not permitted to state "I think… " but rather should state "the information recommend…." To encourage collaboration, representatives work in open office situations where private workplaces are relegated just to a chosen few. Indeed, even Kai-Fu Lee, the celebrated worker whose abandonment from Microsoft was the objective of a claim, did not get his own office and imparted a desk area to two different representatives.

The organization accentuates contracting the most intelligent individuals, it is likely that they will draw in huge inner selves that might be hard to work with. Google understands that its quality originates from its "little organization" values that stress hazard-taking, dexterity, and participation. Employing is amazingly aggressive and getting the chance to work at Google isn't not normal for applying to a school. Applicants might have gotten some information about how they will play out their future employment.

Human asset administration is the way to discover, create and keep the ideal individuals to shape a qualified workforce (Williams and McWilliams, 2010, p.219). Bill Gates was the main thrust for Microsoft and from the start of the organization, he had faith in selecting to a great degree shrewd staff. He likes to employ employees instead of contract individuals who are involved. Since he and fellow benefactor Paul Allen trusted that savvy individuals are forceful, as Steve Ballmer says, "At whatever point you meet a kick-ass fellow, get him". As

a matter of first importance, to meet worker fulfilment, Microsoft satisfies representatives' needs from the earliest starting point. For the larger part representatives were simply crisp alumni from school. So, workers could feel good and social having a place. For instance, they could have their own office and the arrangement of sponsored sustenance and drink. Besides, representative fulfilment was additionally managed by the open door for development. By flat exchanges, representatives were urged to create themselves by exchanging employment. Furthermore, creating reliability is vital because, organizations utilize vitality to enlist, choose, and prepare representatives is not expecting to release them. So, there are two approaches to building dependability. One is a prerequisite for the best administrator's mentor to bring down dimension representatives, aiding their improvement thusly. Another is enabling individuals with clear objectives. This would release workers' souls higher and, at that point improve the organization run. At long last, offer rewards to workers to keep them. The change is portrayed as giving a higher reward for higher execution with the attention on an association. Another way is for representatives to do a self-assessment and after that chief meets with the worker to talk about the audit.

**Staff**

The first point of Google is to make sure the right people find the right job at the right time (Jackson & Schuler, 1990, p. 235). Continuous innovation is necessary for companies to survive in the Internet era. Google has always insisted on hiring only the smartest people. The two founders even have a preference for talents in all fields, such as the addition of two rocket scientists and brain surgeons to the company. Google advocates a free and democratic corporate culture, which is why it attracts the brightest people. For example, any manager's

proposal for subordinates cannot be rejected directly, but rather needs to consider where they can help them achieve the idea. The knowledge-creating company (Nonaka, 2008). Similarly, Microsoft is also recruiting talents with high IQs. Microsoft follows the principle that knowledge is above all else. There are a lot of candidates but few people are admitted. Because the company wants to leave the right position to the best people. At the same time, Microsoft is more inclined to recruit college students. Because the company believes wisdom is more important than experience. Google gives each employee the right to control their time freely, because the corporation believes that every employee is a person who can reasonably arrange his time. However, at Microsoft, different employees have different treatments. Software development staff enjoy more treatment than non-software development staff. Because the company is to promote outstanding people to be better, and to give mediocrity a sense of urgency and crisis at any time. Encouraging creativity in times of turbulence (Burnside, 1995). For example, many Google employees used their own working hours to create the design needed for active disaster relief, in the 2008 earthquake in China. Same as Google, Microsoft pursues the principle that technology and operations are indivisible. This is the smart talent strategy of the company. It not only allows employees in various departments to have a wealth of knowledge, but also allows them to deal with various business issues. Enable companies to entrust rights, responsibilities and resources to them. In contrast, the two companies pay special attention to the cultivation of talents in human resource management.

**Skills**

All production and operating activities of an enterprise are created by employees with certain technical capabilities. The competencies of employees determine the skills to integrate the internal resources of an organization. Therefore, HR will get the right people in.

People who want to work at Google and Microsoft should have an assessable level of intelligence "role-relevant knowledge", emergent leadership, high cognitive ability, grit and analytical skills, so that contribute to innovation and have strong technical research and development capabilities. Whether Google or Microsoft, they will not only assess specialized knowledge in one area of employees, but they also appraise employees whether solve problems in related fields. For example, if Google wants to hire a technical role in engineering or product management, they screen for someone who knows anything about the job like having general knowledge about computer science (Baer, 2015).

Both Google and Microsoft were thought highly of soft skills. Research of 'The Duke of Edinburgh's International Award' （2018 found that many employers will look for soft skills firstly in candidates over academic skills.

Besides, Google searches for a quality like Gooleyness. The hire is "good for Google" and Gooleyness is what makes people work well together, so build its most cohesive and successful teams.

**Shared Value**

Google tries to maintain a small corporation sensation in there organisational build and encourages every employee to make their work and day-to-day life comfortable by using all the facilities available in the organisation as they think that innovative thoughts always come into the minds of the people when they are in a state of comfort. Meanwhile, Google's culture together stresses having fun and enjoying life and atmosphere in the organisation which helps employees to treat work as tests and tests as fun and targeted team addition as individual accomplishment. Besides, Google paid attention to

guaranteeing all employees having balanced lifestyles together with work, play and life. Besides, all employees were treated equally and were galvanized to share or specific their ideas with utterly totally different teams or prime management Co-founder Larry or Sergey directly. Google help its employees achieve their own life goals while achieving the organisational goals and leading themselves and the firm towards success. (Google.co.uk, 2018).

Microsoft targeted innovation and getting things done rather than forms. It is concerned about people and sees every employee as its most worthy treasure. every employee was treated equally and given opportunities. Microsoft emphasises work and life balance, it impressed employees to induce pleasure from their lives with their family while developing their career and experience. Microsoft has a passion for technology and believes at intervals the ability of technology will facilitate people to develop or bring their potential altogether out at any time anywhere. As per Microsoft's structure mission "To facilitate people and business throughout the earth notice their full potential", it believed all its products and services were serving to parents to make up and see their potential.

Microsoft believed diversity enriched its performance, product and the communities where its employees lived and worked. It targeted those who were adept, honest, open, willing to face challenges and committed to personal excellence and improvement. (Microsoft Corporation, 2018)

Google and Microsoft have similar shared values. They both emphasise innovation, risk-taking and folk orientation. Besides, Google put together target on Team orientation whereas Microsoft targeted on outcome orientation of its employees.

## 5. CONCLUSION

Under the scope of the McKinsey 7S Framework, it seems that both Google and Microsoft, two extremely successful organisations, have obtained great achievements in their HRM and OB. According to the analysing above, the two mentioned organisations show that there is a significant emphasis on human resources, especially in their Shared Value. It also shows that the seven elements of the Model have been well aligned in those two organisations to interconnect and support each other. As a result, Google and Microsoft achieve effectiveness and efficiency in HRM and OB management, creating a resonance of achievements.

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# NATIONAL CULTURE AND ITS SUSTAINABLE DEVELOPMENT

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**Abstract**

*In order for culture to survive and develop sustainably, besides the work of preservation, safeguard and promotion of the national cultural identity, it is necessary for us to open the door to receive new advanced cultural practice to enrich and deepen our cultural values, and at the same time take all opportunities to promote the image of the land and people of Vietnam in the international arena. In this article, the author highlights the mutual relationship between national culture and sustainable development. Based on the analysis of favorable conditions, difficulties and challenges for the sustainable development of Vietnamese culture, the author proposes seven groups of solutions as contributions to the sustainable development of Vietnamese culture in the context of global integration.*

**Keywords**: globalization, cultural integration, cultural identity, cultural development.

## 1. INTRODUCTION

Today Vietnamese culture is the result of the tough and continuous struggle for national construction and protection by all Vietnamese ethnic communities in the country's history, as a result of the process of exchanging and transforming the cultural quintessence of humankind, which is then altogether molded into the soul, mettle and bravery of Vietnam, glorifying the nation's history. In the context of comprehensive globalization and international integration, our Party has always determined that culture is the solid spiritual foundation of society, an important endogenous strength to ensure national rapid and sustainable development. Building and developing culture is the cause of the whole people, the whole political system led by the Party and the State, with the people being the creative subjects of culture.

## 2. RESULTS AND DISCUSSIONS

### 2.1 Culture is a solid spiritual foundation to ensure the national sustainable development

The spiritual foundation, with the core element of culture being always supplemented and perfected with social development, plays a very basic role in determining national prosperity or decline. By the Doi Moi (Reformed) period, the Party has issued many resolutions, decisions and directives to focus on building and developing national culture. At the 4th plenum of the VIII session (1997), the Party affirmed its policy to continuously promote renovation, raising the will to self-reliance, maintaining the national cultural identity, arousing and maximizing internal resources, further enhancing the effectiveness of international cooperation, making efforts for increasing social savings to promote industrialization, modernization, to improve efficiency and competitiveness of the economy in a close combination with cultural development,

education, implementation of social equity and progress. An important change in the Party's theoretical thinking on culture is reflected in the Resolution of the 5th Central Committee of the VIII session (1998). On building and developing Vietnamese advanced culture, imbued with national identity, the Resolution stated: "Culture is the spiritual foundation of society, both a goal and a driving force for socio-economic development. Taking care of culture strengthens the social and spiritual foundation. Without a progressive and healthy spiritual foundation, without paying attention to the relationship between economic development and progress and social justice, there can be no sustainable socio-economic development. Economic construction and development must be culture-oriented for the sake of a civilized.

Society and comprehensive human development. Culture is the result of the economy, and at the same time the driving force of economic development. Cultural factors must be closely linked with social life and activities, in all political, economic, social, legal and discipline aspects,... which all transform into the most important endogenous resource of development". This is a strategically significant resolution on the development of Vietnamese culture in the period of accelerating national industrialization and modernization. The 1991 Platform for national construction to socialism in transition period and the Supplementary and Development Platform in 2011 determined: "Building Vietnamese culture to an advanced level, imbued with national identity, comprehensively developed, united in diversity, deeply imbued with the spirit of humanity, democracy, progress; enabling culture to closely linked and deeply permeated into the whole social life, becoming a solid spiritual foundation, an important endogenous

strength of development". Following these orientations, in Resolution No. 33-NQ/TW dated 9/6/2014 of the Ninth Conference by the XI Party Central Committee on building and developing Vietnamese culture and people to meet the requirements of national sustainable development, the Party again affirmed the views and tasks stated by the Resolution of the 5th Central Committee of the VIII session, at the same time, supplementing and emphasizing a number of new issues, affirming the goals, roles and tasks of culture. Regarding the general goals, the Party specified: "Building Vietnamese culture with comprehensive development, towards truthfulness – compassion – beauty, imbued with national spirit, humanity, democracy and by scientific basis. Culture really becomes the endogenous strength, the driving force for national development and national defense, for the goal of rich people, a strong country with democracy, justice and civilization". The Party further emphasized the viewpoint: "Culture is the spiritual foundation of society, the goal and driving force for national sustainable development. Culture must be placed on par with economics, politics and society." On June 4, 2020, the XII Politburo issued Conclusion No. 76-KL/TW on continuing the implementation of Resolution No. 33-NQ/TW dated June 9, 2014 of the Ninth Conference of the XI Party Central Committee on building and developing Vietnamese culture and people to meet the requirements of national sustainable development, The resolution stated: "Cultural development is closely linked to building Vietnamese people, gradually becoming one of the important resources of the cause of sustainable development and international economic integration".

For a long time, many people still think that culture is only a reflection, a result, the sublimation of the economy, as the saying "phú

quý sinh lễ nghĩa" (honours change manners) concludes, meaning that people's spiritual life will be developed if their material life is abundant. However, it would be wrong to attain national sustainable development when economic growth is not associated with cultural development, and it's acknowledged that culture is affected by economic activities, and culture is always relatively independent of the impacts of economic activities. The relative independence of culture from economics is shown: i. The uneven development between economy and culture. The economy cannot develop without it.

A cultural foundation, culture is not a passive or natural product of the economy, but a source of economic growth, a reflection of economic development, an important internal resource in economic development, etc. The economy does not have to be highly developed, culture will develop and vice versa, culture is the starting point and also the end of a development cycle. In the socialist-oriented market economy under State management, the goal of sustainable development is not only to increase the gross social product per capita, but also to improve the quality of human life, harmoniously combining material and spiritual life, between economic growth and sustainable development. It is not a sheer coincidence that UNESCO emphasizes: "When economic growth targets are set in isolation from the cultural environment, the results obtained will be unstable, imbalanced both economically and culturally, and the creative potential of each ethnic minority group will be greatly weakened"; ii. Culture backfires on the economy, or promotes, or hinders economic development. Culture is an important spiritual foundation to ensure the nation's stability and development, regulate social relations, promote positive aspects, etc. limiting negative aspects to ensure that culture is imbued with humanity,

with basic characteristics of *nationality, humanities, democracy and by science basis.* On the contrary, inferior culture is the deepest cause of social unrest; if the national culture develops the nation flourishes, and if the national culture collapses, the nation declines. Therefore, "recognizing the position and role of culture in development, we should go beyond a purely economic approach and find hundreds of possible ways so that industriality and creativity can be intertwined, interconnected and so that economics can be rooted in culture." In other words, economy and culture must be developed in a state of equilibrium, harmony and balance. *The United Nations World Decade of Cultural Development* (1987-1997) recognizes the place of culture in development, finding every possible means of conformity between production and creativity, so that the economy can be rooted in culture. Do not strive for economic growth in a pure, blind way. Culture should never be "sacrificed" in exchange for the economy, with priority given to the slogan: cultural development for economic development. In the opening statement of the *World Decade for Cultural Development* (1987-1997), the Director-General of UNESCO emphasized: "The experience withdrawn in the last two decades shows that, in today's society, regardless of economic level, or political and economic trends, culture and development are intertwined. A country that aims for its own economic development separating from its cultural environment is bound to experience serious imbalances, both in its economy and culture, and its creative potential will be weakened,... any development should recognize the role of culture as culture holds a central position and a role in social regulation." The National Action Plan for the implementation of the 2030 Agenda for Sustainable Development was issued under Decision No. 622/QD-TTg dated 10/05/2017

by the Prime Minister, which clearly states 17 sustainable development goals of Vietnam to 2030, including 115 specific goals, corresponding to the global sustainable development goals adopted at the United Nations Summit in September 2015 to replace *the United Nations Millennium Development Goals*. The sustainable development goals of the 2030 Agenda for Sustainable Development are seen as the key to achieving a better and sustainable future for all. UNESCO, the only United Nations.

Unit in charge of cultural affairs, admits that culture plays a crucial role in achieving the Sustainable Development Goals. "UNESCO works on the principle of respecting common values to facilitate dialogue between peoples, civilizations and cultures" and UNESCO's mandate is to contribute to peacebuilding, poverty eradication, sustainable development and intercultural dialogue through education, science, culture, communication and information.

Our Party's strategies for socio-economic development for 2011-2020 period once again emphasizes: "Comprehensively and synchronously develop cultural fields, both promoting national good values and absorbing the cultural quintessence of humankind, well handling the relationship between economy and culture so that culture is really the spiritual foundation of society, is a driving force for socio-economic development and international integration". It was determined in the Party's 10-year socio-economic development strategy 2021-2030 that: "Arousing the aspiration for national development, for strongly promoting Vietnamese cultural values, people and the strength of the times, mobilizing all resources, developing quickly and sustainably on the basis of science and technology, innovation and digital transformation..." and that it would forward the development perspective of

"Arousing the aspiration to develop a nation of happiness, prosperity, self-reliance and the strength of the great national unity will be promoted to for national construction and protection; Maximizing the human factor, considering people as the center, subject, most important resource and goal of development; taking Vietnamese cultural and human values as the foundation, an important endogenous strength to ensure sustainable development". The Party has always affirmed that culture is the spiritual foundation of society, both a goal and a driving force for socio-economic development. This is a very important premise to put culture at the center of development, creating harmonious and identity-based development.

The cultural development path defined by the Party at the XIIIth Congress has opened up new opportunities and new trends in the revival and development of Vietnamese culture and people. The National Cultural Conference to implement the Resolution of the Party's XIII Congress on Culture successfully held in Hanoi in November 2021 clarified the basic pathways to developing diverse fields of Vietnamese human culture. In order for Vietnamese culture to integrate deeply with those of the world, according to General Secretary Nguyen Phu Trong, "Culture is the spiritual foundation of society, both a goal and an endogenous strength, an important driving force for national development. Identifying synchronous cultural development, in harmony with economic growth and social progress is a fundamental orientation of the process of building socialism in Vietnam, demonstrating the superiority of our regime". The document of the XIII Party Congress determined "to comprehensively and synchronously promote the renovation, rapid and sustainable development of the country; ensure close cohesion and synchronous implementation of tasks in which socio-

economic development is the center; Party building is key; cultural development is the spiritual foundation; ensuring national defense. and security is vital and permanent." The national development orientation for the period of 2021-2030 was determined by the XIII Congress: "Attaining comprehensive human development and building an advanced Vietnamese culture, imbued with national identity so that Vietnamese culture and people truly become endogenous strength, motivation for national development and defense; increasing investment in cultural career development; building, developing and creating the most favorable environment and social conditions to arouse patriotic traditions, national pride, belief and aspirations to develop a prosperous and happy country; talents, intellect and qualities of Vietnamese people are the most important center, goal and driving force of the country's development".

## 2.2. National sustainable development creates conditions for cultural prosperity

### 2.2.1. Some achievements for sustainable development of Vietnamese culture

*First,* the contents and methods of the Party's leadership in culture have been renewed to meet the practical needs of national development. The Party has constantly renewed its contents and methods of leadership, issuing many guidelines, guidelines, resolutions, directives and conclusions on building, developing Vietnamese culture and people. The work on research and forecast of cultural and human development has achieved many positive results.

*Second,* State management in the cultural field has achieved many positive results in terms of *influence and* effectiveness. The State has promulgated many policies and legal documents, creating a legal corridor for building and developing culture and people. The State shall promote the implementation of the Democratic Regulation at the grassroots level in order to create conditions for promoting the role of social supervision and criticism by social organizations and communities, in organizing, managing cultural activities. The Government has issued a number of documents, creating a legal basis in decentralization and decentralization so that more resources would be invested in cultural development.

*Third,* the cultural environment has achieved some positive results. The movement of "all people unite to build cultural life" associated with the campaign "building new lifestyle villages, civilized cities, building civilized lifestyles and behavior in public places" has achieved many proud achievements. The cohesion and coordination between family – school – society in morality and lifestyle education are continuously promoted. The system of cultural institutions is invested and the mechanisms and modes of operation have been gradually innovated towards socialist-oriented market mechanisms and international integration. The gap in cultural enjoyment among people and regions has been narrowed throughout the country.

*Fourth*, building a culture in the economy initially has positive changes. Resolution No. 33-NQ/TW dated June 9, 2014 of the 9th Central Committee Conference of the XI Faculty continued to affirm the Party's line on building culture in the economy: "Regularly pay attention to building culture in the economy. People are truly central in the process of socio-economic development. Create a transparent, progressive and modern legal and cultural product market for enterprises to participate in building and developing culture, building corporate culture, entrepreneurial culture, with a sense of respect for the law, keeping credibility, healthy competition, etc. for the national negative sustainable development and defense". The Party defines

the view: "Cultural policy in the economy ensures that culture is clearly expressed in economic activities to create more favorable conditions for the cause of cultural development". The Government has approved the Vietnam Cultural Industries Development Strategy for 2020, with a vision to 2030 to create conditions for a number of cultural *industries to develop.*

### 2.2.2. Some limitations and challenges for the sustainable development of Vietnamese culture

*First,* many Party committees, organizations and a number of people are not well aware of the role of culture in development. The document of the XIII Party Congress states that "Less attention has been paid to culture than to economics and politics, and culture has not really become an endogenous resource and driving force of the sustainable development of the country. The role of culture in human development has not been properly defined, and there is a tendency to consider culture as the mere function of entertainment."

*Second, in the work of culture directive and management, there remained* embarrassment and delay in institutionalizing the Party's views and guidelines on culture, which were already clarified by the Party at the 5th plenum of the VIII session (1998) on building and developing an advanced Vietnamese culture, imbued with national identity and the IX plenum, term XI (2014) on building and developing Vietnamese culture and people to meet the requirements of national sustainable development. However, the institutionalization of the Party's views and guidelines into legal systems, policies and strategies is still delayed due partly to the lack of legal corridors and implementation mechanisms.

*Third,* investment in the cultural sector is still modest and the effect is not as high as expected. Because of improper investment, the system of

cultural institutions and material and technical foundations for cultural activities is both inadequate and weak, failing to meet the requirements and tasks in practical activities. In addition, the disparity and gap in cultural enjoyment between regions, especially cities with rural areas and island borders are tremendously gapped. In the cultural environment, there still remained unhealthy, alien activities, which are contrary to national fine customs and practices; the preservation and promotion of values brought about by cultural heritages is not highly effective. There has been an increase in the situation of import, promotion, and easy but selective absorption of foreign cultural products has negatively affected a large number of people, especially young people. Management of cultural, artistic activities, festivals and historical relics is still limited; socialization in the cultural field is slow and ineffective. The document of the XIIIth Party Congress identified: "The cultural and social environment continues to be spoiled by social evils, corruption and negative phenomena. The gap in cultural enjoyment between regions is still huge; many difficulties have arisen to people's cultural life among ethnic minority groups, and in remote and remote areas."

*Fourth,* promoting the role of culture in development has not brought about the expected effect. The deterioration of political, ideological and moral qualities among some Party cadres and members is at an alarming stage. It was this deterioration that social confidence in the Party's leadership has weakened, threatening the regime's survival. This is one of four risks identified by the Party's seventh mid-term conference (1994). In addition, not enough attention has been paid to building a strong cultural environment, leading to the stain of the cultural environment. That will further damage the goal of building an

advanced Vietnamese culture imbued with national identity, which is a barrier for the country to develop sustainably.

The reasons for the above-mentioned weakness and limitations are mainly due to the fact that some Party committees, mass organizations, social organizations and people are not fully and deeply aware of the important position and role of human and culture development for the national sustainable development, so directing and implementing the Party's views and guidelines that are not drastic. The position and role of culture are not really placed on a par with economics and politics. The leadership and direction especially in the training and employing staff for cultural work have not really been innovated. The implementation of setting examples of Party cadres and members has not yet created positive and strong changes in some agencies, units and localities. The effectiveness and quality of cultural management in terms of culture are still inadequate, unable to keep up with the requirements of reality. The work of researching and summarizing practice work to form a theoretical background for cultural value system, Vietnamese people are still slow, delayed and passive.

## 2.3. Some proposals for sustainable development of culture in the current context

*The first is conducting innovations in the Party's leadership in culture sector. In the Party's* leadership approach in the cultural field, the most essential element is that the Party promotes its leadership by giving cultural development guidelines and orientations, by innovating the working styles of those who are leaders and managers of the culture activities; by inspecting and supervising the implementation of the Party's cultural guideline. Further innovate the formulation, promulgation, organization and inspection of

the Party's cultural work, with the main focus on feasibility, and in the implementation, it is necessary to clarify the responsibilities of individuals and organizations, especially the heads of party committees. Regular inspection, supervision and evaluation of the resolution of the implementation are needed while the organization of the implementation of the Party's views and guidelines in the field of culture must be constitutionalized. Party leadership in culture is directly done through the Party committee level and cadres who are directly engaged in leadership and management in the field of culture. The above-mentioned cadres should have a deep understanding of the culture, qualities and capacity to sensitize and win over the masses. Selection, arrangement and employment of cadres for cultural work and cultural management is a particularly important job, requiring the Party to have mechanisms for detection, training, fostering, use and appropriate remuneration regimes, especially in employing the right people for the right job.

*The second solution is to improve the quality and effectiveness of the State management of culture. It is a must to* accelerate the progress and improve the quality of building legal systems, mechanisms and policies for cultural development. The Party's views, guidelines and policies in the field of human culture must be concretized into specific strategies, clear action programs and plans to promote Vietnam's cultural soft power in the trend of global integration. Although the State has promulgated many policies for cultural development, these policies fail to fully meet the requirements and tasks in the conditions of international integration, lack of synchronization, lack of feasibility, and sometimes become barriers to cultural development. In addition, it is necessary to renovate and improve the organization of the apparatus and staff in charge of cultural work,

cultural management who really have a deep understanding of culture so that they can be streamlined, qualified and highly effective. The top goal that the organization of cultural workers should aim for is to create the most favorable environment and conditions to promote the people's ownership right and their creative talents, such that they can function as "midwives" for creativity and constructivism for the sake of sustainable development of culture.

*The third is about building a professional team of culture workers.* Building and developing culture is the cause of the whole Party, people, army, the whole political system and the whole society, in which intellectuals and artists play a particularly important role. Importance must be attached to planning, training, fostering and arranging leaders, cultural managers, scientific workers, leading experts and grassroots staff. The work of training and fostering cultural staff should be towards modernity and international integration. Discovering, selecting, training, fostering, inspiring, creating an environment of creativity freedom, appreciating, honoring and rewarding the creative value of cultural talents is truly a feat, requiring special attention and concern by the whole society, first of all, the Party and the State.

*The fourth solution is enhancing resources for cultural development.* Resources for cultural development include human resources, social resources and natural resources, of which the most necessary are human and financial resources. In addition, it is necessary to invest financial resources and effectively use financial resources in cultural development. In order to enhance financial resources for cultural development, it is necessary to raise the level of state investment, strengthen the socialization among the whole people, expand international cooperation, use cultural development resources effectively and rationally, avoid loss

and wastefulness, etc.; invest the right focus with spreading and duplication investment avoidance. It is necessary to prioritize investment in a number of areas with typical cultural works, with great values and highlights to attract investment.

*The fifth solution is to raise awareness of the whole political system, the whole society, people and businesses about the role and position of culture in the national development.* It is necessary to harmonize cultural development with the development of social matters. Culture should play its role as a regulator for national development in the context of global integration. Increasing propaganda and society's profound awareness of culture is needed by promoting the pioneering role of ministries and branches, especially the Central Committee for Propaganda and Education, Ministry of Culture, Sports and Tourism, Ministry of Information and Communications, Ministry of Education and Training, Ho Chi Minh National Academy of Politics with their roles as consultative agencies, gatekeepers in the field of culture and ideology that help the Central Committee and the Government make decisions to revive the country's culture.

*The sixth solution is further improving the quality and efficiency of cultural activities.* The relationship between preserving and promoting national traditional cultural values with sustainable economic development and tourism activities in localities should be harmoniously resolved to promote the image, land and people of Vietnam in the international arena. Renovation is done in the operation modes of literary societies, art, with an enhancement of professionalism. Efforts must be taken to eliminate harmful cultural products, resolutely fight against cultural abuse to promote an unhealthy cultural lifestyle that goes against the human values of the nation, negative acts, opportunities, violations of law, propagation of

wrong ideas, etc pragmatic lifestyle contrary to the fine customs and customs of the nation, adversely affecting the construction of Vietnamese culture and people.

*The last solution is to actively integrate Vietnamese culture into international ones, absorb the cultural quintessence of humanity. It's necessary to* expand cultural exchanges and cooperation with the world community, diversify forms of foreign culture, bring international cultural relations into depth and achieve practical effects. Reception of the quintessence of world culture should be done with careful selection and at the same time national culture must be diversified. The talents and enthusiasm of overseas Vietnamese intellectuals and artists should be boosted in their participation in the development of the country's culture so that they could become a bridge to promote the image of Vietnamese culture, land and people. Favorable conditions should be created for overseas Vietnamese and international organizations to invest intellectually and resources in cultural development, in the promotion of the image, country and people of Vietnam. It's a must to establish a number of Vietnamese cultural centers and translation centers overseas to promote Vietnamese culture. Teaching Vietnamese language to overseas Vietnamese and foreigners in Vietnam should be accelerated. It's neccessary to proactively receive development opportunities, overcome challenges to preserve the perfection of national cultural identity, selectively absorb good and appropriate experiences of countries in preserving national cultural identity, overcoming negative influences and downsides of cultural globalization. Mechanisms and policies for foreign cultural development should be mapped out and the promotion of national arts and export of cultural products abroad should be supported.

## 3. CONCLUSION

Our Party is well aware of the role, position and importance of culture in the sustainable development of the country, affirming that culture is the spiritual foundation of society, both a goal and a driving force for national socio-economic development. In order for culture to become the development resources and endogenous strength for national sustainable development, it is necessary to pay constant attention to the scientific design and operation of cultural institutions so that culture permeates deeply and spreads widely into all society's fields and the endogenous power of culture are not the strength of culture alone but the synergy of the nation crystallized on all aspects of social life. The penetration of culture into all aspects of social life is an objective and inevitable trend, but whether the trend takes place quickly or slowly, favorably or difficulty depends on the subjective factor - the human factor. In the coming years, it is determined by the Party to comprehensively and synchronously promote the renovation, constantly improve the development of the socialist-oriented market economy, accelerate industrialization and modernization in association with the development of the knowledge-based economy by fully and effectively promoting the endogenous strength of culture in order to realize the goals of rich people, a strong country with democracy, justice and civilization.

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# DEVELOPMENT OF HUMAN RESOURCES IN THE ACCOUNTING AND AUDITING INDUSTRY TO MEET THE REQUIREMENTS OF DIGITAL TRANSFORMATION AND INTERNATIONAL INTEGRATION

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**Abstract**

*In light of the rapid advancement of information technology and the trendtoward international integration and globalization, the development of human resources for auditing and accounting is a vital requirement in every respect: scale,quality, ensuring a reasonable structure, robust political fortitude, professional ethics, and being ready for international integration. The article clarifies the impactof digital transformation and global integration on Vietnamese accounting and auditing human resources and assesses the current status of accounting and auditing human resources in Vietnam. Thence, it proposes some solutions to developaccounting and auditing human resources to meet the requirements of digital transformation and international integration.*

**Keywords**: Human Resources; Accounting; Auditing; Digital transformation; International integration.

## INTRODUCTION

Digital transformation and international integration are inevitable and objective trends of development, creating important breakthroughs that comprehensivelychange people and production methods based on digital technology. Professionals in auditing and accounting are not exempt from this development. The digital age and the growing trend of international accounting and auditing integration are currently having a significant impact on Vietnam's accounting and auditing human resources. This has resulted in a "wave" of shifting accounting and auditing human resources in the region, as well as a solid cooperation environment and effective integration with the global economy. In light of this reality, it is critical that Vietnam develops its human resources in accounting and auditing immediately in order to satisfy the demands of the digital economy and global integration.

## 1. DIGITAL TRANSFORMATION AND THE TREND OF INTEGRATING INTERNATIONAL ACCOUNTING AND AUDITING HUMAN RESOURCES

The advent of digital transformation is an inevitable global trend, given the accelerated pace of globalization. Digital human resources, specifically, are the determining element in the success of the nationwide digital transformation, as they must conquer new technologies and promptly acquire the necessary skills. Preparing top-notch employees for the digital transformation process is therefore regarded as the "key" to assisting Vietnam in closing the development gap with other nations and accelerating the process of global economic integration by

capitalizing on the revolutionary advances of the Fourth Industrial Revolution.

One of the primary objectives established by the Ministry of Finance in the Accounting-Auditing Strategy to 2030, accompanied by Prime Minister Decision No. 633/QD-TTg dated May 23, 2022, is the implementation of digital transformation in the domains of accounting and auditing. Digital transformation within the domain of auditing and accounting entails the implementation of digital technology to streamline accounting procedures, thereby facilitating their deployment with greater efficiency and speed while also enabling organizations to save time, money, and personnel.

Currently, international integration and digital transformation are generating numerous opportunities for accounting and auditing personnel in Vietnam, thereby satisfying the expanding demands of the labor market. In the digital era, the application of digital technology solutions and the connection of things opens up opportunities for accounting and auditing employees to access modern, smart software, facilitating calculation, acquisition, and processing of information many times faster and more accurately than traditional ways. Smart software and utilities gradually replace manual work, automate complex processes, and help reduce pressure on employees. Employees in accounting and auditing can quickly learn information, adapt to new technology, and overcome geographical limitations thanks to technology 4.0 and the internet. Thereby, it improves labor productivity, saves time and human resources, facilitates the expansion of international relations, and helps the accounting and auditing markets develop faster and more professionally.

Currently, the trend of globalization and integration of international accounting and auditing is growing strongly, directly affecting the free movement of cash flows in the financial market. With the transfer of professional skills, the competitiveness of accounting human resources increases. The trend of integration and globalization promotes the circulation of goods and services, increases direct investment, and creates more jobs for Vietnamese accountants and auditors to move into the region's labor market, especially in ASEAN. At the same time, accounting and auditing human resources in Vietnam have conditions close to international accounting and auditing technologies, increasing the ability to innovate thinking and exchange experiences with developed countries.

In addition to undeniable opportunities and advantages, digital technology and international integration have created an exchange of personnel in the accounting and auditing industries, requiring labor in this field to satisfy relatively high requirements to ensure quality and service. In the process of international integration, the challenge that has the biggest impact on accounting and auditing resources in Vietnam today is the language barrier. To function effectively in a dynamic international setting, personnel must possess not only comprehensive expertise, credentials that adhere to international standards, and proficient and effective work methodologies, but also linguistic abilities and comprehension of technology. In addition, the advent of Industrial Revolution 4.0 is generating a "wave" of personnel changes in the field of accounting and auditing within the region (Tran Thi Hong Hue & Nguyen Thi Hong Duyen, 2022). This development places domestic accounting and auditing teams under direct competitive pressure. Low-skilled accounting and auditing personnel will be replaced by machines and artificial intelligence, posing a demographic challenge

to the rate of increase in unemployment. The failure to enhance the professionalism, experience, and competitiveness of accounting and auditing staff will have repercussions on the industry's employment and revenue. To fulfill the obligations of digital transformation and global integration, and in particular, to achieve the objectives outlined in the Accounting and Auditing Strategy for 2030, Vietnam must cultivate a proficient accounting and auditing workforce that is competitive with foreign labor and facilitates the movement of personnel between nations.

## 2. THE CURRENT STATUS OF ACCOUNTING AND AUDITING HUMAN RESOURCES IN VIETNAM

Accounting and auditing are economic and financial management tools, providing useful information to serve management and business decisions and playing an important and indispensable role in an open economy. In particular, accounting and auditing human resources are the main driving forces determining competitive advantage and national reputation in the international arena. In the context that the country is promoting economic recovery and development after the pandemic, developing human resources in the accounting and auditing industry is important, contributing to socio-economic growth, exploitation, use, protection, and regeneration of other resources.

In order to catch up with the trend of digital transformation and international integration, human resources in accounting and auditing have been paid attention to and have created favorable conditions for development by the Party and State of Vietnam. Vietnam has issued many documents creating a legal corridor for accounting and auditing human resources to promote their potential, operate effectively, and integrate deeply with the

region and the world, such as the Law on Independent Auditing (2011), the amended Law on Accounting (2015), the Government has approved the Accounting and Auditing Strategy to 2030, which focuses on developing accounting and auditing human resources on par with other countries in the region...

Along with the process of national digital transformation and innovation of the country's economic management mechanism, Vietnam has proactively expanded relationships with international accounting organizations with many diverse activities, helping Vietnamese accounting and auditing human resources have access to international principles, standards, and practices in this field. At the same time, Vietnam's accounting and auditing position in the international arena is also enhanced. Currently, Vietnam is a member of the International Federation of Accountants and the ASEAN Federation of Accountants, and is making efforts to build close relationships with major international accounting and auditing organizations such as ACCA, and CPA Australia in training and improving the quality of domestic accounting and auditing human resources.

Facing the trend of opening up to international economic integration, Vietnam has gradually developed accounting and auditing human resources according to all criteria, both in quantity, quality and scale, attracting the attention of foreign businesses and partners. Up to now, Vietnam's accounting and auditing human resources have basically met the requirements of the labor market and the needs of organizations and enterprises. The number of practicing accountants and auditors granted practice registration certificates by the Ministry of Finance has increased significantly consistent with the scale of the market. According to data from the Accounting and Auditing Supervision

Administration, as of April 2023, the country has more than 420 accountants granted practice registration certificates by the Ministry of Finance on 200 accounting companies; there are 2,166 auditors granted practice registrationcertificates in 214 auditing companies (Tran Ngan Ha, 2023, p. 148). The number of accountants and auditors with international professional certificates such as ACCA, CPA Australia, ICAEW, etc., in businesses is increasing rapidly. The quality of accounting and auditing human resources in businesses has been improved through training, fostering, and updating knowledge to improve professional skills for Vietnamese accounting and auditing employees.

The training of human resources in accounting and auditing has undergone numerous positive developments in order to satisfy the growing demands of businesses. Recognizing the critical nature of proficient personnel in the domains of auditing and accounting, several academic establishments (Banking Academy, Finance Academy, National Economics University, and University of Economics Ho Chi Minh City, among others) have sought guidance from renowned universities worldwide regarding auditing and accounting programs. These institutions have implemented international connections and high-quality training programs. Training institutions have endeavored to modernize the curriculum and develop innovative teaching approaches for accounting and auditing that align with global benchmarks, while closely monitoring practical demands. Thereby, it helps to enhance foreign language skills and expertise in the fields of accounting and auditing, meeting the requirements of digital transformation and international integration. Currently, Vietnamese accounting and auditing human resources are being trained at different levels, from college to university and postgraduate levels. As of 2022, the country has 233 organizations awarding associate degrees in accounting, 126 institutions awarding bachelor's degrees, 18 institutions awarding master's degrees, and 5 institutions awarding doctoral degrees in accounting (Tran Ngoc Thuy, 2022). The fundamental quality of Vietnamese accounting and auditing human resources is quite good. Everyyear, enrollment results in accounting and auditing training majors are quite high compared to other economic training majors. The number of college and universitygraduates majoring in accounting participating in the domestic and international labor market in the field of accounting and auditing reaches from 50,000 to 60,000 students. The number of students awarded master's degrees in accounting reaches about 3,000 students (Tran Ngoc Thuy, 2022).

In addition, domestic and foreign accounting associations such as Vietnam Association of Certified Public Accountants (VACPA), Vietnam Association of Accountants and Auditors (VAA), Institute of Chartered Accountants inEngland and Wales (ICAEW), CPA Australia ... are operating effectively, not only contributing to connecting jobs for accounting and auditing employees but also actively contributing to consolidating and developing human resources in this field.

Not with standing the afore mentioned benefits, Vietnam's human resources in accounting and auditing still possess certain constraints. Practical certificates of international associations are held by a minority of accountants and auditors (approximately 5,000 individuals), constituting less than 3% of the overall accounting and auditing personnel in ASEAN nations (Tran Thi Hong Van, 2022). Human resources for accounting and auditing are inadequate in quality to support digital transformation and international integration. While the working style of a subset of

accountants and auditors is less than professional, their knowledge and thought processes are largely professional. Additionally, there is a group of accountants and auditors who have a laid-back attitude and exert little professional effort. Accounting and auditing personnel in Vietnam lack the necessary global integration capabilities and are presently ill-prepared to compete in the regional and global labor markets. Human resource training in accounting and auditing continues to be of inadequate quality. As per data compiled by the Vietnam Association of Certified Public Accountants, as many as two-thirds of accounting and auditing graduates fail to satisfy the job prerequisites of organizations. Certain accountants' and auditors' soft skills, including proficiency in foreign languages, collaboration, critical thinking, and consulting, are deemed inadequate (Le Thi KimAnh, 2022, p. 129). Certain aspects of international integration in the fields of accounting and auditing have not been thoroughly explored and the application of international accounting standards still has some problems...

Facing the requirements of digital transformation and international economic integration, accounting and auditing human resources are posing a number of urgentissues that need to be solved, specifically:

*Firstly, improving the quality and competitiveness of Vietnamese accounting and auditing human resources.*

Currently, Vietnam's accounting and auditing workforce possesses substandard quality, foreign language proficiency, and information technology application expertise, which impedes the country's ability to compete regionally and domestically for employment opportunities. Furthermore, Vietnam's accounting andauditing workforce continues to face constraints in terms of competitiveness. This leaves jobs readily available to more

experienced and proficient human resources from neighboring countries, which adversely affects the earnings and employment prospects of domestic accounting and auditing staff. Inadequate competitiveness satisfies the needs of businesses operating in the medium and low segments at most.A pernicious cycle of low income ensues, necessitating businesses to consistently reinvest in order to enhance the competencies and capabilities of their auditing and accounting personnel.

*Secondly, expanding the accounting and auditing labor market in Vietnam.*

International economic integration facilitates the expansion of scientific, technical and technological cooperation, facilitates attracting foreign direct investment in newbusiness fields and lines, is an effective way to attract labor and create jobs for highly qualified domestic accounting and auditing human resources. Therefore, exporting experts and accountants to developed countries not only contributes to increasing income and creating job opportunities for domestic employees, but also takes advantage of investment capital, expands training cooperation, strengthens joint ventures and partnerships in scientific research, and develops domestic human resources. However, in order to participate in international integration, Vietnam's accounting and auditing human resources need to meet the requirements of international standard qualifications and professional capacity, especially professional capacity, foreign language ability, ability to apply information technology, work handling skills, time management...

*Thirdly, creating a connection between supply and demand for qualified and trainedlabor.*

Currently, the Vietnamese accounting training system has been built at manydifferent levels, meeting different levels and requirements of society. However, thelinkage and connection between training institutions and professional

associations employing human resources is still limited, causing a waste of accounting and auditing human resources and making it difficult to ensure high-quality human resources in the context of integration and adaptation to the Industrial Revolution 4.0. On the basis of recognizing the objective existence of supply-demand relations in the labor market, accounting and auditing training institutions need to create close links with employers. Thereby, coordinating the design of training contents and programs associated with the requirements for professional development, skills and working styles at domestic and foreign accounting and auditing enterprises.

## 3. SUGGESTIONS TO DEVELOP VIETNAMESE ACCOUNTING AND AUDITING HUMAN RESOURCESTO MEET THE REQUIREMENTS OF DIGITAL TRANSFORMATION AND INTERNATIONAL INTEGRATION

The digital era and international integration bring many opportunities and challenges for Vietnamese accounting and auditing human resources. Therefore, to develop and improve the quality of accounting and auditing human resources to meet therequirements of digital transformation and international integration, Vietnam needs to synchronously implement the following suggestions:

*Firstly, promoting the development of accounting and auditing human resources associated with training high-quality human resources.*

Along with the process of globalization and deep international economic integration, the expansion of the labor market will create pressure, forcing domestic accounting and auditing human resources to innovate to improve quality and competitiveness, meeting the demands of the labor market. In particular, joining the AEC and economic and trade agreements such as the WTO, EVFTA, and CPTPP requires Vietnam to develop highly professional accounting and auditing human resources with the capability of competing with employees in countries in the region and around the world.

Under the impact of Industrial Revolution 4.0, promoting the development of accounting and auditing human resources is considered an important task because no matter how strongly technology develops, the human factor still plays a leading role. Therefore, accounting and auditing training institutions should focus on training on the basis of a macro balance of labor supply and demand in each period toreduce the load of labor supply that does not ensure quality, avoid wasting the country's resources, strengthen training in association with practice, enhance foreignlanguage practice ability, soft skills so that the accounting and auditing team after graduation can use foreign languages to work effectively, avoiding the case that businesses have to retrain. In addition, it is necessary to combine the training of qualified accounting and auditing human resources with the application of modern information technology to promptly adapt to the digital technology age.

*Secondly, openness and transparency in the professional assessment of accounting and auditing human resources.*

Publicity and transparency are critical "weapons" for accurately assessing the professional caliber of auditing and accounting personnel, as they assist in elevating the accountability of each individual as they carry out their duties and obligations. Consistently assessing the professional competence of auditing and accounting personnel in a transparent and public manner will furnish the government and corporations with a foundation to offer guidance and remedies for surmounting current constraints, thereby enhancing the caliber and competitiveness of personnel. The State and businesses must perfect quality

control processes, including the utilization of accounting and auditing teams, in order to accomplish this objective. Enhance operational oversight and administration of professional ethics and the caliber of auditing and accounting procedures.

*Thirdly, improving the capacity and efficiency of state management for accounting and auditing resources.*

Human resource development in terms of both quantity and quality requires the establishment of a legal framework, the creation of an equitable environment, and favorable conditions by the state in the areas of accounting and auditing. It improves and finalizes policy mechanisms for auditors and accountants in Vietnam and other AEC member states. This is done to speed up the process of harmonization and convergence with international accounting standards, reducing differences over time and making it possible for people from Vietnam to work as auditors and accountants in other countries. Additionally, the state must devise a method for more effectively rescheduling human resource training in the accounting and auditing sector. It is critical to prioritize investments in the development of synchronous information infrastructure in order to meet the rapid evolution of the global digital system. Enhancing the function and caliber of professional associations aids in the assimilation of novel endeavors concerning collaborative training and the improvement of human resources in accounting and auditing.

*Fourthly, strengthening the expansion of international cooperation activities to exchange experiences in accounting and auditing.*

In order to develop high-quality Vietnamese accounting and auditing human resources, it is necessary to strengthen international cooperation, promote the creation of close links between Vietnam and other countries in the region and the world; Vietnam needs to actively participate in international professional organizations, actively participate in the development of international financial reporting standards and international public accounting standards at regional and world forums. At the same time, strengthening the support and assistance of international professional organizations in accounting, auditing and non-governmental organizations in researching and exchanging experiences in this field, providing technical assistance to innovate the model of human resource management as well as other professional techniques in accounting and auditing. It is necessary to continue to research and apply the models of developed countries to apply in practice the country to perfect the training model and issuance of accounting and auditing practice certificates, research and implement solutions to strongly promote the integration of international accounting and auditing human resources.

## 4. CONCLUSION

Vietnam's accounting and auditing sector is undergoing profound and all-encompassing changes as a result of international integration and digital transformation, which affect everything from professional procedures to accounting techniques. Accounting operations are executed expeditiously and efficiently with the assistance of digital technology, resulting in time and cost savings while optimizing the utilization of human resources.

In order to proactively seize opportunities and identify challenges and issues related to accounting and auditing human resources in the process of digital transformation and international integration, Vietnam should strive to enhance its overall quality, consistently cultivate a team that is both adequately sized and reasonably organized, possesses robust political fortitude, adheres to transparent professional ethics, demonstrates professionalism and expertise, conforms to international standards, and fulfills all tasks and obligations in the evolving circumstances.

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# CONNECTING TO THE NATURE: THE VIEW FROM A VILLAGE

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**Abstract**

*The ecological environment has been an issue of concern in the world, because it directly and persistently affects the lives of humans and creatures. Human history has shown that some civilizations in the world declined due to the deterioration of the ecological environment. Facing the challenge of environmental pollution and ecological imbalance, the goal is to find the most natural way to help people survive in a natural environment, and develop sustainably. The article examines the villagers' behavior in Northern Thailand with the forest in which they have long lived, showing a close, friendly and harmonious connection between humans and nature here. To serve the research, field survey and philosophical abstraction methods are used in combination. From this specific case, the article discusses a suitable and comprehensive approach to the relationship between humans and nature, based on understanding and respecting nature, considering humans as a component of nature, aiming to both protect the environment, preserve cultural identity, and link the interests of local residents with sustainable development. In addition, the article also overviews a number of other approaches to ecological environmental issues, to provide diverse perspectives. And finally, green growth is the motto that the article offers as a proposal for sustainable existence and development on Earth.*

**Keywords**: Karen, nature, Nong Thao, people, sustainable development.

## 1. INTRODUCTION

Like all other organisms on Earth, humans exist in a biosphere including many different forms of life, as well as organic and inorganic substances that are necessary or not necessary for life. As a part of nature, but when participating in nature's metabolic cycle, humans have conducted activities to exploit, invade or even destroy nature, and dispose of toxic substances into the environment, causing ecological imbalance, pollution, negatively affecting the metabolic cycle, endangering life.

Not only as a biological entity, humans are also a social entity, so human activities are not solitary but communal, thus influencing both breadth and depth. These activities towards nature and society are quite extensive and profound, especially in recent centuries.

Meanwhile, the story of a village in Chiang Mai province (Northern Thailand) is completely different. That is Nong Thao village, located at coordinates 15°38'25" (15.6403°) north latitude, 104°13'39" (104.2275°) east longitude, deep in Doi Inthanon National Park – a long-lived place life of the Karen ethnic minority. Conducting survey research on villagers' behavior and attitude toward the forest they live in has brought an interesting scientific experience about the relationship between humans and nature.

What can be learned about how to deal with nature from the case of Nong Thao village,

from different perspectives on nature and humans, to ensure sustainable and harmonious development in today's context? All of those need to be discussed.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Many studies on sustainable development have been published. Among them, there are some studies related to the article.

The reality of the decline of some civilizations in human history has shown that one of the main causes of decline is from environmental crisis leading to social crisis (Acemoglu and Robinson, 2012; Diamond, 2005). Therefore, sustainable development and the environment are of primary importance in the modern world economy (Bansode, 2022). Cavagnaro and Curiel (2022) said that the concept of "sustainable development" was introduced by the World Commission on Environment and Development (WCED) in 1987.

According to Lozano (2022), the process of economic growth has led to positive impacts (increased economic activity, improved agriculture, energy access, and increased per capita income), but there are also negative impacts (rapid population growth, overconsumption, biodiversity loss, greenhouse gas emissions and climate change). Therefore, Lehner (2022) believes that, in order for Western societies to achieve sustainable development, they must manage specific conflicts between humans and nature.

The main measure, as Jeronen (2022) proposed, is education for sustainable development, and it needs to be based on two concepts: education and sustainable development. Education makes each individual change cognitively, thereby leading to behavioral changes towards nature, towards sustainable development.

In the case of Thailand, the issue of green growth is emphasized even in education

through the use of natural elements when doing chemical experiments (Kanokwan et al., 2021), or developing sustainable smart agriculture with low carbon emissions (W, 2022), organic food production (Maneerat et al., 2020), sustainable agricultural tourism (Ming-Lang et al., 2019). When comparing Thailand's sustainable development model with Bhutan, Taplin et al. (2022) said that the difference lies in the fact that Thailand appears to have a more comprehensive approach to the problem and is based on respect for the natural environment. The impact of migration on sustainable development in the economic, social, and environmental fields is also continuing to be of concern to Thailand (Ruttiya, 2020; Kantapop and Pei-Chun, 2019).

A hypothesis is raised that for sustainable development, the connection between humans and nature is optimal, when it exploits elements from natural human instincts and combines them with legal regulations?

During my stay at Chiang Mai University, I had the opportunity to collaborate with Thai scientists, who introduced me to a special village located on the outskirts of Chiang Mai city: Nong Thao village. Therefore, I had the opportunity to survey this village and gain practical experience to develop the above hypothesis.

## 3. METHODOLOGY

The article uses a combination of the following two main research methods.

The first is the field survey method, taking Nong Thao village as a case study to learn about the villagers' behavior with the forest in which they have lived for a long time, in order to clarify the role of harmonious and friendly behavior towards nature in humans in general.

The second is the method of philosophical abstraction, derived from the principle of the unity of the world in philosophy, placing

humans as a part of nature in the whole of nature, with relationships that interact and form a system, thereby providing some proposals for sustainable development.

## 4. RESULTS AND DISCUSSION

### 4.1. The case of Nong Thao village

Doi Inthanon National Forest is located at an altitude of more than 2500m above sea level, an area of 482km$^2$, in the districts of Sanpatong, Chomthong, Mae Chaem, Mae Wang, and Toi Lor Sub of Chiang Mai province, far from Chiang Mai city about 110km to the North. This is a mountainous area with lush green forests, majestic rivers and waterfalls, cool climate all year round, the cold season lasts from October of the previous year to February of the following year, and this is the home of Many species of flora and fauna too: about 362 species of birds, more than 30 species of bats, bears, deer, flying squirrels, langurs, monkeys,... besides pine forests, mixed forests, deciduous forests, tropical forests, etc.. Therefore, Doi Inthanon is currently an attractive destination for ecological and cultural tourism in Thailand.

The more than 280-year-old village of Nong Thao is located in the middle of Doi Inthanon National Park, with several dozen households of the Karen ethnic minority living stably for a long time. In many places around the world, including Vietnam, indigenous people often have to relocate from the core zone, even the buffer zone, which has just been declared a national park, for the reason of protecting the forest. But in Nong Thao, the Thai king issued a decree allowing them to continue living right in the core area of Doi Inthanon as their ancestors had lived here for many generations.

For one simple reason: for many generations, the Karen people of Nong Thao village have always considered the forest as their friend, and Thailand wants to protect the national park by not disrupting their living environment, and then they themselves become the best forest keepers. Meanwhile, conductin survey in Tanh Linh national park (Binh Thuan province, Vietnam), I found that it was the immigrant group who returned to destroy the park and guide loggers to make a living.

When observing Nong Thao, you can see the rhythm of life flowing slowly along with the sound of a small stream gurgling around the village. Along the stream, cows slowly chewed grass, next to the stilt house a few pigs roamed freely around under the pillars, green bamboo groves bent in the wind. On both sides of the village road, there are scattered bright yellow or bright green wild flowers, adding more vitality. All of them show the presence of wild nature right in human habitation, harmoniously interwoven between the rhythm of village life and the breath of the forest.

The Karen people have the custom of worshiping their ancestors, and they believe in the existence of souls and other supernatural forces. Like the Central Highlands ethnic minorities in Vietnam, they also believe that the forest has a soul, and that the forest is the place where the souls of their ancestors are kept from generation to generation, providing them with a place to live and nurture. They have been together for many generations, so they must love and protect the forest together as they protect the souls of their ancestors and themselves. The Karen people, therefore, never violate the forest excessively, especially since this place has become a national park with wild nature that needs to be preserved for a long time.

As a tradition, when the children in the village begin to enter adolescence, the elders will take them to the forest to teach them to become familiar with the forest, distinguish between different types of trees and animals, and to learn how to find edible fruits and vegetables, finding

sources of drinkable water, knowing how to love and even fear that the forest will punish them if they do something wrong with the forest. The children understand that the forest is a place that always protects and nurtures them. Without the forest, they cannot exist, so they must protect the forest like their ancestors have done for a long time. Ho Si Quy (2005) wrote, "Environmental ethics, first of all, is expressed in the natural emotions of people – people know how to behave in a friendly manner and know how to respect the living environment around them."

In fact, today Nong Thao cannot forever maintain its tradition intact, because today's world is a world of diverse connections instead of isolation as before. The Thai government also understands that economic and cultural intrusion from the outside world into the Karen community living in the deep forest is only a matter of sooner or later. The issue is whether there is free entry, or controlled entry. They chose the second way, which both preserves the traditional identity of Nong Thao village and protects the national park, while also bringing benefits and changes within a certain scope in a progressive and compatible direction. with the lives of local residents.

And so in Nong Thao, the Karen people are assigned by the government to protect the national park and wildlife, and they also benefit from this. They participate in preventing deforestation, illegal hunting, as well as any actions that damage the ecological environment here by local people and people from other places. Experts conducted a number of training sessions for villagers, so that they could both do their tasks well and raise awareness about the micro and macro values that nature brings to them as well as people in general.

To develop the economy while protecting forests, a number of government and non-governmental projects have been implemented.

The afforestation project is part of the Biodiversity Research and Training program hosted by Chiang Mai University, and is implemented by villagers under the guidance of biological and environmental experts. Planting forests for themselves but getting paid makes the villagers very excited, working responsibly and carefully protecting the seedlings while they grow. The high-yield rice variety project proposed by the Ministry of Agriculture is based on research on the drought and flooding tolerance characteristics of wild rice varieties (Pantipa and Phakatip, 2010; Pantipa, 2022), thereby cross-breeding with some Other purebred rice varieties, a group of experts from universities have created and introduced rice varieties that can adapt to the local climate and soil and have high yields for planting.

Currently, Nong Thao is a tourist destination in Thailand. Travel companies are only allowed to organize each group of a few dozen tourists, to ensure they do not disturb the primitive life of the Karen people in the forest and affect the ecological environment. Before coming, visitors will be introduced to familiarize themselves with customs and rules of behavior towards the forest and people here. When they arrive, they will eat, stay with local residents, see and immerse themselves in wild nature. The government uses the budget and revenue from tourism to reinvest in Nong Thao: building roads, post offices, phone and internet reception stations, providing light trucks,... Many Karen youth can go to school and receive vocational training, some of them continue to migrate to the city, and the problem of preserving identity in this generation continues to appear (Watson, 2016). The impact of migration on sustainable development in the economic, social, and environmental fields is also continuing to be of concern to Thailand (Ruttiya, 2020; Kantapop and Pei-Chun, 2019).

**4.2. Discussion**

Through the case of Nong Thao village, it can be seen that the relationship between humans and nature changes with each historical period, depending on the level of development of the productive forces as well as the level of human awareness. In history, especially in ancient times, people considered nature both as a source of nourishment and as a friend, thereby promoting the spirit of living together. In the West, ancient Greek philosophy believes that humans are the highest product of nature. In the East, traditional thinking considers nature as a companion, and people need to follow nature.

Later, modern industry, along with the development of production and the ideology of profit first, deformed the relationship between humans and nature, and became increasingly deeper in the process of capital accumulation and concentration. Nature, from being a friend, has now become an object for exploitation, appropriation, and unlimited enrichment for humans, regardless of the devastating environmental consequences caused by those selfish actions.

As a result, resources are gradually depleted, the environment is seriously damaged, desertification occurs rapidly, acid rain appears, and climate change causes the Earth's temperature to increase, thinning and puncturing the ozone layer, causing extinction and threatening the extinction of plant and animal species, thereby potentially causing social crisis. The reality of the decline of some civilizations in human history has shown that one of the main causes of decline is from environmental crisis leading to social crisis (Acemoglu and Robinson, 2012; Diamond, 2005).

The process of economic growth despite everything has left great consequences for the human living environment. Realizing that, a number of philosophical ideas about the ecological environment have appeared, delving deeper into the relationship between humans and nature and its role for humans. All are collectively called Environmental Ethics, or more broadly, Ecological Ethics, which originated in the 1960s and took shape in the 1970s in the West. It builds principles and standards to guide people in establishing a new relationship with nature, not only exploiting nature for their own benefit but also living in harmony with nature and the environment, showing respect and responsibility for nature, thereby adjusting their own behavior. Environmental Ethics has the following basic schools of thought.

- Biocentric Ethics, based on the principle of considering life as a value, all living things have the same right to life, any violation of this right is a crime, which requires people to respect this value (Taylor, 1986).

- Deep Ecology, believes that all living things exist independently, there is no separation between humans and nature, there is no division of object and subject, humans are equal with nature and do not have the unlimited right to interfere with nature (Naiess, 1989).

- Ecocentric Ethics requires humans to respect all living things and all conditions of life's existence, all living things are equal and no species has the right to kill others. Regardless of species, respecting and protecting life as well as the conditions of life's existence is the highest expression of morality (Leopold, 2013).

During recent centuries, the process of industrialization has been going on strongly, leading to many fundamental changes in the socio-ecological structure. According to Lozano (2022), such changes have led to positive impacts (increased economic activity, improved agriculture, energy access, and increased per capita income) but also negative impacts (rapid population growth, overconsumption, biodiversity loss, greenhouse gas emissions and climate change).

In Thailand, the issue of green growth is emphasized even in education through the use of natural elements when doing chemical experiments (Kanokwan et al., 2021), or developing smart agriculture that has low carbon emissions (W, 2022), organic food production (Maneerat et al., 2020), sustainable agricultural tourism (Ming-Lang et al., 2019). When comparing Thailand's sustainable development model with Bhutan, Taplin et al. (2022) said that the difference lies in the fact that Thailand appears to have a more comprehensive approach to the problem and is based on respect for the natural environment.

In the last 30 years, the Asia-Pacific region has experienced rapid growth, so the need for sustainable development will become more and more important. Both theoretical and practical aspects of sustainable development show that the region's challenges and opportunities are quite diverse, linked to the ecological, social, cultural, economic, and political environments, which are constantly changing. In that context, the government's development policy must be based on scientific arguments to be proposed in the most appropriate way. As a country in the region, Vietnam is no exception.

When looking at Western societies, we can see that the process of sustainable development is not easy, and sometimes even seems difficult to achieve, because of the diversity in goals and policies of each country. Governments, as well as social structures are different, all of which are contributing to the conflicts that will hinder this process. Lehner (2022) believes that, in order for Western societies to achieve sustainable development, they must manage specific relevant conflicts.

Cavagnaro and Curiel (2022) said that the concept of "sustainable development" was introduced by the World Commission on Environment and Development (WCED) in 1987, in an effort to reconcile growth on the one hand and environment and social justice on the other. The current development process is posing major environmental (biodiversity loss, climate change and deforestation) and social (poverty, trade inequality and social justice) challenges. WCED therefore calls for a form of development that is more equitable and environmentally and socially healthy. To do that, there needs to be interaction between societies, organizations, and individuals in the process of sustainable change.

Sustainable development and the environment are of prime importance in the modern world economy (Bansode, 2022). Sustainable development can be achieved through appropriate coordination between the environment, society, and economy. With the current rate of economic development, the world will become unstable without sustainable development. It is necessary to follow the path of economic development by preserving natural resources and the social environment, in order to balance the current and future needs of people.

Another core issue for sustainable development and green growth is to pay attention to comprehensive education, including awareness education about the ecological environment and our responsibility towards it. According to Jeronen (2022), education for sustainable development is based on two concepts: education and sustainable development. That education would first change each individual's perception, behavior, and lifestyle when dealing with nature, which will continue to impact the entire human community.

Other perspectives on the relationship between humans and nature, on the issue of sustainable development, and on the case of Nong Thao village, all of them will contribute to creating references for Vietnam as valuable experiences to preserve ecological environment and move towards green growth actively.

## 5. CONCLUSION

The case of Nong Thao village discussed above provides a relatively harmonious development model that both grows the local economy and preserves nature and the local cultural community, while creating behavior in a friendly way towards nature.

Nature is the material condition for humans to exist, and humans themselves are both a product and a constituent part of nature. Nature's mechanism allows self-control, self-protection and self-cleaning, but humans – to serve their own interests – have interfered with this mechanism and sabotaged it, causing an imbalance of nature and threatening one's own life.

Therefore, promoting green growth towards sustainable development is for the long-term benefit of people, knowing how to self-adjust their awareness and behavior through respecting nature and living in harmony with nature, to not only preserve nature but also protect our own lives.

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# THE ROLE OF TRAINING HIGH-TECH MAJORS IN UNIVERSITIES FOR BUILDING A DEVELOPED INDUSTRY - LESSONS FROM ITALY AND EUROPE

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**Abstract**

*Standing on the threshold of the 4.0 industrial revolution, many European countries have had strategies to cope with and adapt to the development process of science and technology, with special emphasis on human development. high technology force. This study points out the role of high-tech human resource training in higher education institutions in building a developed industry. In addition, the article also offers some experiences from Italy and Europe in training human resources for the high-tech industry: applying the Triple Hilex model, enhancing eSkill development for students, and developing professionals. smart machines... From there, the article proposes some suggestions for developing high-tech human resources for Vietnam and developing countries.*

**Keywords**: Training, high-tech industry, industrial development, Italy, Europe.

## 1. INTRODUCTION

The Fourth Scientific Industrial Revolution (Industry 4.0) is the combination of technology in the fields of physics, digital technology and biology, creating completely new and profound production possibilities. influence the economic, political and social life of the world. In fact, the impacts of the 4.0 Industrial Revolution and the emergence of new technologies have created many new occupations, especially those related to interaction between humans and machines, mainly are occupations in information technology (IT), electrical engineering technology such as: robotics and artificial intelligence, biotechnology industries and service industries such as: 3D printing development and construction. The above

impacts show the need to have high-quality human resources to be able to master technology, operate machinery and production lines. This poses an urgent need for new human resources, at the national macro level as well as within each organization and educational institution.

Reported data from the OECD (The Organization for Economic Co-operation and Development) has shown the clear relationship of science and technology in the socio-economic development of a country. In that relationship, education and training in science and technology plays a key role in creating skilled human resources to meet the growing needs of science and technology. Around the world, countries that promptly apply this relationship properly and invest heavily in

science and technology education and training have made significant steps forward on the path of national development. Especially European countries in the G7 group (England, Germany, France, Italy) soon realized the importance of engineering and made huge investments in this science, especially in the field of education. According to 2013 data, Europe has 273 engineering universities ranked in the top 30% in the world, while North America has 188 universities and Asia has 181 universities. This shows that Europe is an early developing region in technology training (Andrea Bonaccorsi, 2013). That is understandable because Europe was the first region to develop industry.

Training in high-tech industries has a close relationship with industrial development in countries. That is clearly shown in the role of this activity in the socio-economy. This article will provide the theoretical basis for the importance of training in high-tech industries, in addition to lessons learned from Italy and some European countries in promoting the role of high-tech industries. training in high-tech industries to build a developed industry.

## 2. THE ROLE OF TECHNOLOGY TRAINING AT UNIVERSITIES IN BUILDING A DEVELOPING INDUSTRY

Today, training in high-tech industries is considered one of the most important activities in universities around the world and is closely linked to the development of countries' industries.

First, train technology fields at universities to provide skilled human resources suitable to the requirements of the economy in the trend of industrial revolution 4.0. To have a developed industry, each country must have high-quality human resources. The best and most abundant human resources are students and graduates at universities and colleges. Therefore, most countries in the world focus on developing engineering and technology industries. For example, since 2017, the British government

has announced that it will train 1 million people to work in high industry to serve the 4.0 industrial revolution. He will focus on developing areas such as: Automatic robots in production, artificial intelligence, exchanging production technology data...

Second, technology training at universities plays a role in helping countries build self-reliant economies. Universities that provide training in engineering and technology will provide the market with copyrights and inventions to develop a country's industry. A country that wants to develop must produce modern machinery and technology. Besides receiving advanced technology transfer from developed countries, countries must be proactive in producing means of production. Therefore, training in high-tech industries in universities contributes to promoting research, innovation and entrepreneurship activities of a country.

Third, training in technology fields at universities contributes to improving national competitiveness. The Industrial Revolution 1.0 originated in England at the end of the 18th century with achievements in mechanization of production. From there, it helps England and other countries in Europe to soon develop industry and become developed economies. By the end of the 19th century and the beginning of the 20th century, the industrial revolution 2.0 began in the United States with achievements in electrification of production. Since then, America surpassed England, becoming the largest economy in the world. By the end of the twentieth century, the 3.0 industrial revolution still originated in the United States, continuing to help America assert its position in the international market. From that practice, all countries understand the importance of science and technology. Therefore, countries are constantly promoting the training of human resources in the high-tech industry, especially at technical universities. Typically, developed countries in the G7 group are very actively

promoting training and research activities in high-tech industries to affirm their capacity as a major economy in the world.

## 3. CASE STUDIES OF ITALY AND EUROPE COUNTRIES

### 3.1. The phenomenon of TT universities in Italy

As a G7 country, Italy shows itself to be a country that invests in education and training of high-quality human resources for industry. That is clearly shown in the development of technology transfer (TT) universities in Italy.

Since 2005, IPI - a consulting agency under the Ministry of Economic Development, has conducted surveys of TT organizations in Italy. IPI has identified 305 organizations providing TT services in Italy, most of which are unskilled and understaffed. Despite delays in developing initiatives to support TT, political pressure on universities to commercialize the results of academic research has increased.

Following gradual cuts in research funding, universities have been encouraged to collaborate with industry and develop initiatives that support TT. The Triple Helix model and living laboratories are applied.
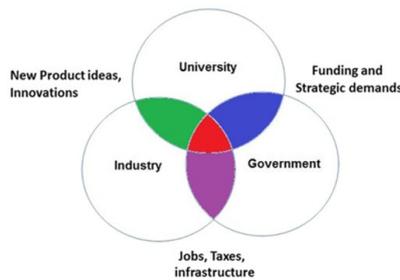


**Figure 1: Triple Helix Model**

*Soure: Stanford University Triple Helix Research Group.*

The triple helix model of innovation refers to a set of interactions between academia (the university), industry and government, to foster economic and social development, as described in concepts such as the knowledge economy and knowledge society . The "Triple Helix" model emphasizes the synergistic relationship

between these entities, fostering a dynamic ecosystem for research, innovation, and industrial growth. "Living Labs" serve as collaborative environments that bring together students, researchers, and industry professionals to address real-world challenges.

In Italy, technology transfer organizations (TTO) mainly focuses on supporting subsidiaries, managing intellectual property and licensing as well as managing research contracts and collaboration between universities and industry. With that mechanism, many projects and startups were born, founded by students and recent graduates.

**Table 1: Italian innovative start-ups**

| | December 2013 | December 2014 | December 2015 | December 2016 | June 2017 |
|---|---|---|---|---|---|
| Innovative start-ups registered at the Chamber of Commerce | 1469 | 3128 | 5146 | 6748 | 7398 |
| Entries in the special section of the Business Registry throughout the year | 1479 | 1.735 | 2285 | 2196 | 1519 |
| Exits from the special section of the Business Registry throughout the year | 10 | 76 | 267 | 594 | 869 |

*Source: Our elaboration of Italian Ministry of Economic Development data*

According to statistics from the Italian Ministry of Economic Development, since 2013, the number of innovative startups registered at the Chamber of Commerce has increased significantly from 2013 to 2017. In addition, the data Data also said: a high percentage of these startups (19.8%) were founded by entrepreneurs under 35 years old and the majority of them (71.7%) provide services to businesses. others and especially in IT (32.9%) and R&D (13%).

Besides, in Italy, the birth of TT universities also led to the formation of innovative universities.

**Table 2: Italian USOs**

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---|---|---|---|---|---|---|---|---|
| USOs at end of December | 457 | 532 | 633 | 734 | 869 | 989 | 1119 | 1246 | 1347 |

*Source: NetVal Survey*

According to the data in the table above, from 2008 to 2016, the number of USOs in Italy increased. This shows that Italy is very interested in developing USOs to provide creative ideas and start-up businesses to develop the economy in a modern direction,

keeping pace with the trend of the 4.0 Industrial Revolution.

Furthermore, to attract innovative business projects from the academic groups of Italian universities in the fields of information technology, life sciences, industrial technology, Cleanteach and energy, in Italy also has the "Italian Association of University Incubators and Local Business Plan Competitions" (PNICube).

The startup innovation competition (PINCube) will go through levels. In Round 1 - regional level, the competition is deployed at universities, or in organizations such as businesses and banks. This round of competition is called the "Start Cup". These competitions are open to scientists, researchers, doctoral students and students from universities promoting and organizing local initiatives and are organized into three main stages:



In round 2 at the national level, selected ideas will be funded to turn into specific business plans.

**Table 3: Regional and National levels of the PNI in Italy (2010 – 2017)**

| | No. of Regional Start Cups | No. of Business Ideas Submitted at Regional Level (Start Cups) | No. of Business Ideas Turned into Business Plans (Start Cups) |
|---|---|---|---|
| 2010 | 14 | 538 | 361 |
| 2011 | 17 | 756 | 361 |
| 2012 | 16 | 850 | 368 |
| 2013 | 15 | 1278 | 528 |
| 2014 | 15 | 1219 | 503 |
| 2015 | 18 | 1193 | 570 |
| 2016 | 16 | 1171 | 511 |
| 2017 | 17 | 1074 | 540 |
| Total | | 8079 | 3742 |

*Source: NetVal Surveys*

Based on the data in the table above, it can be seen that from 2010 to 2017, PNI organized and attracted 8079 business ideas. Of these, 43% of these ideas are converted into business plans. During the same period, about 12% of business plans were selected and entered into Round 2 - national level.

It can be seen that universities in Italy that train high-tech industries play a great role in providing creative ideas, startups, and promoting the country's internal strength. With a model of close connection between schools - businesses - government in training human resources in the high-tech industry, Italy has become one of the developed countries in the world.

### 3.2. Europe strengthens the development of eSkills and develops smart factory models

In 2012, the European Commission (EC) identified 6 priority issues in the industrial sector, of which 3 issues are directly related to the 4.0 Industrial Revolution, including: Advanced manufacturing technology, technology key technologies (batteries, smart materials, high-performance manufacturing processes), smart grids and digital infrastructure.

In 2013, the EC set the central task of clean production. The European Union (EU) also encourages countries to promote the development of eSkills to increase the number of information technology (IT) workers by creating multilateral partnerships, also known as work alliances. digital technology, while increasing the appeal of ICT education, making it more relevant to the needs of Industry.

In addition, the European Council has also called on countries for digital and data-driven innovation in all sectors of the economy. The majority of grants from the European Architecture and Investment Fund (ESIF) are used to support IT education and vocational training. The EC's "Centralized Digital Market" strategy is expected to address data ownership and interoperability in business-to-business, machine-to-machine communications.

By 2014, the EC declared digital technology (including cloud computing, big data, new industrial Internet applications, smart factories,

robotics and 3D printing) as essential to Increase European productivity through redefining business models and creating new products and services. At the same time, the EC established the "Strategic Policy on Digital Business" forum to focus on digital transformation for the Industry in general as well as European businesses in particular.

Meanwhile, the British government announced that it will retrain 1 million people currently working in the industrial sector within the next 5 years, to serve the 4.0 industrial revolution. He will focus on developing areas such as: Automatic robots in production, artificial intelligence, exchanging production technology data...

This plan received strong support from large economic corporations such as Siemens, IBM, Cisco, John Lewis and Glaxo Smith Kline... British businesses affirmed that human resource training requires cooperation. of the State and private individuals. The British government needs to spend budget on financial initiatives to invest in the field of digital technology, support digital connection networks, increase awareness of cybersecurity and data protection...

In addition, the business community proposed that the British Government establish a National Committee to monitor activities related to the 4.0 industrial revolution; Build campaigns to promote national brands to raise awareness of the great effects that digital technology brings to production activities.

Also in the G7 group of countries, Germany prioritizes the development of smart factories,

In Germany, manufacturers often cooperate with universities to develop technology and improve product quality. For example, a number of automobile companies have signed cooperation contracts with the Mechanical Research Institute, Free University of Berlin. Here, the Institute's teachers and engineers will

research and repair cars using 3D printers, thereby minimizing repair time and costs. Graduate students directly observe and participate in this process. This process helps the Institute's students and researchers gain more practical experience and auto manufacturers save costs and produce increasingly better quality products. Automobile manufacturers will deduct a portion of their profits to pay the Institute, thanks to which the Institute can pay university researchers and teachers a higher salary than the average income of the industry. German. Graduation theses of students at the Institute are built on practical lessons so they are highly applicable. In addition, the school has autonomy in scientific development orientation to create funds to support key scientific research and is allowed to sell research results to have funds to regenerate brain matter.

## 4. SOME SUGGESTIONS FOR VIETNAM AND DEVELOPING COUNTRIES

In the trend of the 2.0 Revolution, Vietnam is at risk of lacking highly technical human resources to carry out digital transformation. According to data from the National Committee on Digital Transformation published at the end of 2022, the ratio of information technology human resources to Vietnam's total workforce is estimated to reach 1% of the total 51 million workers. In terms of quality, only about 30% of newly graduated engineers and bachelors meet the actual requirements of the job. According to forecast data from the Ministry of Labor, War Invalids and Social Affairs, Vietnam is lacking about 1 million workers in the technology sector. As a developing country, Vietnam needs to have practical solutions to promote the training of high-quality human resources to build a developed industry in the mid-21st century. From the experiences of Italy and some European countries mentioned above, the following are some suggestions for Vietnam.

First, the Vietnamese Government needs to build and complete the legal framework and policies on establishing and operating incubators at universities; Develop and promulgate preferential mechanisms and policies to encourage the establishment and development of incubators, especially financial support policies; Prioritize the development of some types of incubators such as technology business incubators, start-up incubators... Along with that, it is necessary to promote and expand the network of units participating in incubators; Effectively integrate private economic and business development programs with incubator development programs. The state also needs to promote the development of the stock market, one of the channels to attract investment in incubators; Mobilize investment resources to increase operational and operational efficiency for incubators.

Second, the Vietnamese Government continues to build and develop the public-private incubator model. Accordingly, it is necessary to privatize public nurseries in the way that Italy, Germany, the Netherlands... are doing and have proven effective in practice. Initially, these incubator models also depend on government capital or other investors, but once they have developed stably, they are separated and operated as businesses, operating for profit. This model helps the incubator easily attract investment funds and business owners, so it is easy to raise funds, connect to the global business network, and take advantage of relationships to help products reach the market. This greatly helps the start-up incubation process to quickly commercialize.

Third, technical universities in Vietnam need to improve curriculum and build eSkill classes for students. Training facilities across the country need to apply technological achievements to improve teaching effectiveness and equip learners with knowledge to master science and technology from basic to modern. This is a necessary activity because future workers need to have proficient skills with information technology and modern machinery. To shorten the backwardness gap compared to other countries in the world, Vietnam needs to improve the content and methods of teaching and learning, especially focusing on training high technology application skills for all learners.

Fourth, technical universities in Vietnam need to promote the process of research, development, technology transfer and international cooperation in developing science and technology human resources. International cooperation in developing science and technology human resources is one of the important conditions to improve the quality of human resources and actively and proactively integrate internationally in all aspects. Therefore, first of all, it is necessary to diversify partners and forms of international cooperation in science and technology, choose strategic partners, and link international cooperation in science and technology with international cooperation in training. Create and train staff working in science and technology. For international cooperation in developing science and technology human resources to be effective, the State needs to implement policies to attract overseas Vietnamese experts and highly qualified foreign experts to come to Vietnam to participate. Research, teach, consult, and hold scientific and technological research management positions. At the same time, there is a policy of bringing Vietnamese people to study and work in developed countries, then return to their home country to work.

## 5. CONCLUSION

According to the World Bank (WB), Vietnam's Human Capital Index (HCI) 2020 continues to increase and is higher than the average of countries with the same income level, despite the level of public spending on lower health, education and social protection.

Specifically, according to a recent report, from 2010 to 2020, Vietnam's Human Capital Index increased from 0.66 to 0.69. In other words, a child born in Vietnam will achieve 69% of its human capital potential if that child has access to adequate education and healthcare. This index is higher than 56% of countries with the same income level. However, to be able to build a developed economy by 2045 according to national strategic goals, Vietnam needs to focus on human resource training, especially high-quality human resources.

The article mentioned the important role of high-tech industry training in higher education institutions. In addition, case studies in Italy, England, Germany and the European Union are also presented. From those lessons, the article proposes suggestions to help Vietnam and other developing countries build a developed industry by focusing on training in high-tech industries. Some suggestions are proposed, specifically: building a legal framework to create a favorable environment for incubators of startup ideas to develop, synthesizing public and private sector resources for the development of incubators. Start a business, equip learners with eSkills and promote technology transfer and international cooperation. With these proposals, developing countries can quickly build developed industries with quality human resources.

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# SENSES OF BELONGING AND OWNERSHIP, PLACE ATTACHMENT AND PRO-ENVIRONMENTAL BEHAVIOUR: A CONCEPTUAL FRAMEWORK

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**Abstract**

*This paper aims to explore the development of literature in people's pro-environmental behaviour (PEB) and place attachment to a destination and propose a conceptual framework to examine how senses of belonging and ownership influence these behaviours.*

*From a theoretical perspective, the conceptual framework would help to attain more understanding to the body of knowledge by exploring the tourists' and local resident's behaviour and experience at tourist destinations and their role in adoption for sustainability.*

**Keywords**: Place attachment, pro-environmental behaviour, sustainable tourism development, sense of belonging, sense of ownership.

## 1. INTRODUCTION

It is important to understand the relationships people have with places and how they develop attachments to those places to create meaningful learning experiences. A long time ago, Aristotle (384-322 BC), the Greek ancient philosopher, expressed that "humans are essentially a social animal by nature". Individuals have to live and interact in society for their existence and welfare. Humans cannot survive without society, and societies cannot exist without members. Wiles (2005) points out that the "social relations and places" relationship is mutually constitutive as "people construct places, and places construct people". How an individual lives, travels, interacts, learns, and contributes through his life would clearly reflect his mind, soul, and cultural background, how he views the world, and how his world treats him. Tuan (1980) argues that the stillness of place is crucial in the development of an attachment to place, essentially suggesting that those who are mobile are less likely to achieve a sense of

'belonging' in the particular place they are temporarily residing. However, people and places are always on the move. Hall (2011) highlights that the notion of place in the tourism context is more complicated by processes of integration, adaptation and resilience, as many people may travel and/or migrate through different cultures and might adopt the new ones through their life experiences. Historical events, social changes, globalisation, international integration, climate change, and modernisation all have impacts and leave imprints on a place through time that may lead people to be attached to or detach from that place. How people created or worked for or contributed to a place builds their attachment or bond to it.

According to WTTC (2009), in many developing countries, tourism has contributed a relatively higher percentage to the total GDP and employment than the average. It may be not the only source of income and employment to a nation, but clearly serves as a prime factor in the balance of payments of many countries, especially developing ones. Therefore, the development of tourism industry has got attention from government, regional and local authorities, and other economic stakeholders. It also provides opportunities for the poor by changing the access to the assets. Local people may be aware the effects of tourism to their livelihood – whether positively or negatively – such as cultural pride, a sense of control, good health, and reduced poverty.

Tourism can be used as a tool for raising global aware-ness, introducing local product and achievements. Therefore, developing countries can use tourism to stimulate its trading, investment, cultural exchange, improve its image worldwide, and enhance the international reputation through media exposure. Beside revenue, governments want to promote tourism as sign of peace and goodwill

(Hall, 2003). Therefore, many governments allocate a large proportion of their budgets to tourism development policy, planning, and promotion. However, without sustainable development planning and policy, tourism may create tensions and conflicts among different stakeholders (Porter & Salazar, 2005) by reducing local access to natural resources, drawing heavily upon local infrastructure and disrupting social network. There were examples in developing countries where local residents lost their accesses to local natural resources to outside corporations (Neef, 2019; Shah & Gupta, 2000). Rural heritage and agriculture land were turned into large resorts and golf courses. As a direct effect, farmers and fishermen lost their traditional jobs and livelihood environment. These negative impacts might be not justified in terms of the economic benefits and new jobs from tourism to local people.

Therefore, recently, the effort to understand and predict tourists' and local resident's place attachment and pro-environmental behaviour has generated more interests in literature (Hoa, 2021). Kuo et al. (2021) point out that tourists' PEB is driven by environmental attitudes, commitment to the natural environment, pleasant experiences, and degree of involvement. It suggests that tourists may also develop a sense of belonging and sense of ownership to a tourist destination, besides the local resident. This paper aims to explore the development of literature in people's pro-environmental behaviour and their place attachment to a destination by understanding their motivations through their senses of belonging and ownership. Subsequently, the paper proposes a conceptual framework to examine how these senses would influence their attachment to tourism sites and its likely influences on their pro-environmental behaviour, and to be able to compare the differences between tourists and local

resident's behaviours. The researcher would explain the theoretical inter-relationships among these concepts by using the Social Exchange Theory (Homans, 1958), and Place Attachment Theory (Scannell & Gifford, 2010). The proposed framework contributes to advancing theories and practice for sustainable development policymaking. From a theoretical perspective, it brings more understanding to the body of knowledge by exploring human behaviours and experiences at tourist destinations and the roles of tourists and local resident in adoption for sustainability.

## 2. THEORETICAL BASIS

### 2.1 Place and place attachment under tourists' and local resident's perspectives

"Place" is a crucial concept in psychology, geography, tourism, human resources, and sustainable development literature as it refers to social, physical, and emotional dimensions of human bond to where they locate. "Place" is different from location and space. While a "location" is a geographical marker, and "space" refers to a geographical environment, "place" includes both "location" and "space", but with history and meaning (Tuan, 1980; Chen et al., 2021). Recently, the concept of "place" has been impacted by global mobility, migration, online technology, and blurred boundaries between the natural, built environment (Heynen et al., 2006), and the virtual environment. Chen et al. (2021) indicate that place is an integral part of tourism and is important to both visitors and locals, in view that tourism activities and environmental issues would change a place and therefore impact individuals and communities in that place and affect their behaviours. While people make their places, they might also consider it in different scales ranging from their home to their hometown, to their home country or a special place in their hearts. Scannell and Gifford

(2010) recognised this phenomenon as a process and synthesised previous studies to develop a tripartite model to explain the attachment of people to a place through three dimensions (Fig.1):

(1) The person dimension of place attachment refers to its individually or collectively determined meanings.

(2) The psychological dimension includes the affective, cognitive, and behavioural components of attachment.

(3) The place dimension emphasizes the place characteristics of attachment, including spatial level, specificity, and the prominence of social or physical elements.
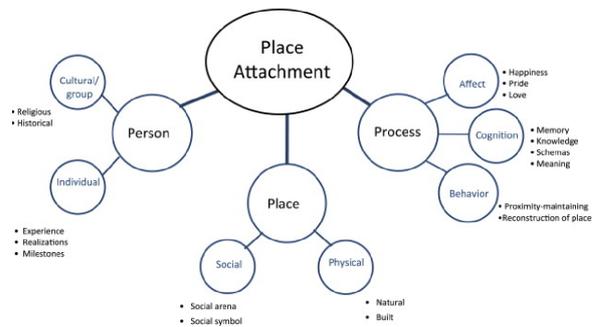


**Figure 1:** The tripartite model of place attachment (Scannell & Gifford, 2010)

Low (1992, p.165) defines place attachment mentions as a "symbolic relationship formed by people giving culturally shared emotional/ affective meanings to a particular space of a piece of land that provides the basis for the individual's and group's understanding of, relation to, and bonding with the environment". By this definition, place attachment is understood as an individual's perception, emotions, and behaviours toward a place, as well as the bond between that individual and society. In the tourism environment, place attachment is beneficial to understand tourists' behaviour and effectively managing and planning out tourism marketing campaigns and activities. However, Scannell and Gifford (2010) indicated that previous studies focused more on the person dimension, while place and

process also affect how a person recognises and feels about a place. Especially, under the recent globalisation and international integration process, the physical and social changes in a place would influence how people view their place, themselves, and the relationship between them and others. As tourism industry bring a huge income for governments and people globally, studies on Place Attachment Theory are growing and getting more attention (Dwyer et al., 2019).

Nevertheless, how many dimensions should be used to measure people's place attachment is still a gap of knowledge across literature and various previous studies. Chen et al. (2014b) imply that since place attachment reflects the emotional bond between people and their surrounding environment, it is measured through several dimensions (see Fig. 2) across studies. The majority of studies focused on place identity (Twigger-Ross & Uzzell, 1996) and place dependence (Jorgensen & Stedman, 2001; Cheng et al., 2013) to measure the individual-place relationship.

**Place identity** is the concept reflecting the connection between people's emotions and symbols (Williams & Roggenbuck, 1989; Williams & Vaske, 2003), and suggesting a combination of people's attitude, values, thoughts, beliefs, meaning and behaviour tendencies that belong to a particular place (Proshansky et al., 1983, p.61). Therefore, the more an individual psychologically invests in a place, the more symbolic meaning the place identity would be given to him/her. Through time, place identity arises from the memories, ideas, and feelings that tie to a place and share with other people in that place (Proshansky et al., 1983; Williams & Vaske, 2003).

Whereas **place dependence** relates closely to the value of place as a setting that fulfils psychological and functional needs (Smith et al., 2010; Williams & Roggenbuck, 1989;

Anton & Lawrence, 2016; Buonincontri et al., 2017). If a place matches people's needs and provides them opportunities to achieve their goals, they will consider it as a better destination to live than any others. Those people start to be dependent on that place (Williams & Vaske, 2003).

More recent research incorporates affective attachment and social bonding together with place identity and place dependence to further evaluate people's place satisfaction and behaviour in relation to place attachment (Ramkissoon et al., 2012; Ramkissoon et al., 2013).

**Affective attachment** refers to people's feelings towards a place (Kyle et al., 2004). Eisenhauer et al. (2000) and Miligan (1998), in their studies on specific settings, found that people's interaction with a particular setting/ place and with others in that setting/place would create and influence their emotional bonds to that place and other people. Jorgensen and Stedman (2001) observed that the affective attachment items attained the highest mean score than other dimensions of place attachment in their model. Therefore, due to the affective attachment dimension, the local residents may feel insecure and discomfort towards the presence of tourists which dominates their public spaces and infrastructure (Ujang, 2017).

**Social bonding** relates to the social ties to a special place enhanced (Kyle et al., 2004). If a meaningful social relationship occurs and is maintained in specific settings, then the settings would also be considered as part of that meaning, as it is the context of the relationship and shared experience. This social bonding dimension would explain why some people feel afraid of returning to a place that they were well attached to in childhood or in the past because they avoid seeing the context of a deep social bond that no longer exists, or the place itself has

been changing due to modernization or destruction.

Nevertheless, Chen et al. (2014a) point out that place attachment would require a long time to build and an individual may not develop a strong bond to a place during a short time (i.e. a visit/ travel). Park et al. (2011, cited in Chen et al., 2014a) used the measurement of place attachment based on place identity, place dependence, social bonding, and affective attachment to short-term visit tourists to a tourist site and revealed that all participants evaluated quite low in all these traditional dimensions of place attachment. Therefore, Chen et al. (2014a) introduce place memory and place expectation to be able to measure the connection between a tourist/ visitor and a destination during a short stay. Tourists and visitors alike tend to develop place attachment if their social interactions and involvement within the destination are meaningful (Milligan, 1998). Chen et al. (2018) further employ all these dimensions and found that all the place attachment's dimensions relate closely with place satisfaction, and thus, can be used to predict tourists' future behavioural intention (Ramkissoon et al., 2013), such as revisit (Tsai, 2012), destination loyalty (Campbell et al., 2006), visit motivation (Kyle et al., 2004).

**Place memory** is remembrances and recollections of the past that evoke emotions and experiences of people in/of/at places (Ratnam, 2018) and therefore, indicates the memories of interactions associated with those places (Chen et al., 2014a). Paez et al. (1997) indicate that human memories are what they remember about society and their relationships (family, nation, ethnic groups, etc.). Those memories shared within a group, or a society are called "collective memory" or "social memory" that describe events that happened during an individual's lifetime or took place before that person was born (Lewicka, 2008). Those memories belong to the history of a

group of people (a family, an ethnic group, a community, or the world people) in a specific place (a house, a street, a river, a city, a country, or the world). This is "place memory" that might be written in history, or through people's word-of-mouth, narratives, and cultural transmissions. Therefore, place identity and place memory relate closely and separate from national, ethnic, or any other group identities or memories.

**Place expectation** is defined as an individual's expectation of future experiences perceived as likely to occur in a place (Chen et al., 2014). Chen et al. suggest that place memory and place expectation are two important dimensions of place attachment to study the relationship between a tourist and a place in terms of how a tourist would spend a short-term stay in that destination. If a tourist's perception of a destination is equal or higher than his/ her expectation, that individual would revisit the destination and re-trigger the place memory (Chen et al., 2014).

Besides the above dimensions, Raymond et al. (2010), Clayton (2003), Schultz (2001) and Schultz et al. (2004) suggest nature bonding as another dimension of place attachment. **Nature bonding** is defined as an implicit or explicit connection to some part of the non-human natural environment based on history, emotional response, or cognitive representation (e.g., knowledge generation). Like place identity, nature bonding expresses people's emotional ties with physical settings. However, while place identity is closely related to residential history in a particular place, Raymond et al. (2010) suggest that nature bonding is not necessarily related to it (Hay, 1998a; Twigger-Ross & Uzzell, 1996). A person's nature bonding may refer to the time and experience she/ he spent in a natural environment. Raymond et al. (2010, p. 425, p.430) suggest that "a landholder who has lived in a region for a long period of time may strongly identify with that region, but may have

weak nature bonds because he/she has not spent time visiting the natural areas found in that region" and found that "no significant relationship was found between length of residence and nature bonding". This suggestion reveals a possibility of employing nature bonding as a key factor to evaluate and understand the difference in visitors' place attachment, which is agreeable with Gosling and Williams' (2010, cited in Bounincontri et al., 2017) consideration of nature bonding as a dimension of place attachment to test the influence of place attachment on pro-environmental behaviours

| PAST | | PRESENT | | FUTURE |
|---|---|---|---|---|
| | Physical | **Nature Bonding** (Raymond, Brown & Weber, 2010) | **Place Dependence** (Williams & Roggenbuck, 1989; Williams & Vaske, 2003) | |
| **Place Memory** (Chen, Dwyer, & Firth, 2014a; 2015) | Social | **Social Bonding** (Kyle, Graefe & Manning, 2005) | | **Place Expectation** (Chen, Dwyer, & Firth, 2014a; 2015) |
| | Individual | **Affective Attachment** (Yuksel, Yuksel & Bilim, 2010) | **Place Identity** (Williams & Roggenbuck, 1989; Williams & Vaske, 2003) | |
| | | Affective | Cognitive | Conative |

**Figure 2:** Dimensions of place attachment (Dwyer et al., 2019)

In view of the development of Place Attachment Theory recently, this paper suggests employing affective attachment, social bonding, place memory, place expectation, and nature bonding to evaluate and compare the differences between tourists and local resident, besides the place identity and place dependence, in one study so that it can help to determine how these dimensions would affect the level of attachment to a place due to each group of people.

**2.2 Sense of belonging, sense of ownership and the relationships with place attachment**

As discussed above, researchers in place attachment literature highlight how people feel, associate, involve in destination development decision making, experience, and memorise about a place will make up their attachment to it. *"We do not simply inhabit physical environments; we make sense of them through our social ties, symbols, and values"* (Nguyen Trung, 2022, p. 2178). These behaviours relate to the concepts of sense of belonging and sense of ownership that originate from human psychology literature and has been developed in wide range of social science studies.

**Sense of belonging** (SOB) plays a central role in Citizenship Theory, besides other dimensions such as legal status, rights, and civic participation (Painter, 2013). It includes all human affective ties with the environment and indicates a proactive establishing and

maintaining relatedness to place (Hagerty et al., 1992). Anant (1966, p.21) defines belongingness as a sense of individual involvement in contributing to community development in order for the individuals to feel that they are a part of the community. Hagerty et al. (1992) emphasise SOB as a crucial concept of human mental health and is a basic human need (Maslow, 1954; Thoits, 1982, in Hagerty & Patusky, 1995). A SOB represents social cohesion, social inclusion/exclusion, social capital and well-being and is an important element in developing and managing one's relationship with others, together with the environment or physical constructions around them. From this argument, Hargety et al. (1992, p.172) define SOB as "the experience of personal involvement in a system of the environment so that people feel themselves to be an integral part of that system or environment". The definition of a sense of belonging suggests that it is a key antecedent in building up people's place attachment.

SOB in literature often connects to those people with heightened interpersonal skills, self-efficacy leading to adaptive behaviour under depression, loneliness, stress, lower anxiety, positive self-image, positive expectations of interactions with others, and a positive view of others' adjustment, and suicidality (Anant, 1966; 1967; 1969; Choenarom et al., 2005; Hagerty & Patusky, 1995; Hagerty et al., 2002; Kissane & McLaren, 2006; Sarason et al., 1990; Sargent et al., 2002). Therefore, the concept of SOB highly connects to the human resource development philosophy. Hagerty et al. (1992) and Lindgren (1990) while indicating that those people who feel loved, needed, and valued by others would have a stronger SOB/valued involvement. Hagerty et al. (1996) focus on people's involvement which includes psychological, social, spiritual, and physical efforts to build up a place/community rather than the length of living (long-term/ short-term) and mobility in other studies in place

attachment, thus, can explain some cases which visitors/tourists find a stronger sense of belonging than local resident if they are allowed to participate in environmental-friendly activities to build up the place they are living and their participations were recognized and valued. Similarly, Lindgren (1990, p. 469) indicates that the feelings of belonging are associated with one's belief that "he or she is cared for and loved, esteemed and valued, and belongs to a network of mutual obligation".

Whereas a **sense of ownership** (SOO) is frequently cited in the literature as a significant characteristic of community development (Lachapelle, 2008) and would be developed from an individual's residence status, land and/ or property ownership, and legal and cultural rights to access a place (Chen et al, 2021). Marks & Davis (2012) imply that a participatory role in the planning and decision-making process leads to a psychological SOO among community members. In the business and human resource management context, it is found that workers who have stronger SOO in their work settings would express more job satisfaction, organisation-based self-esteem, and citizenship behaviour (Van Dyne & Pierce, 2004; Vandewalle et al., 1995). Lachapelle (2008) continues to develop the concept of SOO through his study series and suggests three dimensions of SOO: (1) the process by which voices are heard and considered legitimate or valid; (2) who has the influence over the outcome through decision-making; and (3) the distribution across various social, political, and ecological scales.

In the tourism context, several researchers suggest that the sense of ownership is related to the sense of place/place attachment (Lachapelle, 2008; Watt et al., 2000; Harvey & Reed, 2007). On one hand, tourists might possess the feeling of short-term citizenship to a tourist destination during their visit if they are allowed to participate in some certain community development activities, environment

preservation, and/or decision making. On the other hand, Aitken and Campelo (2011) indicate that origins and rootedness would lead to a psychological SOO of a place. This would explain why some people have a strong SOB and SOO to their place of birth or childhood even though they have left and been living in another place for quite a long time. This is called a genealogical sense of place, which is rooted in their genealogical connection with their families, birthplace, blood ties, family trees, ethnic culture, etc.. This psychological connection may not only be generated from the physical evidence like food, traditional clothes, environment, etc. but also from some tangible factors like WOM stories, folk songs, traditional customs, beliefs, habits, and language, etc. that they inherited from their parents and shape their cultural values and identities which encourage them to travel to their original place. Some destinations would highlight their place's brand/identity with significance in religions, beliefs, spiritual monuments, cultural heritage spaces/ architecture, etc. to build up people's SOB and SOO.

Going along with the literature development flow, this paper suggests that if an individual, whether a tourist or a local resident, is allowed to contribute or make a positive impact on the development of a place or a community, that person may have the feeling of being an owner (*sense of ownership*) and a member of that community; and if an individual's activities are recognised, valued and is being cared of, that person, whether a tourist or a local resident, would raise up a *sense of belonging* and proactively establish and maintain relatedness to the place. These senses of belonging and ownership "later may be developed into a sense of place or place attachment" (Chen et al., 2021, p.19).

**H1:** A sense of belonging positively influence people's place attachment.

**H2:** A sense of ownership positively influence people's place attachment.

## 2.3 Pro-environmental behaviour (PEB) and the relationship with place attachment in the tourism context

PEB was defined in previous studies as activities in that people would behave consciously to "minimise their negative impacts on the nature and their built world, and/ or to bring benefits to the environment" (Miao & Wei, 2016, p.320; Amoah & Addoah, 2018, p.2719; Kollmuss & Agyeman, 2002, p.240). This definition implies that people are aware of their negative and positive impacts on the environment through their living activities. This definition implies that people are aware of their negative and positive impacts on the environment through their living activities. Sivek and Hungerford (1990) add that through PEB, an individual or a group can promote or enhance the sustainable consumption of natural resources. Francoeur et al. (2019), Lee (2011), and Lee et al. (2013) point out that the term PEB in literature was used synonymously with eco-friendly behaviour, environmentally-friendly-behaviour, green behaviour, environmentally responsible behaviour, sustainable behaviour, and environmental significant behaviour as they all suggest some similar specific behaviours (see Table 1).

**Table 1:** Pro-environmental behaviours in previous studies

| References | Pro-environmental behaviours |
|---|---|
| Franscoeur et al. (2019) | (1) Green consumerism, (2) recycling, and (3) conserving and reusing resources |
| Stern (2000) | (1) Private sphere environmentalism, (2) non-activist behaviour in the public sphere, (3) environmental activism, and (4) organisational behaviour |

| | |
|---|---|
| Rice (2006) | (1)Activist behaviour, (2) the private sphere, and (3) the public sphere |
| Miao & Wei (2013) | (1)Recycling, (2) Reducing, and (3) Reusing |
| Kollmuss & Agyeman (2002) | (1)Minimising resource and energy consumption, (2) consuming eco-products, (3) reducing waste disposal, and (4) cleaning the environment |
| Blankenberg & Alhusen (2018) | Recycling, conservation of energy, conservation of water, transport usage behaviour, consumer behaviour and others |
| Li et al. (2019) | (1)Recycling, (2) Transport use, (3) Waste management, (4) Energy consumption, (5) Green products purchasing, and (6) Electrical appliances |

(Source: Author)

Tourists' PEB is defined as "the tourists' efforts to minimise the use of natural resources, conserve energy, and reduce wastage during their holiday" (Halpenny, 2010; Han & Yoon, 2015; Kim & Filimonau, 2017; Kollmuss & Agyeman, 2002). Lee et al. (2013) and Stern (2000) mentioned PEB as "preventative actions taken by individuals to protect the surrounding environment by empathising with nature and addressing environmental issues". PEB, therefore, ranges from voluntary behaviour to site-specific practices. Quynh (2022) points out that tourists' PEB is inclusive of (1) their awareness of sustainable tourism activities from industry professionals, (2) Their choices and behaviours to stay in a sustainable way, (3) Their choices of a soft transport to reach a destination, (4) Their responsibilities to select a sustainable institution, to consume eco-products, and to adopt eco-actions, and (5) Feedback between tourists and/ or tourism professionals to enhance

sustainable tourism offers. Li et al. (2019) indicated that literature had been focused on (1) socio-demographic factors (such as age, gender, socioeconomic status, education, ethnicity, and religion); and (2) social-psychological factors (such as values, morality and norm, environmental belief, place attachment, affect and attitude) as two main antecedents of tourists' PEB. Besides, Han et al. (2020) suggested that public awareness, pressure, environmental legislation, and increased media coverage may also lead to greater environmental awareness and protection. In general views, participating in PEB would bring a win-win solution to all as the benefits of a higher sense of involvement in nature preservation, lowering environmental impacts and gaining a "green consumer" experience.

Research on place attachment and pro-environmental behavior in tourism and hospitality contexts has focused on exploring this circumstance and discuss that tourists develop their place attachment to a particular destination through their interest of specific tourist attractions, in turn, leads to their pro-environmental behavior (Buonincontri et al., 2017). Visitors, through their interaction with local people during their stay, would also incur a citizenship responsibility in the short term and would like to engage with the place through their environmental responsibilities. Through their social bond and activities, people seek opportunities to redefine their "being in place". Raymond et al. (2010) suggest that the natural environment sets the context for these social relationships, and Ramkissoon et al. (2013) agree by indicating that places play an integral role in social relations forming. However, they do not feel the pressure of changing to a new place, which means the needs of values and norms adaptation. Instead, they might be interested in seeing the difference in the local community's culture but will not attach to it.

Besides, the residents' motivation in PEB has also been investigated in tourism literature. Chao et al. (2021), while discussing the citizen's environmental responsibility, mentioned their recognition of the cause of environmental problems, such as pollution and damage. The resident may easily blame the cause of environmental problems on natural phenomena and/or the government. However, when it comes to practice, they recognise their responsibilities and take actions to help solve the problems, such as changing their future lifestyles or seeking compensation for damages. Chao et al. (2021) pointed out that in any case, the stronger the degree of responsibility for environmental problems, the higher the resident's intention to protect the environment. However, the researchers also point out that if an individual feels that there would be limited or no effect on addressing the environmental problems regardless of the commitments and efforts put in, he or she would not retain the motivation for solving the problems for long. Similarly, Ibanez-Rueda et al. (2020) reveal that if people have chances to express their connection to nature through collaborative endeavours, they would be willing to take PEB to a situation of environmental degradation. Hence, how residents recognise their connection to nature and community would significantly influence their PEB and sense of well-being.

Recently, studies have provided empirical evidence that place attachment may contribute to local people's PEB, intentions, and attitudes. Some researchers point out that place attachment connects closely with a person's identity. Therefore, to protect their identities from disruptions, local people tend to make efforts to minimise the place change (Stedman, 2002; Devine-Wright & Howes, 2010). Some previous studies on local resident using structural equation modelling showed that place attachment predicts place-specific PEB. For example, people may sign petitions to protect

historical monuments or biological resources that they are attached to, join in campaigns against developments that they consider a threat to their attachments, or suggest solutions to solve local environmental problems (Kaltenborn, 1998), supporting restriction on motorised recreation in natural sites (Warzecha & Lime, 2001), holding hostile attitudes towards hydropower plants (Vorkinn & Riese, 2001), expressing the wish to conserve valued natural resources such as water quality in lakes (Stedman, 2002), volunteering in parks (Walker & Chapman, 2003), participating in a community clean-up (Vaske & Kobrin, 2001) and caring about nature protection in urban regions (Ryan, 2005). However, Devine-Wright and Howes (2010) and Read et al. (2013) discuss that residents with stronger place attachments are more likely to participate in PEB as their efforts to avoid changes that they feel disruptive to what they are attached to. For example, in Devine-Wright (2009), it is found that people with stronger place attachments are more likely to feel concerned and threatened by an offshore wind farm project which may make changes to the landscape that they are familiar with, and therefore, expressed less support, even if they are aware the benefits of renewable energy. Those findings reveal that the motivations and the decisions of which type of PEB to participate in are different between tourists and local resident.

Moreover, even though previous studies indicate that place attachment is essential in driving individuals' pro-environmental behaviors (Han et al., 2020), the correlation level might be different between local resident and tourists. Some researchers (Anton, 2014; Chen et al., 2021; Hay, 1998; Holton, 2015) discuss that people who have limited connections with a location (e.g., tourists/ visitors) will have a lower sense of place attachment than those with more historical connections (e.g. long-term residence), and thus, are likely to be less engaged in PEB

(Florek, 2011; Ramkissoon et al., 2012; Scannell & Gifford, 2010; Stedman, 2002). Nevertheless, these studies mainly measured level of place attachment through two dimensions (i.e. place identity and place dependence) only. In the meantime, Raymond et al. (2010) mention nature bonding and social bonging as an integral dimension of place attachment and emphasise that it is not necessarily related to residential history and Chen et al. (2014a; b) indicate that it is necessary to evaluate the tourists' place attachment through place memory and place expectation. Therefore, different perspectives about place attachment's dimensions and the evaluation of the relationship between place attachment and PEB in the local resident and tourist groups are research gaps in the Place Attachment Theory which will be investigated in this study.

**H3:** Place attachment positively influence people's pro-environmental behaviour.

**H4:** There is a difference between tourists and local resident in the relationship between place attachment and pro-environmental behaviour.

## 3. DEVELOPMENT OF A CONCEPTUAL FRAMEWORK

As discussed above, recent studies have discussed how a sense of belonging and a sense of ownership influence people's attachment and subsequently driving their pro-environmental behaviour. This paper tries to explore these relationships and compares the differences between tourists and local resident's behaviour. Through the lens of Place Attachment Theory, this study views senses of belonging and ownership as key indicators to predict people's attachment to a place and place attachment plays a mediating role in the framework (Fig. 3) and proposes to measure it through seven dimensions (i.e. place identity (PI), place dependence (PD), place memory (PM), affective attachment (AA), social bonding (SB), place expectation (PE), and nature bonding (NB). There four hypotheses were developed.
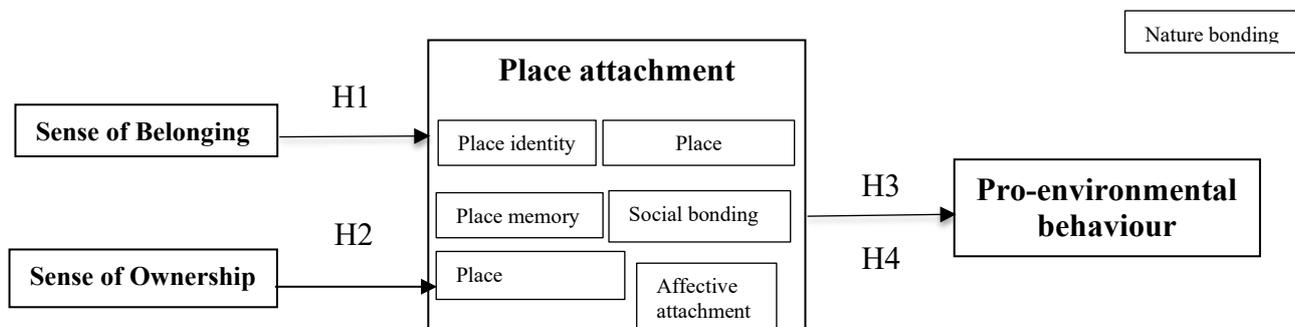


**Figure 3:** The proposed conceptual framework

**H1:** A sense of belonging positively influence people's place attachment.

**H2:** A sense of ownership positively influence people's place attachment.

**H3:** Place attachment positively influence people's pro-environmental behaviour.

**H4:** There is a difference between tourists and local resident in the relationship between place attachment and pro-environmental behaviour.

## 4. SCALE DEVELOPMENT AND MODEL TESTING

In order to examine the proposed framework, a quantitative approach using surveys will be employed, which will focus on domestic tourists and local resident in some tourist destinations. Domestic tourists would be chosen as they have more chance to revisit a destination than the international tourists even though they

might have the same level of senses of belonging and ownership and/ or place attachment, due to some other geographic and administrative barriers. The researcher suggests testing the model with appropriate techniques such as structural equation modelling (SEM), path analysis and regression. In particular, SEM is considered the most suitable to examine both the relationships shown in the conceptual model and the model's fit with the data collected form the survey. Domestic tourists are defined as people who aged 18 and above, are visiting the chosen tourist destinations for a short time, usually less than 12 months (Truong & Hall, 2013, p.111) and do not have a permanent address and/or residential status in the tourist sites and may revisit the destinations. While resident people are defined as domestic people who are living in the tourist destination with the residential status and having a permanent address which is registered with the local authority.

A multi-stage study will be conducted for the scale development for testing the relationships between senses of belonging and onwership, place attachment, and pro-environmental behaviour at tourist destinations. A 1-7 Likert scale will be used to represent the scale items that measure the theoretical constructs of the proposed framework. The conceptual framework is a structure of 4 variables (Fig. 3) namely sense of belonging (SOB), sense of ownership (SOO), place attachment (PAT), and pro-environmental behaviour (PEB) which are measured by total 56 items generated from well-established studies:

+ Sense of belonging: is measured by 8 items adopted from Kumar and Nayak (2019) and Ma (2010).

+ Sense of ownership: is measured by 7 items adopted from Van Dyne and Pierce (2004) and Kumar and Nayak (2019)

+ Place attachment: is measured through 31 items in 7 dimensions: (1) place identity, (2) place dependence, (3) place memory, (4) nature bonding, (5) social bonding, (6) affective attachment, and (7) place expectation, generated from Chen et al., (2014 a;b; 2018), Ramkissoon et al. (2013), and Raymond et al. (2010).

+ Pro-environmental behaviour: is measured by 10 items generated from Ramkissoon et al. (2013), Vaske and Kobrin (2010), and Wang et al. (2022).

From the definition of domestic tourists and local resident, they are differentiated by the length of staying and mobility. Some other demographic variables will be used to further explore the behaviour of each group, such as age, income, education, gender, background/ place of origin, and occupation to see if these variables would have any effects on the relationships in the proposed framework.

## 5. CONCLUSIONS

As tourists and local resident are key stakeholders of tourism industry and sustainable development, understanding their motivation and emotional attachments to a destination would help gaining knowledge about indicators of people's place attachment and pro-environmental behaviour. Besides, this proposed study suggests some hypotheses (H1 to H4) to investigate further the knowledge gaps of the relationships between these concepts (Fig. 3). The contributions of this conceptual framework are to understand how senses of belonging and ownership would affect people's attachment to a place and evaluate people' place attachment by seven dimensions proposed in Chen et al. (2014 a; b). The findings would be helpful to give some insights into the body of knowledge of literature and some benefits for the local government and tourism policymakers of the tourist destinations to achieve sustainable development goals.

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# SECTION 3

## ORIENTATION AND SOLUTIONS FOR HUMAN RESOURCE TRAINING AND SUSTAINABLE DEVELOPMENT FOR VIETNAM

# RESEARCH ON TASK AUTONOMY AND PSYCHOLOGICAL EMPLOYEE WELL-BEING ON JOB PERFORMANCE IN HYBRID WORKING FOR VIETNAM SMEs AFTER COVID-19

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## Abstract

*The advent of Covid-19 has instigated a rapid transformation in the perspectives and behaviors of workers concerning their job engagements. Employees are now focused not only on income-generating work but also on the aspects of autonomy and well-being in their tasks. It becomes imperative for researchers and businesses to comprehend these shifts in worker mindset and behavior to formulate targeted policies. Hybrid working can address the growing need for work autonomy and enhance the psychological well-being of employees. In this study, the author aims to elucidate the influence of work autonomy and psychological employee well-being on job performance. Employing quantitative research methods, specifically the Structural Equation Modeling (SEM) model, the author endeavors to clarify the intricate relationships between these research variables. The research findings illuminate a positive correlation between work autonomy, psychological well-being, and job performance in the post-Covid-19 hybrid working environment.*

**Research purpose:** Examining the impact of Task Autonomy and Employee Psychological Well-being on Job Performance in a Hybrid Working Environment

**Research motivation:** Post-Covid-19, businesses are grappling with significant challenges arising from a shortage of human resources across various professions. Notably, the pandemic has shifted work approaches and employee behaviors. Workers now prioritize aspects such as job autonomy, employee well-being, and the ability to take initiative in fulfilling their responsibilities. This study aims to investigate whether autonomy at work and job satisfaction are factors influencing organizational performance. The author examines the relationship between job autonomy, employee happiness, and job performance, seeking to provide both theoretical contributions and practical insights for businesses navigating the post-Covid-19 landscape.

**Research design, approach, and method:**

*The data were gathered from employees working in the service industry and bank industry using online surveys. A total of 240 responses were received. Hypotheses were tested using the structural equation modeling technique*

**Main findings:**

*The findings suggest that two main dimensions of task autonomy have an impact on job performance while working method autonomy does not seem to affect job performance. Moreover, the significant role of employee psychological well-being in the hybrid working environment influences three dimensions of job performance.*

**Practical/managerial implications:**

*Research suggests that HRM should focus on job design by promoting task autonomy in a hybrid working environment to enhance employee psychological well-being and reduce human costs, thereby contributing to overall organizational cost savings.*

**Keywords:** Task autonomy; Hybrid working environment, job performance, employee well-being, psychological employee well-being.

## 1. INTRODUCTION

In the dynamic environment, the organization must deal with the environment changing external environment and internal environment. Thus, they try to maximize their resources to adapt to the VRIN (valuable, rare, inimitable, and non-substitutable resources) model to enhance their competitive advantage to improve their performance (Barney & Wright, 1998). Human resource management is a mechanism system to cover and enhance organizational performance to support organizations adapting to external challenges (Paauwe, Wright, & Guest, 2013, Salas-Vallina, Alegre & López-Cabrales, 2021).

In the HRM system, the important role of job design has been confirmed. In the dynamic environment, Oldham & Hackman (2010) confirmed Herzberg's research that the job should be designed and managed to enhance responsibility, autonomy, recognition, and advancement which can foster employee motivation to perform their job better. Job autonomy is part of the "core" of job characteristics and is confirmed enhance to employee performance (Muecke & Iseke, 2019).

The COVID-19 pandemic has significantly impacted organizational development, necessitating a heightened focus on sustainable development. In response to COVID-19 and government protective measures, such as social distancing, organizations are compelled to adapt their behaviors, shifting towards the

hybrid working model to ensure business continuity (McKinsey and Company, 2021). According to Naqshbandi, Kabir, Ishak, and Islam (2023), the hybrid working model is considered the future of work. Consequently, understanding employee work-related performance in this hybrid model is increasingly vital in this new era of transitioning work.

Examining the relationship between job autonomy, employee well-being, and job performance emerges as an intriguing question in the field of human resource management. Despite its growing importance, few researchers have explored the mechanisms linking job autonomy and job performance with the role of employee well-being, a factor that has gained prominence, especially in the post-COVID-19 era. This research employs a qualitative method to investigate the impact of job autonomy on employee well-being and job performance, contributing to both human resource management theory and managerial practices.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Theory background

Self-determination theory (SDT) serves as the foundational theory for exploring employee motivation (Manganelli, Thibault-Landry, Forest & Carpentier, 2018; Deci, Olafsen & Ryan, 2017). Gagné & Deci (2005) and Manganelli et al. (2018) delve into employee

motivation, discovering that employees invest effort in their jobs to enhance both job performance and well-being, particularly when they can avoid dealing with controlled regulation. SDT categorizes motivation into four types, ranging from autonomous to controlled regulation. Tasks characterized by high autonomy lead to intrinsic motivation among employees, fostering enjoyment and interest in task-related activities (Manganelli et al., 2018).

Deci et al. (2017) reaffirmed the research findings of Hackman & Oldham (1980), emphasizing the significance of task autonomy and task identity in job performance. Consequently, SDT theory forms the foundational basis for explaining the impact of task autonomy on employee well-being and task performance within organizational contexts."

## 2.2. Hybrid workplace environment context

According to Iqbal, Khalid, & Barykin (2021), the hybrid workplace refers to an arrangement that combines traditional on-site office settings (specific physical locations) with remote working. While there are various conceptualizations of the hybrid workplace model, Radoníc, Vukmirovic, & Milosavljevic (2021) indicate that it involves the adoption of a 'telework' and 'flexible work' environment. Telework allows employees autonomy in choosing where to perform their work, influencing their performance (Spivack & Milosevic, 2018). With the support of technological development and Internet access, employees can decide where to work, reducing the necessity for a physical office in telework (Tran, Carden, & Zhang, 2022; Naqshbandi, Kabir, Ishak & Islam, 2023). Additionally, employees have the flexibility to decide when to complete their tasks, independent of their available working hours (Kattenbach, Demerouti & Nachreiner, 2010). With flexible working places and flextime schedules, McNall, Masuda & Nicklin (2009) suggest that employees can work more hours per day but on fewer days per week while meeting high-performance requirements

## 2.3. Construct definition

### 2.3.1. Task autonomy

With the motivation work characteristics approach, task characteristics refer to the methods by which the work itself will be done and the scope and nature of tasks (Morgeson & Humphrey, 2006). Task autonomy is seen as a central component in work design within the motivation approach (Campion, 1988; Morgeson & Humphrey, 2006). The initial definition of task autonomy was the degree of freedom and independence employees have when performing their jobs (Hackman & Oldham, 1975). Noe et al. (2006, p.162) identified job autonomy as the level at which 'the job allows employees to make decisions about how to perform their work.' In this research, job autonomy reflects the degree of freedom, independence, and discretion in working schedules, decision-making, and working methods to perform tasks (Wall, Jackson, & Davids, 1992; Wall, Jackson, & Mullarkey, 1995; Morgeson & Humphrey, 2006). There are three dimensions of job autonomy: (a) work scheduling autonomy, (b) decision-making autonomy, and (c) work methods autonomy (Morgeson & Humphrey, 2006)

### 2.3.2. Job performance in the hybrid working environment

Job performance is defined as the level to which individuals fulfill the tasks and roles imposed on them by task and organizational contexts (de Menezes & Kelliher, 2011; Naqshbandi et al., 2023). Employee performance is evaluated using two aspects: directly through task performance and indirectly through contextual performance (Armstrong & Taylor, 2020). Task

performance involves an employee's competence in aligning technical tasks with position requirements (Locke & Latham, 1990; Naqshbandi et al., 2023), while contextual performance refers to an employee's behavior indirectly contributing to organizational goals (Lejeune, Beausaert, & Raemdonck, 2021).

Fernández-del-Río, Koopmans, Ramos-Villagrasa & Barrada (2019) confirmed the pivotal role of job performance in human resource management, defining it as a construct encompassing employee behaviors under their control that contribute to organizational targets. This approach confirms three dimensions of job performance: task performance, contextual performance, and counterproductive work behaviors. Task performance involves employee behaviors contributing to the firm's products and services (Rotundo and Sackett, 2002; Fernández-del-Río et al., 2019). Contextual performance indicates employee behaviors contributing to the organizational social and psychological environment. Counterproductive work behavior encompasses the employee's voluntary actions negatively impacting employee well-being (Rotundo and Sackett, 2002; Fernández-del-Río et al., 2019). In this research, the author adopts the definition and dimensions of job performance according to Fernández-del-Río et al. (2019).

### 2.3.3 Psychological employee well-being in the hybrid working environment

The World Health Organization (WHO, 1946) proposed the initial definition of employee well-being as 'a state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity.' In recent years, the concept of employee well-being has evolved with multiple definitions addressing various aspects. Guest (2017) synthesized numerous definitions, affirming that employee well-being is a broad concept, encompassing the overall quality of the employee experience

and functions at work. Employee well-being consists of three dimensions: psychological, physical, and social well-being (cf. Grant et al., 2007; Van De Voorde et al., 2012).

Wright & Cropanzano (2000) defined psychological well-being as the overall effectiveness of an employee's psychological functioning. In the emotional aspect, it measures the pleasantness dimension of individual feelings, which contributes to various individual outcomes. From another perspective, psychological well-being refers to subjective experience and functionality at work (Grant et al., 2007; Khoreva & Wechtler, 2018).

### 2.4. Hypothesis development

### 2.4.1. Relationship between task characteristics and employee performance

Noe, Hollenbeck, Gerhart & Wright (2006) confirmed a positive correlation between job autonomy and employee performance. Job autonomy, as mentioned by Noe et al. (2006), reflects that employees have a degree of freedom and independence employees in making decisions regarding the way they perform their tasks. With a high level of job autonomy, employees have greater authority to decide how they can execute their tasks with a focus on results. A flexible working environment further supports employees in performing their tasks based on their chosen flexible time and place (Diamantidis & Chatzoglou, 2018). Additionally, a high level of job autonomy allows employees to choose how to perform their jobs more efficiently, leading to increased performance (Morgenson, Delaney-Klinger & Hemingway, 2005; Diamantidis & Chatzoglou, 2018). Thus, the authors propose:

*H1a: W*ork scheduling autonomy positive impact on task performance in the hybrid working environment.

*H1b: W*ork scheduling autonomy positive impact on contextual performance in the hybrid working environment.

*H1c: W*ork scheduling autonomy positive impact on *counterproductive work behavior* in the hybrid working environment.

*H2a: Decision-making* autonomy positive impact on task performance in the hybrid working environment.

*H2b:* Decision-making autonomy positive impact on contextual performance in the hybrid working environment.

*H2c:* Decision-making autonomy positive impact on *counterproductive work behavior* in the hybrid working environment.

*H3a:* Work methods autonomy positive impact on task performance in the hybrid working environment.

*H3b:* Work methods autonomy positive impact on contextual performance in the hybrid working environment.

*H3c:* Work methods autonomy positive impact on *counterproductive work behavior* in a hybrid working environment.

### 2.4.2. Relationship between task autonomy on employee well-being

Numerous researchers have explored the relationship between work schedules and employee well-being, contending that flexible work schedules lead to lower levels of work-family conflict (Hammer, Allen, & Grigsby, 1997; Thompson & Prottas, 2006). Furthermore, some work-family researchers posit that job autonomy, defined as the ability to make decisions about when, where, and how to perform the job, can impact both employee well-being and family life. Jones, Haslam, and Haslam (2017) specifically highlighted the impact of task autonomy as a job characteristic on employee well-being. Several authors have consistently presented evidence supporting the reliability of job characteristics in influencing employee well-being and psychological issues (Theorell et al., 2015; Thompson & Prottas, 2006). Additionally, meta-analyses have

confirmed that employee well-being and health issues are prospective predictors, even when employees change their personality. Thus, the author indicates the hypothesis:

*H4a: W*ork scheduling autonomy positive impact on Psychological Employee Well-being in the hybrid working environment.

H4b: Decision making autonomy positive impact on Psychological Employee Well-being in hybrid working environment.

H4c: work methods autonomy positive impact on Psychological Employee Well-being in the hybrid working environment.

### 2.4.3. Relationship between psychological employee well-being and job performance

Kirillova, Fu, & Kucukusta (2020) confirm the pivotal role of employee well-being. Horton & O'Fallon (2011) and Kirillova et al. (2020) also indicate that employees with a high level of well-being are likely to be healthier and more motivated (Luo, 1999). Kirillova et al. (2020) additionally establish that a high level of employee well-being is associated with better performance. Taking a holistic approach, Guest (2017) notes that various external pressures can negatively impact employees' mental and physical health, resulting in a decline in employee performance. Both Guest (2017) and Kirillova et al. (2020) emphasize that organizations stand to gain more benefits when they prioritize employee well-being to enhance performance, thus sustaining their competitive advantage. Regarding employee well-being, psychological well-being has been identified as a factor that enhances employee performance. When employees work in a friendly, stress-free, and safe environment, they tend to perform their tasks more effectively (Currie, 2001; Khoreva et al., 2018). Thus, the hypothesis has been proposed:

*H5a:* Psychological Employee Well-being positive impact on task performance in hybrid working environment.

*H5b:* Psychological Employee Well-being positive impact on contextual performance in the hybrid working environment.

*H5c:* Psychological Employee Well-being positive impact on *counterproductive work behavior* in hybrid working environment.
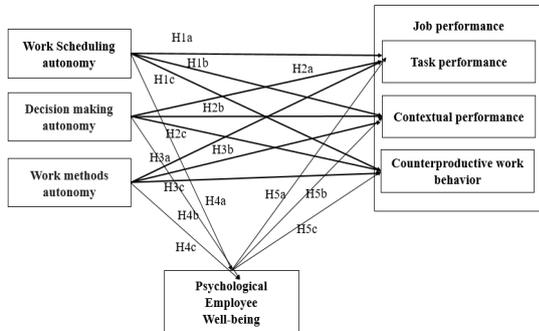


**Figure 1:** Research Framework

## 3. METHODOLOGY

### 3.1. Research sample

A quantitative method was employed in this research. Based on the statistical results, the author determined whether the hypotheses were accepted or rejected. Data were collected through a Google Drive link, and the questionnaire was distributed to employees in both the service and banking industries. The service-oriented industries were chosen due to their dynamic changes post-COVID-19 because their nature highlights the pivotal role of human resources in contributing to organizational development. The author conducted online meetings with participants to communicate the general purpose of the study. After consulting with experts, the author conducted a pilot survey with 45 participants to ensure the clarity and accuracy of the terms used in the survey. Subsequently, the author reviewed and adjusted the wording to enhance comprehensibility and clarity for the upcoming large-scale survey. All participants were invited to take part in the research and received questionnaires, which were completed during working hours and returned via the internal mail system. The survey is scheduled to span 5 months, commencing in January 2023 and concluding in June 2023. The sample's detail is shown in Table 1.

*Table 1. Characteristics of research respondent (N=240)*

| Criteria | | Number | Percentage |
|---|---|---|---|
| Gender | Male | 165 | 68.75 |
| | Female | 75 | 31.25 |
| Age | Under 25 | 38 | 15.83 |
| | 26 to 35 | 86 | 35.83 |
| | 36 to 45 | 58 | 24.17 |
| | 46 to 55 | 45 | 27.27 |
| | Over 55 | 13 | 17.33 |
| Education | College | 26 | 10.833 |
| | University | 185 | 77.083 |
| | Master | 29 | 12.083 |
| Experience | Under 5 years | 78 | 32.5 |
| | 6 to 10 | 65 | 27.08 |
| | 11 to 15 | 66 | 27.50 |
| | Over 15 years | 31 | 12.92 |
| Area | Hanoi | 134 | 55.83 |
| | Da Nang | 30 | 12.50 |
| | Ho Chi Minh | 76 | 31.67 |

*Source: author (2023)*

### 3.2. Measures

#### 3.2.1. Task autonomy

Task autonomy is recognized as a crucial component of job characteristics. According to Morgeson & Humphrey (2006), it comprises three dimensions, including Work Scheduling Autonomy (WSA) with three items, for example: 'The job allows me to make my own decisions about how to schedule my work'; Decision-Making Autonomy (DMA) with three items, such as: 'The job gives me a chance to

use my initiative or judgment in carrying out the work'; and Work Methods Autonomy (WMA) with three items, for instance: The job allows me to make decisions about what methods I use to complete my work.

### 3.2.2. Psychological employee well-being

In alignment with previous studies (Appelbaum et al., 2000), we assessed psychological well-being (PSWB) through job satisfaction, employing a five-item scale developed by Bacharach et al. (1991) and previously validated by Janssen and Van Yperen (2004). Participants were requested to express their satisfaction or dissatisfaction with five job-related aspects on a seven-point scale, ranging from 'very dissatisfied' (1) to 'very satisfied' (5). For instance, respondents were asked to evaluate 'The progress you are making toward the goals you set for yourself in your present position.

### 3.2.3. Employee performance

Following the study conducted by Fernández-del-Río et al. (2019), job performance is assessed using three dimensions. Firstly, task performance, comprising five items, is exemplified by statements like 'I managed to plan my work so that I finished it on time.' Secondly, contextual performance, encompassing eight items validated by Fernández-del-Río et al. (2019), with examples such as 'On my initiative, I started new tasks when my old tasks were completed.' Finally, counterproductive work behavior, as measured by statements like 'I complained about minor work-related issues at work.

### 3.2.4. Control variable

*Control variables.* Four demographic individual-level variables were controlled for gender (1 = man, 0 = woman); age (1 = under 30 years, 2 = 31 - 35 years, 3 = 36 - 40 years, 4 = 41 - 45, 5 = 46 - 50 and 6 = 51 years and above); education (1 = bachelor, 2 = master, 3 = doctoral); and organizational tenure (1 = 0 -

6 months, 2 = 7 - 12 months, 3 = 1 - 2 years, 4 = 3 -5 years, 5 = 6 - 10 years, 6 = 10 - years).

### 3.3. Research analysis

### 3.3.1 Exploratory factor analysis (EFA)

EFA was used by SPSS26 to confirm the reliability and validity of each variable. The authors used factor loading, KMO and Cronbach Alpha to test the reliability and validity of each variable.

### 3.3.2 Confirmatory Factor Analysis (CFA) and Reliability Test

To conduct the analysis, the author utilized Amos software version 20.0 for the confirmatory factor analysis (CFA). CFA served to confirm the structural validity and explore the correlation coefficients of each variable and factor, ensuring their legitimacy before proceeding to the reliability test. Cronbach's alpha (α) was employed to assess reliability

### 3.3.3 Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) encompasses a comprehensive family of models, including covariance structure analysis, latent variable analysis, confirmatory factor analysis, and often referred to simply as LISREL analysis. SEM integrates the principles of Confirmatory Factor Analysis (CFA), multiple regressions, and path analysis into a unified approach (Henley, Shook, & Peterson, 2006). The primary objective of utilizing SEM is to assess the congruence between the hypothesized model and the observed data. Specifically, this methodology evaluates whether the proposed causal structure aligns with the correlation and covariance matrix of the dataset under consideration (Henley et al., 2006). To gauge the overall model fit, assessment tools include the chi-square test and additional fit indices such as Chi-Square (p-value), Degree of Freedom, GFI, AGFI, and RMSEA (Hu & Bentler, 1998).

# 4. RESULT

## 4.1. Exploratory factor analysis (EFA)

Some rules of thumb are required for EFA: KMO coefficient >0.5, significance level sig <0.05, principal axis factoring extraction method with promax rotation has been used, and the breakpoint when extracting factors with Eigenvalue > 1.

**Table 2.** *KMO and Bartlett's Test*

| KMO Measure of Sampling Adequacy. | | 0,883 |
|---|---|---|
| Bartlett's Test of Sphericity | Approx. Chi-Square | 4253.9816 |
| | df | 325 |
| | Sig. | 0,000 |

*Source: Synthesized results from SPSS analysis 26*

Results show that the KMO coefficient = 0.859 > 0.5, sig = 0.000 < 0.05, Data suitable for EFA analysis, sig <0.05, so it can be said that observed variables are correlated with each other. Three variables have six constructs with Eigenvalues = 1.124 >1.0 and cumulative account for 73.781. Thus, the proposed factors can explain 73.781% of variables with the stopping method.

The authors use the EFA analysis and reliability analysis for preliminary testing of the scale. Table 3 presents the EFA result.

**Table 3.** *Scale, factor loading and Cronbach α*

| Scale and Cronbach α | Factor loading |
|---|---|
| **1.** *Work Scheduling and Decision Autonomy* **α = 0.928** | |
| WSA1- The job allows me to make my own decisions about how to schedule my work | 0.938 |
| WSA2 - The job allows me to decide on the order in which things are done on the job. | 0.913 |
| WSA3 - The job allows me to plan how I do my work. | 0.810 |
| DMA1- The job gives me a chance to use my initiative or judgment in carrying out the work | 0.764 |
| DMA2 - The job allows me to make a lot of decisions on my own | 0.780 |
| **2.** *Work Methods Autonomy* **α = 0,876** | |
| WMA1 - The job allows me to make decisions about what methods I use to complete my work | 0.834 |
| WMA2 - The job allows me to make decisions about what methods I use to complete my work | 0.971 |
| WMA3 - The job allows me to decide on my own how to go about doing my work. | 0.716 |
| **3. Psychology well-being,** **α = 0,852** | |
| PSWB1 - I am satisfied with t*he progress I am making toward the goals I set for myself in my present position.* | 0.795 |
| PSWB2 - I am satisfied with *my present job in light of my career expectations* | 0.815 |
| PSWB3 - I am satisfied with *my present job when I compare it to jobs in other organizations* | 0.768 |
| PSWB4 - I am satisfied with t*he chance my job gives me to do what I am best at* | 0.664 |
| **4. Task and Performance,** **α = 0,798** | |
| TPE1 - *I managed to plan my work so that I finished it on time* | 0.646 |
| TPE2 - *I kept in mind the work* | 0.855 |

*result I needed to achieve*

| | |
|---|---|
| TPE3 - *I was able to set priorities* | 0.725 |
| TPE4- *I was able to carry out my work efficiently* | 0.633 |
| TPE5 - *I managed my time well* | 0.889 |
| CPE1- *On my initiative, I started a new task when my old tasks were completed* | 0.820 |
| CPE2 - *I took on challenging tasks when they were available* | 0.850 |
| CPE3 - *I worked on keeping my job-related knowledge up-to-date* | 0.662 |
| CPE4 - *I worked on keeping my work skills up-to-date* | 0.845 |

**5. Contextual Performance, α = 0,862**

| | |
|---|---|
| CPE5 - *I came up with creative solutions for new problems* | 0.709 |
| CPE7 - *I continually sought new challenges in my work* | 0.835 |
| CPE6 - *I took on extra responsibilities* | 0.821 |

**6. *Counterproductive work behavior*, α = 0,802**

| | |
|---|---|
| BPE3 - *I focused on the negative aspects of the situation at work instead of the positive aspects* | 0.675 |
| BPE4 - *I talked to colleagues about the negative aspects of my work* | 0.812 |

*Source: Author (2023)*

Based on the rule of thumb, some variables have been used for the second stage: i. job autonomy includes Work Scheduling and Decision Autonomy (5 items) with Cronbach α = 0.928; ii. Work Methods Autonomy (3 items) with Cronbach α = 0.876; iii. Psychology well-being (4 items) with Cronbach α = 0,852; iv. Task and Performance (9 items) with α =

0,798; v. Contextual Performance (3 items) Cronbach α = 0,862 and (vi) *Counterproductive work behavior (2 items)* with α = 0,802.

## 4.2. Confirmatory factor analysis (CFA)

With the result of exploratory factor analysis EFA, the authors conducted a confirmatory factor analysis CFA with 6 factors including 26 observed variables. These factors create groups of scales to measure concepts and are included in the CFA analysis to examine the fit of the model to market data. The evaluation criteria include: unidirectionality, convergent value, discriminant value, and theoretical correlation value.

The results of the first CFA analysis *(See Figure 4.1)* show that the value of the Chi-squared index = 532,788 with p = 000. Chi-squared/df = 2.216, CFI and TLI are all higher than 0.9 (Bentler & Bonett, 1980), RMSEA = 0,072< 0,08, which can infer the model fits the market data.
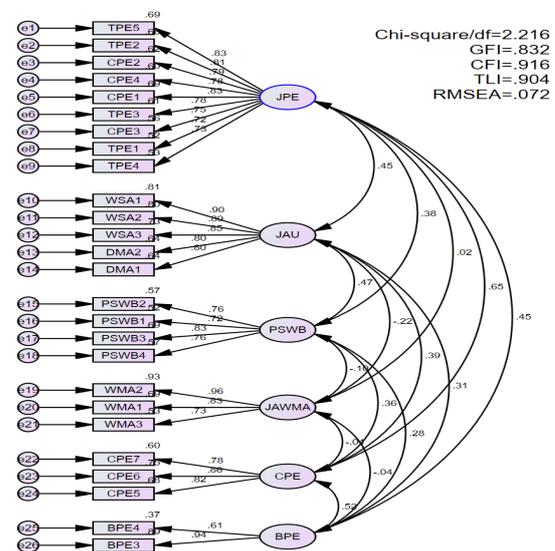


**Figure 2:** Results of confirmatory factor analysis (standardized)

*Convergence value*: The weights (standardized) > 0,5, proving that the scale of the concepts has a convergence value.

*Discriminant value:* The correlation coefficient between the research concepts in the model are

both positive and < 1, different from 1; P-values are very small and < 0,05, so the correlation coefficient of each pair of concepts differs from one in 95% confidence. Therefore, the research concepts in the model have gained discriminant validity.

### 4.3. Results of the research model

The results of the first SEM model analysis, the value of the Chi-squared indexes = 609.532, p = 000. Other indicators: Chi-squared/df = 2.161, GFI, TLI are all higher than 0.9 (Bentler & Bonett,1980), RMSEA = 0,07 < 0,08 satisfying the set conditions but TLI = 0.897 < 0.9 should research to improve the model by connecting the e in the model as suggested at Covariance (Group number 1 - Default model) of AMOS 24: e10 - e11, e15 - e16, e3 - e4, e2 - e6 and e2 - e7. The results of the normalized view model (See Figure 4.2) with 282 degrees of freedom, the value of the Chi-squared indices = 609.532, p = 000. Other indicators: Chi-squared/df = 2.161, GFI, TLI, CFI are all higher than 0.9, RMSEA = 0,07< 0,08. The SEM model satisfies the requirement.
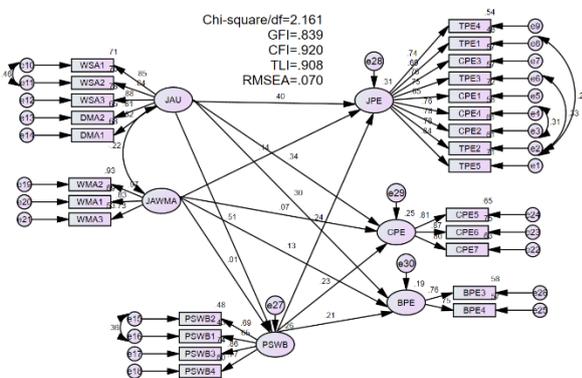


**Figure 3.** Modified SEM model (standardized)

The research results indicate that 6 out of the initial 7 hypotheses have been accepted, demonstrating positive impacts on the performance of Vietnamese enterprises. Notably, employee development emerges as the most influential factor, followed by employee participation, the training component, job analysis, industry considerations, and, lastly, the size of the business.

**Table 4.** Regression Weights

| | | | Estimate | S.E. | C.R. | P | Result |
|---|---|---|---|---|---|---|---|
| JPE | <- | JAU | .473 | .093 | 5.092 | *** | H1a, H2a supported |
| BFE | <- | JAU | .341 | .111 | 3.079 | .002 | H1b, H2b supported |
| CPE | <- | JAU | .384 | .094 | 4.079 | *** | H1c, H2c supported |
| JPE | <- | JAWMA | .096 | .044 | 2.186 | .029 | H3a supported |
| CPE | <- | JAWMA | .048 | .045 | 1.084 | .278 | H3b not supported |
| BPE | <- | JAWMA | .090 | .052 | 1.732 | .083 | H3c not supported |
| PSWB | <- | JAU | .483 | .075 | 6.417 | *** | H4a, H4b supported |
| PSWB | <- | JAWMA | .005 | .038 | .129 | .897 | H4c not supported |
| JPE | <- | PSWB | .304 | .099 | 3.087 | .002 | H5a supported |
| CPE | <- | PSWB | .277 | .100 | 2.756 | .006 | H5b supported |
| BPE | <- | PSWB | .258 | .117 | 2.213 | .027 | H5c supported |

Source: Author (2023)

## 5. DISCUSSION

Both researchers and HRM practices face the pressing question of establishing new patterns to enhance employee job performance. The significant changes brought about by COVID-19 in the external environment and within organizations have prompted inquiries into the mechanisms that impact employees, not only in terms of task performance but also concerning their overall well-being and work-life balance. Drawing upon the Self-Determination Theory (SDT), this study provides a theoretical framework and empirical analysis that contributes to advancing HRM knowledge in the post-COVID-19 era.

Firstly, our findings confirm that task autonomy, including work scheduling autonomy and decision-making autonomy, exhibits unique correlations with different dimensions of job performance. The results

demonstrate that the positive impact of task autonomy, which encompasses both work scheduling autonomy and decision-making autonomy, influences all three dimensions of job performance (task performance, contextual performance, and counterproductive work behavior) in a hybrid working environment. Particularly noteworthy is the strong impact of job autonomy on task performance as confirmed in this research. The HRM system should place increased emphasis on job design with job characteristics in a hybrid working environment. The hybrid working environment, characterized by flexible work and telework, represents a new trend in response to the evolving requirements of employees after COVID-19, becoming a prioritized choice for the new generation. Consequently, theories in human resource management should earnestly consider the characteristics of hybrid working environments, as they contribute to changes in job characteristics that enhance job autonomy.

Secondly, work method autonomy within job autonomy appears not to have an impact on job performance, a phenomenon not previously indicated in existing research. In a hybrid working environment, both the job itself and the employees responsible for it must be active and possess a deep understanding of its requirements. Consequently, in situations where there is a high degree of flexibility in scheduling and employees are empowered to make significant decisions related to their jobs, these factors play a crucial role in job performance. This explanation sheds light on the reason for the observed lack of impact of work method autonomy on job performance in a hybrid working environment.

Thirdly, this research suggests that employee psychological well-being impacts job performance, specifically affecting three dimensions of job performance: task performance, contextual performance, and

counterproductive work behavior. Wright & Cropanzano (2000) highlighted the impact of psychological well-being on job performance, excluding contextual performance and counterproductive work behavior. This study explores these relationships with preliminary findings within the service and banking industries. Before drawing definitive conclusions, we recommend further research be conducted in other industries, considering variations in job complexity.

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# TRAINING HUMAN RESOURCES FOR SUSTAINABLE DEVELOPMENT IN CONTEMPORARY VIETNAM

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## Abstract

*This article initiates an analysis of the multifaceted, symbiotic relationship between human resource development and sustainable progress. It accomplishes this by providing a comprehensive survey of the fundamental tenets of Marxist philosophy concerning human nature, the formation and evolution of personality within an appropriate cultural and educational contexts to cultivate a workforce capable of satisfying the demanding requisites of sustainable development. Primarily, this concerns individual development and, concomitantly, the sustainable economic, social, and environmental advancement of the nation. To achieve this objective, the article also expounds upon the concept of "human resources," correlated terminology such as "training," diverse perspectives on sustainable development, and Vietnam's standpoint regarding sustainable economic, social, and environmental development. The discussion delves into the prerequisites of this development for human resource training and, inversely, the function of human resource development in ensuring the nation's sustainable growth. All these facets are scrutinized from a multitude of angles within the context of Vietnam's zealous pursuit of economic marketization, socialist orientation, modernization, transition to a knowledge-based economy, the fourth industrial revolution, digital transformation, and the green shift, all within the milieu of pervasive globalization profoundly shaping the world's interconnected existence.*

**Keywords:** Human; Personality; Human Resources; Training; Culture; Sustainable Development; Digital Transformation.

## 1. INTRODUCTION

There are numerous research works concerning human resources, human resource development, and sustainable progress, each with various interpretations of these concepts. "What is human resources?" This question compels us to address the question, "What is a human being?" Are all individuals considered or potentially capable of becoming human resources, or is it only those who possess some degree of personality that can be deemed as such? Thus, comprehending the concept of human resources necessitates commencing with the notions of "human beings" and "personality" to determine which qualities and attributes of human beings (personalities) are indispensable for human resources. Equally important is how society, through institutions such as family and education, can create a high-quality human resource pool. Consequently, this delves into the realms of culture and education, elements that dictate these processes, many of which are indebted to the sustainable development of society. However,

conversely, for society to genuinely achieve sustainable development, it is imperative to possess a high-quality human resource pool. In other words, it starts with the comprehensive development of individuals. This development sets the requirements for the formulation and implementation of education and training policies. Consequently, the relationship between human resources and sustainable development is not merely a unidirectional cause-and-effect connection, but predominantly a dialectical, mutually reinforcing relationship through education and training, where they coalesce to foster sustainable development. In fact, some aspects of sustainable societal development encompass the cultivation of a robust human resource pool. As such, human resources are no longer external factors determining sustainable development but have become an intrinsic element guiding it from within.

## 2. CONTENT

### 2.1. Human Beings and Human Personality

Drawing from the classical works of Karl Marx on human beings, starting from his early ideas in the *Critique of Hegel's Philosophy of Right*, the *Economic and Philosophic Manuscripts of 1844*, and the *Theses on Feuerbach*, to the later developments within Marxist theory (notably encapsulated in the *Capital* series), we can derive an extended understanding of the concept of human beings as follows: Human beings are natural entities with a social nature; The natural essence of human beings exists and is expressed through their social essence; Nature is the inorganic body of human beings; Alienated labor represents the condition where human beings lose their labor's essence...

Eeach researcher may interpret these aspects according to their scientific objectives. For instance, those studying sustainable development of nature and economic growth must consider the viewpoint that *nature is the inorganic body of human beings*. Rapid economic growth has no inherent purpose but ultimately serves the goal of sustainable human development.

In this article, the construction of human beings does not stop at the level of the individual but extends to the concept of human beings as a critical key to open the issue of human resources. Therefore, right from the outset, *methodologically*, it can be affirmed that we must build upon the foundational ideas about human beings in Marxist philosophy, as articulated by Marx, Ho Chi Minh, and the Communist Party of Vietnam. Simultaneously, we should draw from progressive philosophical trends and various scientific disciplines such as psychology, education, and cultural studies. First and foremost, based on the Marxist perspective on *human beings* and *personality*, we will delve into high-quality human resources as a determining factor for the sustainable development of the nation.

### 2.1.1. Human Beings

Human beings are the highest biological entities in the course of the evolution of all species. Their ascent to the pinnacle of the evolutionary ladder is attributable to the method of labor, as summarized by F. Engels in his work *The Part Played by Labour in the Transition from Ape to Man*. According to this, the most crucial aspect enabling humans to surpass all other animals is consciousness, primarily their knowledge of the external world and themselves. Consciousness is the highest form of reflection, *allowing humans to distinguish themselves from the natural world*, while simultaneously *distinguishing the natural world* (the objects of reflection) from themselves. Consciousness is the attitude of *the Self* toward the *non-Self*, thereby manifesting *Self-Consciousness* and human interactions with others and society.

*Human consciousness is also culture within them*. Humans, with their own culture, develop

and evolve in accordance with *the historical and social laws*. Unlike non-human animals, which evolve based on biological laws and manifest this evolution directly on their bodies, the imprints of each step of human evolution are not primarily etched on their bodies. Instead, they are primarily imprinted on objects, tools of labor and daily life, and cognitive tools. It is the societal culture that serves as the foundation for human development, guiding them from the present to the future, enabling them to progress further along the path of civilization. Before becoming fully human, the *dominant role* in their evolution is played by *biological laws*. However, after becoming *human*, *the development of humans is entirely determined by the historical and social laws*. It is at this point that a new level of consciousness emerges, the attitude of humans towards the natural environment from which they originated and matured

Through this perspective, we can grasp Marx's standpoint in his critique of Feuerbach: "In its reality human essence is the ensemble of the social relations" [5]. Accordingly, the fundamental approach to studying human beings is as follows: To comprehend the nature of an animal, one must employ anatomical and physiological methods. Yet, to fathom the essence of a human being, one must dissect and analyze the social bonds in which humans partake and collaborate with others as active participants. Consequently, it can be said that each individual serves as a nexus within the complex web of social connections. This abstraction permits us to temporarily set aside notions of a natural human, a biological human, or a physical human, and instead discern the intricate interplay of social relationships within an individual. Thus, we gain insight into whether they embody goodness or malevolence, possess talent or lack it, exhibit generosity or selfishness, display loyalty or

dissent, showcase benevolence or mischief, demonstrate selflessness or greediness, and more.

### 2.1.2. Human development

The correct interpretation of 'humanity' as per Marx holds significant implications. Incorrect and misguided understandings can lead to erroneous policies regarding human development. In this spirit, the United Nations Development Programme (UNDP) puts forth the concept that "*Human beings are a nation's true asset,*" a sentiment widely accepted. Building upon this notion, the UNDP emphasizes, "*Human development is not just an increase in national income but also the creation of an environment in which individuals can develop their full potential and lead productive, creative lives according to their needs and interests.*"

Therefore, the most fundamental aspect of human development is enabling the full potential of individuals to flourish, ensuring that essential needs are met, and guaranteeing equity in the distribution of societal power. In the words of Immanuel Kant, "*Treat people as ends in themselves, not merely as a means to an end.*" In Ho Chi Minh's educational philosophy, human development involves the complete realization of the existing capabilities, in other words, the latent potential and abilities hidden within each individual. He once urged students, "... Today, you are more fortunate than our predecessors, as you have the opportunity to receive an education in an independent nation. This education will shape you into useful citizens for Vietnam, nurturing and fully developing your inherent capabilities" [6].

In modern perspectives, the development of individuals is always linked to their own interests, and subsequently, to the interests of the community and society. The primary concern regarding individuals is to ensure and

continually enhance the spiritual and material benefits in their lives, enabling them to truly live as dignified HUMANS. From the viewpoint of these interests, President Ho Chi Minh taught, "We sacrificed and fought for independence... for freedom, independence. But if the people are starving and freezing to death, then what is the point of freedom and independence? People only truly understand the value of freedom and independence when they have enough to eat, clothing to wear, a place to live, access to education... Our goal is these four things [6]. In summary, the matter of individuals and human development primarily hinges on whether or not it meets the living needs of each individual within society. The nearly century-long struggle of the Vietnamese people under the leadership of the Party has only aimed to provide every citizen with the right to lead a life that satisfies both their material and spiritual needs increasingly.

The Communist Party of Vietnam has a highly accurate perspective on individuals when it asserts that "people are the objective and driving force of development." This is also a great idea of our era that *has been proven to be consistently true throughout our nation's history*. This ideology is built upon and developed from the Eastern philosophical view of individuals: The people are the foundation. These values will guide our nation into the future.

In the current period, to realize the idea of "*The people are the foundation*" in practice, the most urgent task is to effectively combat poverty and prevent falling into the middle-income trap. Vietnam has successfully risen against traditional poverty (income poverty). However, there are two forms of poverty that not everyone has escaped:

- Humanitarian poverty, - is a poverty in terms of cultural and spiritual life, lacking the conditions to fully enjoy the cultural achievements created by oneself. A community

living in a heavily polluted environment, facing constant traffic congestion in major cities, exhibiting bad habits of "cutting in at all costs" when traffic is congested, frequent lurking road accidents, and many social relationships reduced to mere "envelopes," all demonstrate that our people are culturally impoverished, and this poverty can sometimes cause more suffering than traditional poverty.

- Intellectual poverty, - is a poverty in terms of knowledge, moral and aesthetic values, professional qualifications, and more. Many individuals hold university degrees, and there is no shortage of postgraduates nowadays. However, society remains concerned about the lack of intellectual resources (including the existence of uncultured lifestyles among a portion of the population, especially among the youth). While there are numerous initiatives and strategies, no clear assessment has illuminated the overall situation. Therefore, the concern persists without effective solutions

### 2.1.3. Sustainable Human Development

Developing individuals without sustainability means that they neither become a driving force nor an objective of sustainable social development. However, current realities demand an alternative approach to sustainable human development. "Development" must be an optimistic vision of a better life for everyone. *It necessitates a shift in values, where non-material wealth and solidarity take precedence, and humanity assumes greater responsibility for the environment*. "Sustainability" should primarily mean "better," signifying that development should allow people to have a better quality of life while consuming less. In other words, "sustainable human development" should be understood as progress and improvement in the quality of all human activities.

To achieve a higher quality of life for everyone, we require increased knowledge and continuous scientific, technological, and social

advancements. *This knowledge must be integrated into national, sectoral, and regional knowledge*, complemented by the improvement of value systems. *When knowledge is organically harmonized with value systems, it forms wisdom and erudition.* We should pay more attention to the values that need to be instilled in 21st-century individuals. These values should be sought, distilled, and built upon the various cultural foundations at regional, national, and global levels. To be effective in this endeavor, natural scientists, technologists, cultural experts, and social scientists must communicate more openly. The current divisions among these representatives are not natural or historical (in history, no such gaps existed between them). *These differences in knowledge and culture have largely been produced* (meaning the result) *and partly are the cause of the present detachment and insufficient commitment to the comprehensive development of education* and human development.

In the contemporary times, it is essential to focus on assimilating and instilling universal human values for every individual: 1) *Recognizing fundamental human rights combined with a sense of social responsibility.* 2) *Social equality (including gender equality) and practicing democracy.* 3) *Understanding and embracing the diversity and differences in cultures.* 4) *A caring attitude towards others.* 5) *Spirit of cooperation and goodwill.* 6) *Entrepreneurial spirit.* 7) *Creativity.* 8) *Open-mindedness and adaptability.* 9) *Environmental protection awareness and sustainable development.* At this point, the concept of the social human is defined.

### 2.1.4. Personality and the Issue of Human Personality Development

Humans give birth to humans, but not all those born become individuals; they must be educated to become such. Therefore, *education gives rise to personality.* Thus, every action of

humans, groups in various social spheres, as well as their results and products, must be examined from a humanistic perspective, that is, from an educational standpoint, rather than considering who they are, *the education system reveals what personalities are formed.* However, what is meant by "personality"? In philosophy, psychology, educational sciences, and sociology, there are numerous definitions of personality. This article should select a particular concept of personality as a basis for explaining the human resource pool to develop the core content of the text.

Each person has their own life. When viewed from a societal perspective, *human life consists of an unceasing series of activities* aimed at creating valuable products that contain the specific values of individuals, some of which will endure and linger with time. *The immortality of great figures lies in the perpetual existence of the values they create*, crystallized in cultural products, both tangible and intangible, with broad societal significance, preserved and upheld by successive generations.

Each person *has their own unique psychological facet referred to as individuality.* Even the distinct psychological traits (individuality) of each individual gradually take shape through the course of their lives, making people increasingly possess various distinctive psychological characteristics. This *process of individualization shapes each person's individuality. Every person's individuality is non-repetitive*, making it "one of a kind" within human society. When people pass away, their human values may endure for a long time, and some may even last indefinitely, but their individuality cannot be replicated anywhere or at any time. Individuality is what ensures that everyone is not the same as others in terms of their psyche and soul.

On the other hand, the personality of human encompasses *the social attributes unique to that individual, empowering them to act as an agent in their actions and interactions, as well as in their social relationships*. Nonetheless, crafting an all-encompassing definition of personality is a formidable task. Thus, we must distill the essence of this concept through several key insights drawn from the succinct treatise "What is Personality?" by the esteemed Soviet philosopher E.V. Ilyencov, presented as follows:

- *Personality embodies an individual* who carries the ethical, aesthetic, and legal standards of society at a specific stage. Those who successfully adhere to the shared standards that society approves of are deemed good personalities, while those who flout these principles are labeled as "personality-troubled." If personality represents a unique self, it consistently manifests itself through a distinctive approach to work, communication, and creativity.

- *Personality is an integrated and concise culmination of an individual's distinctive traits that hold significance for a particular society.* These traits are shaped throughout practical activities, within specific historical and social contexts. Personality is an individual with typical and non-repetitive characteristics concerning a particular era historically within other individuals. Drawing from Ilyencov and Lucien Sève, a theoretician from the French Communist Party, personality can be understood as a mode of existence for individuals under specific historical conditions, reflecting the form of existence and development of very distinct social relationships within each person.

- According to Ilyencov, *personality is the subsequent product of psychological development*. Theoretically, personality *can only be formed* through education and is not inherent from birth. Personality takes shape when human psychology reaches a certain level, and *that level is consciousness*. In other words, when an individual distinguishes between "self" and "*non-self*" or "others," they begin to evolve into a personality.

- *Personality is considered a new psychological structure*, which means that it is constantly in motion. While it can be said that personalities A, B, or others are currently in the process of taking on distinct forms, claiming that personalities are already perfected is not entirely accurate. The development of this psychological structure is an ongoing, continuous process aimed at meeting the new demands of society. When this psychological structure is enriched with qualities that are incompatible with social requirements, it can result in the emergence of "personalities" that are deteriorated or deviant [4].

In summary, Individuality represents an individual's unique psychological aspect. *Personality serves as a social facet through which individuals engage in activities and interactions, and they remain themselves*. The psychological structure of personality is inherently incomplete, providing the basis for limitless personality development. From these perspectives on personality, we can draw several conclusions that can be applied to the development of human resources as follows:

- Building human resources *must be based on educating humans* to become personalities, and *the personality traits of humans are the fundamental factors ensuring the quality of human resources*.

- *The development of high-quality human resources depends on the level of personality development* that forms the integrated components of the human resource structure. Therefore, character education must be implemented at every stage of the human resource development strategy.

- Personality degradation always damages the development of human resources (a large corporation or a small enterprise can go bankrupt due to leadership groups abusing power and corruption).

Continuous education, lifelong learning, and ongoing training are fundamental principles to ensure the sustainable development of every personality. This is an essential condition when building a human resource development strategy.

Respecting the uniqueness and individuality of each personality will help build a diverse and vibrant human resource pool with a wide range of capabilities in various economic and social sectors.

Ho Chi Minh always believed that to develop a personality, one must cultivate both "VIRTUE" and "TALENT." The relationship between Virtue and Talent is evident in the political and professional realm, in one's ethical and unethical actions, in distinguishing right from wrong. According to Ho Chi Minh, Virtue is the root, while Talent is important; Virtue must lead the way. Uncle Ho often emphasized that people should possess both Virtue and Talent in their activities. This means the necessity of having both ethical and professional qualities. Therefore, every party member should cultivate their civic and revolutionary ethics.

Ethics, in particular, and human personality, in general, are not innate but rather developed through education. This belief is encapsulated in Ho Chi Minh's verse: "Goodness and badness are not inherent. Mostly, they come from education."

In today's era, with the advent of the Third Wave (A. Toffler) sweeping through modern society, work is becoming less repetitive, less meticulous, and everyone is engaged in more significant tasks. Flexible and individualized time takes the place of synchronized, standardized actions. Workers are forced to cope with numerous changes in their tasks and adapt to personal and organizational shifts. In this context, researchers agree that the characteristics of a sustainable development-oriented personality must include curiosity, adaptability, an emphasis on reality, respect for nature, a love for the environment, continuous self-improvement, unity, friendliness, tolerance, and collaboration in labor. In concisely, the personalities of contemporary workers need to encompass *a scientific mindset* and *sublime humanistic values*.

In this regard, Vietnamese education may not yet be fully aligned with the goal of nurturing individuals with these qualities. Therefore, the task of building a high-quality human resource pool remains a significant challenge. Constructing a workforce without focusing on educating personalities that align with the standards of the era is akin to building a house on the sand.

## 2.2. Human Resources and High-Quality Human Resource Development

### 2.2.1. The Concept of Human Resources

*Human resources*, or *the human potential*, are understood as the collective labor potential of a nation or a community, encompassing the population within the working age range and those not yet of working age. From an individual perspective, human resources need to be managed, cared for, and developed from the prenatal stage through the working age (as those past working age are no longer part of the human resource pool and are typically provided for through separate provisions). In relation to "human resources," there are two more concepts: *manpower* and *the labor force*, which lean more towards reflecting quantity, the total population within the working age range. Therefore, individuals under 15 or over 60 are typically not counted as part of the "*labor force*" (this figure can vary between countries or within a single country depending on the

specific time). According to the general notion, a country with a population over 65% within the working age range is considered to be in a "golden population" period. The concept of "*manpower*" also reflects the employment situation in society, as seen in the ratio of people employed to those unemployed. Economic conditions are considered good when they continually create new job opportunities for those entering the formal labor market. An economy is truly considered to be growing when it does not lead to job loss for its workforce.

The concept of *Human Capital* or *Human Resources Capital* predated the emergence of the concept of *human resources* to complement the first two concepts and assist managers in directing production processes and societal development in a sustainable direction. It is with this perspective that our country has persistently pursued the educational goal of "Elevating people's intellectual standards, training human resources, nurturing talents," viewing investment in education as an investment in societal development rather than merely social welfare.

### 2.2.2. The Capital Needed for Human Resource Development

The development of high-quality human resources is an urgent requirement for nations facing increasing pressure to pursue sustainable development as they become more deeply integrated into global integration. These human resources must possess specific human capital, which can be measured by two fundamental aspects: *intelligence* and *vocational competence* of the workforce. Each individual acquires knowledge and professional skills through education. Therefore, the outcomes delivered by education are referred to as *intellectual capital*, and it is through education and training that the workforce obtains a certain level of *vocational competence*. Realizing this

intellectual capital and vocational expertise allows individuals to earn wages and attain social status. As such, a nation's economy sustains its existence and growth not merely based on physical capital, such as resources and land but primarily relies on human capital. A strong educational system results in high-quality human resources, evident in the educational level (knowledge) and occupational competence of the workforce. Education, therefore, plays a crucial role in producing human capital for society, and for society to have an abundant human capital, it must enhance its investment in educational development. Serious and comprehensive investment in education *first and foremost* creates "human capital" that, in terms of value, is no different from physical capital; *Secondly*, education shapes both physical and intellectual capabilities in individuals, both of which contribute to a specific portion of an individual's income. The total wage and other associated earnings depend on these capabilities. However, it is essential to recognize the increasing trend of wages being predominantly constituted by intellectual capital. Therefore, timely improvements in educational programs and content are needed to ensure their appropriateness.

Besides the concept of human capital, there is the concept of social capital, which essentially reflects the macro-level social environment in which processes for developing human resources for sustainable social development take place. Hence, the notion of "social capital" encompasses the following indicators: the level of social cohesion and consensus, a willingness to act for the greater good, public trust in development, cooperative principles, and the extent of interrelationships among individuals in society. *Social capital generates a comprehensive force through the connections between the state and the broader social community*.

Furthermore, along with the two concepts of human capital and social capital, there is the concept of "*Organizational Capital*," which essentially reflects the micro-environment of an organization, where sustainable development processes of both the organization itself and society take place. The essence of this concept emphasizes discipline, organization according to regulations, solidarity, compassion, mutual support, and assistance among members. A community possesses *organizational capital* when it demonstrates and effectively utilizes the material and spiritual strength of each member as collective strength.

A critical question arises during the construction and development of human resources: does investing in human resource development increase human capital, social capital, and organizational capital? If the labor force does not manifest the mentioned capital, it is likely a loosely connected, purposeless assembly that will undoubtedly limit its labor productivity as well as the overall productivity of society. Thus, education should not only create these capital sources but also require a strategic approach to harness and utilize them in practice to achieve economic growth and sustainable social development goals. Consequently, the construction of human resources must be approached with a forward-looking strategic mindset. For instance, considering input factors, growth necessitates the effective mobilization and utilization of various elements, including physical capital, labor, information, human capital (knowledge, skills), social capital, and organizational capital.

## 2.3. Sustainable Development and Its Requirements for Human Resource Development

### 2.3.1. The Concept of "Sustainable Development"

The concept of Sustainable Development emerged less than half a century ago, specifically in 1980, for the first time in the "World Conservation Strategy" [1] of the International Union for Conservation of Nature and Natural Resources (IUCN). Its essence was "achieving sustainable development by conserving biological resources." Therefore, in its development, humanity cannot merely focus on economic growth but must also respect the essential needs of society and the impact on the ecological environment. In 1987, this concept reappeared in the "Brundtland Report" of the World Commission on Environment and Development (WCED) under the United Nations, with the implication that "development meets the needs of the present without compromising the ability of future generations to meet their own needs" [9].

The perspective of sustainable development put forth by the WCED made significant contributions to the broadening of the concept of sustainable development in the following ways:

*First*, the WCED emphasized the responsibility of the present generation to ensure opportunities and development choices for future generations by protecting the environment and natural resources.

*Second*, the WCED set the goal of poverty reduction in developing countries as a primary task that these countries need to overcome.

*Third*, the WCED summarized the pursuit of sustainable development on a global scale by highlighting the necessity to reorganize the trade model and international capital flows. It also emphasized the importance of ensuring that developing countries, particularly the weaker ones, have a more substantial role in international economic relations [10].

*The definition* continued to be supplemented, refined, and made more precise at the Earth Summit on Environment and Development (UNCED), which was held twice in Rio de Janeiro, Brazil, in June 1992 and June 2012 [3].

It was further elaborated at the World Summit on Sustainable Development in Johannesburg, South Africa, in August 2002 [7]. The comprehensive definition of sustainable development is as follows: "*Sustainable development is a process that tightly integrates and harmonizes the three dimensions of development, which include economic development (growth), social development (progress and social equity, poverty eradication, and job creation), and environmental protection (handling, mitigating pollution, restoring and improving environmental quality, preventing wildfires, deforestation, sustainable and efficient use of natural resources)*." While there are various perspectives on sustainable development, each with its own advantages and disadvantages, this is one of the most detailed and clear definitions, and it has been widely applied worldwide.

Therefore, sustainable development is a concept that refers to the well-rounded development of society that adequately meets the current generation's needs without compromising the development of future generations, ensuring that their needs are still met in the distant future. It is based on a close and harmonious combination of economic growth, addressing social issues, and environmental protection. This is the goal pursued by many countries worldwide, including Vietnam. Depending on the specific conditions of their economy, society, politics, geography, culture, and more, each country will devise its most suitable sustainable development strategy. Following this notion, sustainable development implies a comprehensive, interdisciplinary development approach, formulated into an action plan with many detailed, specific, and well-defined criteria. Sustainable development is a fundamental and noble goal of the development process, embodying the simultaneous

realization of three development dimensions: sustainable economic growth, prosperous and equitable society, cultural diversity, and the preservation of a clean environment with responsible resource usage. Therefore, when distinguishing between sustainable and unsustainable development, the focus is often on the economic, social, and environmental aspects, acting as the three main pillars in this relationship, forming a kind of "tripod."

The fundamental ideas of "Sustainable Development" mentioned above were consolidated, emphasized, elaborated, and formulated into sections and objectives within a document titled "Transforming Our World: The 2030 Agenda for Sustainable Development." This document was adopted by 193 United Nations member countries during the United Nations Summit on Sustainable Development held on September 25, 2015, in New York. It includes a total of 17 major Sustainable Development Goals (SDGs) with 169 sub-goals and 232 related indicators. While the number of objectives is substantial and somewhat complex, they relate to the three interwoven areas of "Sustainable Development," which can be summarized as follows:

*Sustainable economic development* is the process of achieving continuous and regular economic growth while ensuring macroeconomic stability, including controlling inflation, interest rates, government debt, balancing trade, and making high-quality investments. This is done by enhancing the role of science and technology in production, all without harming society and the environment. Economic development is growth manifested through changes in quantity and the structure of production and employment, as reflected in specific indicators such as the proportion of the industrial and service sectors in the national GDP and an increase in the overall social labor

force, along with a corresponding decrease in the agricultural sector. Economic growth contributes to the accumulation of social assets and material prosperity within society, providing the essential conditions for improving the quality of life. Without economic development at the national level, there will be no means to provide for social welfare or environmental protection.

*Criteria for sustainable economic development*

- Achieving high GDP growth and GDP per capita. Developed countries with high incomes must maintain a steady growth rate, while low-income countries must achieve even higher growth rates. In today's conditions, developing countries need to achieve a GDP growth rate of around 5% per year to be considered as having signs of sustainable economic development.

- The structure of GDP is also a criterion for assessing sustainable economic development. Sustainable growth is only possible when the proportion of industry and services in the GDP is higher than that of agriculture.

- Economic growth should be efficient and not accept "sacrificing the environment" for growth at any cost.

Sustainable economic development means fast, safe, and high-quality development. For this to happen, the economic system's development should create favorable conditions and opportunities for economic actors to easily access and use natural resources equally. The focus here is on the ability to create common prosperity for everyone within the limits allowed by the ecosystem without infringing on basic human rights, rather than concentrating profits among a few.

*Sustainable economic development demands*: Eradicating absolute poverty and reducing poverty; Equality in accessing living standards, healthcare, and education, as well as natural resources; Gradually reducing energy and resource consumption through efficient technology and lifestyle changes; Changing consumption patterns to avoid harming biodiversity and the environment; Implementing clean technology and eco-industrial practices (such as waste reduction, recycling, regeneration, and reusing of materials and energy resources).

*Sustainable social development* aims to ensure social justice, equality among generations, job creation, income growth for laborers, access to full healthcare and basic education, all without compromising the economy and the environment. The social aspect contributes to economic development by improving the quality of the labor force and requiring the redistribution of human resources to achieve social values, which is the objective of sustainable development. It places a stronger focus on occupational transition for farmers when their land is requisitioned for industrialization or urbanization, or it supports them in developing traditional handicrafts based on locally available resources.

*Criteria for sustainable social development* including: social equity, Human Development Index (HDI), income inequality index, indicators of literacy, education, health, life expectancy, healthcare, social welfare, cultural enjoyment, and more. Sustainable social development prioritizes equality and always strives to create favorable conditions for individuals' comprehensive development, ensuring that everyone has the opportunity to harness their own capabilities and potential fully.

Furthermore, social sustainability is about securing social life and harmonious benefits. It emphasizes equality among social strata and gender, minimizing high income inequality with a trend toward narrowing the gap rather than layering, differentiation, or polarization. The discrepancy in living standards and income between regions should not be substantial, with even the most underprivileged regions having acceptable living conditions.

*Sustainable social development requires*: Maintaining population stability and rural development to reduce uncontrolled urban migration; Minimizing the negative impact of urbanization on the environment; Eradicating illiteracy and improving education; Preserving cultural diversity; Promoting gender equality, addressing gender needs and benefits; Enhancing people's participation in decision-making.

*Sustainable environmental development* involves using natural resources wisely, maintaining a stable resource base, avoiding over-exploitation of non-renewable resources, preserving biodiversity, atmospheric stability, and other ecological activities. It means minimizing environmental issues, especially urban and industrial pollution, managing waste, including solid, medical, and hazardous waste, and effectively preventing and mitigating the impacts of natural disasters and climate change. Furthermore, sustainable environmental development necessitates encouraging businesses to transition gradually toward cleaner, more environmentally friendly production models and investing in cleaner technologies. It also involves ensuring that these changes do not harm the economy and society. Sustainable social development is contingent on the economy's development, with the use of resources that respect the environment. The environment is an integral part of the natural and social world where humans live. It serves as a source of resources for human survival and development and contains what humans discard. Therefore, environmental changes, regardless of their scale, can jeopardize human survival. Environmental protection plays a role in restraining economic development that prioritizes profit at any cost.

*Sustainable environmental development requires*: Efficient use of resources, especially non-renewable ones; Development that stays within the ecological carrying capacity; Protection of biodiversity and the ozone layer; Control and reduction of greenhouse gas emissions; Stringent protection of sensitive ecosystems; Minimizing discharges and remedying pollution (water, air, soil, food, and crops); Improving and restoring the environment in polluted areas.

A development model at any cost inevitably leads to environmental conflicts between interest groups. These conflicts, in turn, erode cultural and social values. The erosion of cultural and social values diminishes the effectiveness of cultural and ethical filters on business activities, scientific and technological progress, and the functioning of power, subsequently driving production into an increasing spiral to maximize the "wants" of the wealthier rather than the "needs" of the poor [2]. Contemporary human society is being drawn into a swirling vortex in which environmental degradation contributes to the erosion of culture and society. The ongoing cycle will quickly push the development process to the ecological overloading limit, leading to ecological disasters and a societal crisis with consequences such as resource depletion, famine, epidemics, pollution, environmental incidents, war, and conflicts of religion and ethnicity.

Sustainable development requires addressing and pursuing all three factors: economic development, raising social values, and preserving the environment. The relationship between these three factors is one of balance or mutual restraint. Currently, economic development takes precedence, while environmental protection is the opposing factor, tempering excessive economic growth. Social development should go hand in hand with economic development but remain within the bounds of what economic development can support. Some countries accept limitations on the pace of high economic growth to enhance environmental protection and social welfare,

thus ensuring long-term and stable development. Development that focuses only on economic growth while neglecting the environment will push human society into a crisis. Sustainable development doesn't exclude economic growth but demands that economic welfare is balanced with ecological and humanitarian welfare.

In this way, the civilized world has reached a consensus that sustainable development is a process that simultaneously operates in three dimensions: robust economic growth, a prosperous and equitable society, and a clean environment with the sustainable use of resources.

### 2.3.2. The Demands of Sustainable Development on Human Resource Development

The requirements and principles mentioned above regarding sustainable development can only be satisfied through the quality of human resources, knowledge, and the application of science and technology in the production process. In previous unsustainable development models, cheap labor and abundant natural resources were crucial advantages. However, nowadays*, the significance of abundant labor and raw materials is diminishing* because their proportion in the value addition of all products is decreasing. *This irreversible trend means that many nations cannot succeed solely by relying on cheap labor and natural resources* as in the past.

Today, sustainable development is taking place in a globalized context, and a significant characteristic is the global interconnection of production and distribution processes among geographically distant locations through modern and advanced technologies. To participate equally in globalization for sustainable development, nations must possess a workforce with high levels of education, scientific knowledge, technical skills, and competitiveness. Therefore, *a high-quality*

*workforce that is adept at intellectual and manual tasks is an advantage for sustainable development*. If the labor force mainly consists of low-skilled workers, it becomes a hindrance to rapid industrialization and modernization in countries lagging behind. Less developed countries often face a complex dilemma: poverty leads to a lack of adequate resources for investing in workforce training, thus only low-quality human resources can be created. In turn, this low-quality workforce hinders their development from progressing rapidly.

In the context of sustainable development, standards for skills and labor productivity, economic efficiency, product quality, and competitiveness increasingly depend on the application of scientific knowledge and technological advances. Only those who master them can steer the development process. Therefore, training and developing the workforce to meet the ever-increasing requirements of the social production system are considered a top national policy. As a result, the educational system must always keep up with and anticipate economic developments. The experience of developed countries has confirmed that education and training are determining factors in sustainable development.

To become a civilized society, there is a need for strong industrial production capacity and the capability to innovate in technology. However, these two factors often bring about economic growth without addressing the issues of sustainable social development. *What is necessary in this context is culture*. With the recognition that "culture is the key, the goal, the motivation, and the regulator of development," it is evident that we need to go beyond purely economic approaches to find a way to interconnect industrialization and innovation in a manner that roots the economy in culture.

Protecting and preserving cultural diversity in sustainable development is a fundamental

condition because *culture continually enhances human quality, elevating their creative capabilities*. Nowadays, in *what's referred to as the soft power* of large countries influencing others, *culture plays a central role.* The phenomenon of replacing hard power with soft power indicates the spread of cultural influence among nations in the ongoing process of cultural globalization. The expansion and infiltration of foreign cultures *can only be counteracted* by *creating a more attractive cultural environment, not by denying them through isolation or rhetoric.*

This has significant implications for the direction of human resource training. Here, the correct relationship between cultural globalization (modernization) and cultural localization (nationalization) needs to be addressed. This is a unified dialectical pair that reflects the preservation and development of the old and the openness to receiving the new. Smaller countries need to protect and develop the essence of their national cultures while eliminating obsolete and backward elements. Sustainable development in the context of globalization demands that cultures of various ethnicities interact, assimilate, permeate, and complement each other. It requires the continuous breaking of regional and ethnic cultural models and the evaluation and selection by humanity to achieve cultural uniformity. Through this process, the values of each ethnic culture can be transformed into shared values, owned by all of humanity, thereby preserving the ethnic culture. Protecting the national cultural heritage is the acknowledgement of a system that encompasses traditions, customs, lifestyles, beliefs, and value systems from the national history, which is taking place simultaneously with the process of modernization and cultural globalization. The culture of each ethnic group can never be considered an absolute model or perfect. Ethnicities must learn from one another and

draw inspiration from the cultures of other ethnic groups. In the world, there is no such thing as a dominant culture, and therefore, the cultural diversity of various ethnic groups cannot be extinguished.

Therefore, in education and human resource development, the education system has the responsibility to address various contradictions: between global and local, so that individuals can live as global citizens without losing their roots; between universality and individuality, participating in global cultural exchange while preserving their traditions and national cultural identity; between tradition and modernity, adapting quickly to modernization without turning their backs on the past; between the short term and the long term, focusing on immediate issues while also considering long-term strategic concerns; between competition and concern for equality of opportunity. It must address the three driving forces of development: competition, cooperation, and solidarity; between rapid development in new knowledge and technology and the limited capacity to acquire new knowledge and skills; between intellect and materialism, not chasing after a self-centered lifestyle but always preserving the most fundamental values of the nation and humanity. In summary, high-quality human resources are those with a high cultural level.

### 2.3.3. The Requirements of Knowledge Economy in Sustainable Development for Human Resource Development

Sustainable development demands the establishment of a highly knowledge-based green economy, which includes the processes of computerization, networking, and digitization. Computerization involves transitioning humanity from material and energy-based activities to a new plane centered on networks. Computerization is gradually erasing temporal and spatial boundaries. Networking enables high-speed

communication among people, facilitating the transfer of knowledge and skills across borders, regardless of geographical distances. Digitization will become a fundamental driving force for transitioning to standards of information and knowledge production in a sustainable developing society. This "triple transformation" has gradually brought significant changes to the way humans survive and operate in their environments. New social standards may be mentioned as follows:

*From manual labor to intellectual labor*. In reality, by the mid-1950s, the number of white-collar workers in many developed countries had surpassed the number of blue-collar workers, marking the transition from the industrial age to the information age. Due to significant advances in computers and information technology, intellectual labor has replaced physical labor in many production sectors. As the competence and role of intellectual workers have risen, traditional relationships between employers and workers have also changed. Overall, this has led to a transformation in *societal structure and value hierarchy*. In a sustainable development society founded on knowledge, the number of service workers increases, and the intellectual workforce grows. New communities will emerge, resembling production-research-learning complexes, villages, parks, and scientific nurseries.

*Production is shifting from a material-based model to a non-material model*. This means that the production system, based on physical goods, is transitioning towards the production and distribution of knowledge, built on information technology. Information processing services and knowledge-based services will contribute more to a nation's GDP. Knowledge and information have become leverages for sustainable growth. Information and knowledge are no longer confined to a single country or region but are instead free-flowing, with the ability to expand infinitely.

Borderless technology enables easier access to knowledge and information for every nation, leading to the rapid growth of e-commerce and the gradual fading of traditional commerce across geographical distances and timeless constraints. n this new economy, intangible assets are increasingly becoming the primary investment capital. In traditional economies, tangible assets (money and physical assets) are determined by the value hierarchy. In the knowledge economy, *intangible assets will establish a new value hierarchy*. Information, knowledge, and human capital are gradually overshadowing conventional assets. The speed of the flow of goods and money will increase significantly, necessitating the rearrangement of production facilities, warehouses, and transportation means for conventional goods. However, for non-material goods (consulting, design, music, publishing, etc.), buying and delivering are mostly done through the Internet. This leads to *a fundamental shift in management*. The digital and information revolution is transforming "hierarchical organizational structures" into automated network systems. To replace "the hierarchical structures" with a network system, *a fundamental shift in management paradigm is necessary*. For example, virtual schools cannot be managed using the old methods and mechanisms. To administer an e-government, governmental bodies and businesses now require computer networks. Thus, the idea of an *e-government*, or a digital government, was born. However, to ensure sustainable management, *society needs a high-level knowledge that corresponds to the importance of knowledge as the most significant resource for sustainable economic and social development*. Knowledge is currently and will continue to be involved in management processes, production control, and is an integral part of products and production materials. Therefore, *investments in intangible capital*, as

mentioned earlier (e.g., workforce training), are of great significance.

Therefore, *the knowledge-based economy ensures the sustainability of development* because intellectual resources (knowledge capital) are limitless. Meanwhile, fossil resources and energy are depleting rapidly, posing a severe environmental threat. Hence, individuals in a knowledge-based economy must have the capability to use high-tech systems and new clean, renewable energy sources (such as wind, solar, geothermal). To develop such capabilities, individuals must continuously learn. Thus, *the fundamental mode to sustainable development is a learning society*. The rapid aging of knowledge, the shortening of technical lifecycles, and the continuous changes in technology force individuals in a sustainable society to engage in lifelong learning. This leads to the establishment of a learning society that ensures continuous education, ongoing training, and lifelong learning.

From the above discussions, it can be said that to build a high-quality workforce, it is essential to embrace the trends of sustainable development. From various perspectives, the current education system in our country lacks the necessary capacity to train the workforce according to new demands. However, this might stem from educational guidance and human resource development policies that do not align with the modern vision of a rapidly developing and challenging world.

For countries without an industrial tradition like ours, human resources first need to have the capacity to absorb *technology transfers*. By gaining access to new technologies, we can avoid the difficulties that the West faced when it was pioneering. As analyzed above, to ensure stable sustainable development, the economic structure of *a country* constantly undergoes *macro and micro-level restructuring*. This structural transformation, on the one hand,

keeps society's growth momentum intact. On the other hand, it also causes a shift in the labor structure in society. As a result, the human resource development strategy always needs to anticipate these shifting trends to ensure that the workforce is not only prepared in terms of technical knowledge and new technologies but is also well-educated in ethics, a sense of responsibility, necessary social values, and a culturally refined work ethic. *Sustainable development is also a process of expanding international relations, global integration*, and thus human resources must be thoroughly prepared in terms of competitiveness while also demonstrating an international cooperative mindset, living in a "*global village*." Therefore, human resources should be concentrated in which areas?

### 2.3.4. The Structure of Human Resources Ensuring Sustainable Development

Historically, human resources have been trained at three levels: the lowest being elementary skilled labor, followed by middle-level skilled labor, and the highest being university-educated labor and beyond. The "Pyramid" model for training human resources as described above was once the norm and followed a certain logic. However, for a few years in our country, this model underwent a transformation, which can be referred to as an "*upside-down* pyramid," meaning that there were "*more teachers than laborers*" (more university graduates than elementary or middle-level skilled workers). This caused confusion in the allocation and utilization of the trained workforce.

Nevertheless, as we transition into the era of sustainable development with a shift towards a digital economy, this traditional model is no longer relevant. In this new phase of development, individuals educated at the highest levels no longer serve as the primary "teachers." Instead, universities mainly train individuals with knowledge and advanced

skills, who directly participate in various fields of production and business. Conversely, individuals with lower educational qualifications are becoming less prevalent. The educational model is shifting, yet it still resembles a "pyramid." The key change is the reversal of the order of educational levels, where those at the bottom have the highest qualifications (university or higher).

In addition to following an educational level-based approach, the workforce structure is further divided into eight main sectors based on the primary activities within society. These sectors include: Agricultural labor, Industrial labor, Service labor, Business labor, Science and Technology labor, Cultural and Artistic labor, Administrative labor, and Leadership and Management labor. Each of these sectors, in terms of educational qualifications, can still be organized into a "3-tier structure" as mentioned earlier. In this context, it is important to recognize that the quality of the workforce, whether high or low, strong or exceptional, depends on the foundation of public intellect. Therefore, investing in building a strong foundation of public intellect is essential. However, a few points should also be noted:

We must rapidly expand basic secondary education and implement as early as possible the universalization of high school education for the younger generation. Alongside the plan to make high school education accessible for adolescents, there must be an *adult education strategy*. Underestimating adult education would hinder the development of a high-quality workforce.

The building blocks of the human resource structure are individual personalities. *Each personality is like a brick used in constructing the house*. From the lowest floor to the highest, every level must be built by individuals with talent and virtue. *The more educated the workforce is, the more importance personality should receive*. Therefore, *education must be the high-quality "cement"* used to construct the

house of human resources. A weak education system will never fulfil the task of developing a high-quality workforce.

Consequently, certain perceptions need to be unified: 1/ Not all graduates of universities, academies, or those working in research institutions... should be considered intellectuals. Only individuals who have excelled in the fields of science and technology, renowned scientists and artists, reputable figures both domestically and internationally, leading medical professionals, exceptional politicians, and successful entrepreneurs can be deemed true intellectuals. 2/ Only individuals who have excelled in the fields of science and technology, renowned scientists and artists, reputable figures both domestically and internationally, leading medical professionals, exceptional politicians, and successful entrepreneurs... can be deemed true intellectuals. True intellectuals are visionaries who see things others haven't noticed, contemplate aspects that have eluded many, and concern themselves with the issues of the nation that others have yet to perceive. Our predecessors often referred to them as virtuosi.

Intellectuals and talents are not a privileged class with exclusive rights to "grey matter," but rather individuals who share their knowledge with the community, turning the workforce into intellectual labor. Through their roles, these talented individuals come together to form a societal force driving development. Intellectuals are an inseparable part of the nation's survival. If these intellectuals were to separate themselves from the people, it would mean losing their wisdom and their place in society. With this perspective and a clearer distinction between intellectuals and those who have not yet fully realized their intellectual potential, our education and training system can effectively serve the goal of "raising the intellectual level, training the workforce, and nurturing talents" to contribute to the sustainable development of the country.

## 3. CONCLUSION

In this article, we have presented some fundamental content related to the training of human resources and sustainable development in Vietnam. The article originated from an examination of some basic points of human philosophy and philosophy of character. We believe that sustainable development, no matter which area it occurs, ultimately serves the sustainable development of each individual, the formation and development of well-rounded personalities with a high level of cultural and spiritual life. This alone poses enough tasks for education and training to rise above their own constraints, especially considering the high demands placed on human resources in the context of the intellectual economy, the fourth industrial revolution, digital transformation, and green transformation intertwined with the development of a market-oriented socialist society, the modernization of the country within the global integration and active participation of Vietnam in these processes. There are many more theoretical and practical issues that could be addressed in this article. Even the issues raised in this article require further in-depth analysis, and we acknowledge that these are topics for continued reflection and presentation in subsequent writings.

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# APPLYING ANTI - CORRUPTION PERSPECTIVE FOR SUSTAINABLE HUMAN DEVELOPMENT IN HO CHI MINH THOUGHT

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**Abstract**

*Preventing corruption is important in developing human resources, contributing to the protection of the achievements of the revolution, maintaining national and ethnic interests, and protecting the results of industrialization and modernization of the country. During Ho Chi Minh's revolutionary career, he always aimed for a prosperous and strong Vietnam, where there would be "rich people, a strong country, democracy, equality, and civilization". Building the country and preventing corruption are core contents in the sustainable development of the Vietnamese revolution. Therefore, the fight against corruption is one of the top tasks. To gain a full understanding of the great value of negative anti-corruption in Ho Chi Minh's ideology, the article uses qualitative methods, focusing on analyzing issues of embezzlement and corruption and its manifestations, thereby coming to the conclusion that his thoughts are associated with the current process of preventing this evil and its initial results. The research concludes that Ho Chi Minh's ideology on preventing corruption has great value, making an important contribution to the process of sustainable human development.*

**Keywords:** Corruption, Ho Chi Minh ideology, Human resource training, Embezzlement, Individualism.

## 1. QUESTION

Right from the first days of revolutionary activities, President Ho Chi Minh expressed his views on sustainable development for the great revolutionary cause of the Communist Party of Vietnam. He said: "Teaching and learning must focus on both talent and virtue. Virtue is revolutionary morality. It is the very important root. Without revolutionary morality, talent is useless" [7]. Thus, revolutionary ethics is the root, but to move towards sustainable human development, it is necessary to actively prevent evils such as embezzlement, corruption, and waste. Discussing this issue, there are many research papers, but each scholar approaches it from a different view and only stops at identifying and fighting against negativity. Take author Tran Thi Minh Tuyet [16] in the article, "President Ho Chi Minh's instructions on identifying and fighting against negativity in cadre work, applying it in building and rectifying the Party today" for an example. The author has presented negative diseases in current cadre work and solutions to fight against them according to Ho Chi Minh's ideology; Hoang Dieu Thao's work [15] supplements and enriches scientific awareness of the content and values of Ho Chi Minh's ideology on sustainable development, analyzes impact factors and proposes measures to contribute to effective implementation of sustainable development results in Vietnam today. Therefore, this article has a new perspective when approaching the issue of anti-corruption for the sustainable development of people according to Ho Chi

Minh's ideology. By analyzing and evaluating practical operational results, combined with methods of text analysis and synthesizing statistical data, the article will shed more light on Ho Chi Minh's views on the prevention of corruption. This has extremely important significance in sustainable human development, successfully completing the industrialization process underway in Vietnam.

## 2. THE PROBLEM OF CORRUPTION IN HO CHI MINH'S IDEOLOGY

Ho Chi Minh approached corruption in many different aspects, showing his wise vision. According to him, embezzlement "is theft, the worst and most sinful act in society [7, p. 375]. Embezzlement also has many manifestations. *For officials,* embezzlement is "Stealing public property for private property. Stealing from the people, stealing from the soldiers." and "Spending less but declaring more, taking advantage of the Government's common property to create private funds for your locality", etc. *For the people,* embezzlement is stealing public property, making false declarations, and tax evasion" [7, p. 365]. In addition, corruption can also be "the old Confucian elite by giving them official positions, medals and turning a blind eye to traditional bribes" [2, p. 19]. These are the remaining classes of people in the ancient feudal society with many bad customs, and are also the subjects that need to be eliminated by the revolution.

Thus, he pointed out that the objects of embezzlement and corruption are officials and people; anyone can be corrupted if they do not know how to keep themselves. He also pointed out that bureaucracy, embezzlement, and waste are crimes and are also enemies of the people. Therefore, to fight this enemy, our people must unite and form a great united front to promote the strength of the entire political system.

With a vision ahead of his time, he saw manifestations of corruption in many different fields, such as:

*Buying and selling positions*: "Those who can buy and sell with money are not rare goods" [2, p. 19]. Buying and selling titles helps incompetent people get into the state apparatus, and then these "worms" freely dig from the inside, causing great damage to the country's finances and the people losing confidence. Believing in the Party, the achievements of the revolution are difficult to maintain.

*Greed Corruption of power*: "The government is nepotistic, corrupt, authoritarian and has rigged elections..." [13, p. 664]. In the Government, the whole family is a mandarin, making it impossible for truly talented people to be accepted. Significant advantage; Covering each other disrupts the political system, causing difficulties in inspection and evaluation. There is an old saying: "*On a lychee garden, don't fix your hat. On a melon field, don't tie your shoes*" (the two acts can be seen as steali). If you are honest and clean, you won't do anything to attract suspicion. If you have enough ability, you can be useful anywhere. Therefore, power corruption in the family is a major evil that needs to be eliminated to restore purity to the state apparatus.

*Corruption in terms of time*: "What can be done in one day, can last for several days" [12, p. 325]. Right from the early days of the state's establishment, President Ho Chi Minh saw the operating mechanism of the state apparatus, especially the officials in the Government who "spend time doing nothing or very little" or, going to work late and leave work early. Handling work is slow and ineffective, causing a huge waste of resources while people have to wait helplessly and hopelessly.

Thus, preventing corruption plays an extremely important role in the work of building and protecting the Fatherland, especially in the revolutionary cause of our Party. Corruption is increasingly sophisticated with cunning tricks such as running for power, corruption of power and worse, corruption of our State's time. Therefore, it is necessary to prevent corruption

from within and have more effective measures to fight corruption.

### 3. THE RELATIONSHIP BETWEEN ANTI-CORRUPTION AND SUSTAINABLE HUMAN DEVELOPMENT

When researching Vietnamese feudal dynasties, one of the important causes leading to their collapse was the corruption of mandarins, the lavish lifestyle of enjoyment, and embezzlement of the nation's public funds. From the lessons of history, right after its birth, the Vietnamese state has built the foundation of the country, which is human development, prevention of embezzlement and corruption.

In the Document of the 13th Party Congress, the Party advocates: "Strengthening the building and rectification of the Party, promoting the nature of the Party's working class, improving the Party's leadership capacity, ruling capacity and fighting power" [12, p. 325]. This is a dialectical, practical and scientific view, stemming from the unified relationship between leadership activities, leadership capacity, fighting strength and the ruling activities and ruling capacity of the Communist Party of Vietnam.

Corruption is a "birth defect" of power, a major risk that threatens the survival of the regime. Corruption exists in any era, any regime, any country and it cannot be completely eradicated in a short time. So, anti-corruption is a long-term strategy that determines the country's development, requiring the participation of the entire political system. Fighting against corruption also plays a huge role in maintaining political stability, strengthening the unity of the entire people and building a socialist rule-of-law state in the new era, consolidating people's trust and the Party. This is an important internal resource for the sustainable human development of the Vietnamese revolution.

Fighting against corruption and negativity not only aims to clean up the team, protect the Party, the socialist rule-of-law State, and protect the health of social relations, but also contributes to promoting economic growth and socio-economic aspects on many fronts. Preventing corruption in particular and fighting negativity in general also lays a great foundation for comprehensive human development, building people in socialism, fighting corruption is fighting the evil of people from inside. Therefore, preventing corruption to clean up the team, strengthen the people's trust in the Party and the Government, protect the great achievements of the Vietnamese revolution, and create a great premise for the victory of the work of innovating the country.

Therefore, in the work of building the Party and the government apparatus at all levels, President Ho Chi Minh paid special attention to educating officials through practicing thrift, fighting against corruption and waste. People with profound views on many aspects of anti-corruption in many fields such as politics - ideology, economics, policies, and institutions.

*Preventing corruption in politics and ideology*

Corruption appears in most professions and fields, of which the most harmful is corruption in the political field. President Ho Chi Minh said that it is necessary to raise vigilance and prevent corruption in politics, especially in the state apparatus. He said: "If you want to fight corruption and waste, you must fight bureaucracy. But to proceed, there must be preparation, planning, leadership, and focus. Hence, any industry or locality must educate officials, people, and soldiers to hate corruption, waste, and bureaucracy" [7, p. 345-346].

The founder of the movement "competed to increase production and savings, enthusiastically participated in the movement against corruption, waste and bureaucracy" [7, p. 340]. Competing against corruption is patriotism; practicing patriotism is thrift. People consider fighting corruption as "fighting the enemy on the front", the ideological and political front, as fighting the "enemy in the heart", "each person must personally fight against corruption, waste, and corruption, a

movement that makes everyone see that it is an evil crime, everyone hates it. We need to fight to eliminate that crime" [7, p. 433].

The reality of our Party's current fight against corruption is to fight against ourselves, against the bad habits, bad habits, and selfishness of each person. "The Central Executive Committee, Politburo, Secretariat, and Central Inspection Committee have disciplined 13 centrally managed officials" [18], all of whom have degraded political and ideological ideology. Therefore, the fight against corruption is initially a fight against the moral and ideological degradation of each person.

*Preventing corruption in the economy*

Ho Chi Minh realized that the exploitation of wealth and transformation of public property into private property was happening more and more, in each ministry, branch, and locality. It was extremely common. Therefore, he said that fighting corruption in the economic field is one of the big tasks, preventing loss of wealth and serving people's livelihood.

People identify, *"corruption in the economy"* as "the appropriation of property and wealth for voracious exploitation" [2, p. 168]. Taking public property as private property and appropriating state property for personal benefit, he strongly condemned those who took advantage of their power to plunder the people's wealth. They take money and assets that serve the country's projects and economic development and put them in the pockets of those who consider themselves "public servants" of the people, causing damage to the State.

Preventing corruption in the economy means fighting against the exploitation of resources, money, and assets of degenerate and degraded officials. Taking advantage of positions and powers to enrich oneself and appropriate national assets, this behavior is condemnable, shameful and needs to be severely punished.

*Preventing corruption in policies and institutions*

To fight corruption and waste, we must fight

bureaucracy. Ho Chi Minh said that in building policies and institutions, it is necessary to have "preparation, planning, leadership, and focus. "Therefore, any industry or locality must educate officials, people, and soldiers to hate corruption, waste, and bureaucracy" [7, p. 433]. With a comprehensive vision of the times, he said: "fighting corruption, waste, and bureaucracy must be democratic, causing self-criticism and criticism, making people know how to criticize themselves and dare to criticize others" [7, p. 433]; thus, in the matter of evaluating cadres, it is necessary to build criteria for criticism and self-criticism as an important core to properly recognize good and bad cadres. At the same time, we must also create a movement to "be truly frugal and honest, fight against corruption, waste and bureaucrac" [7, p. 476], in all sectors, from the central to local levels, upholding the spirit of "cadres are servants of the people" rather than "revolutionary officials".

In personnel work, it is necessary to focus on building criteria for testing, evaluating, training and fostering "to build a clean, strong state and create a team of state officials worthy of being full loyalty and devotion" [9]. Officials must wholeheartedly serve the people, must be transparent in the process of performing state management functions on policies, and must not have thoughts of self-interest.

Applying Ho Chi Minh's ideology on anti-corruption, we can see that this is an extremely important task, playing a very important role in the sustainable development of people and society. Corruption causes many negative consequences in every aspect of life:

In economics: Corruption causes the economy to decline; it is a drag and reduces transparency and fairness in business transactions, especially causing a lot of loss to society. For society: Corruption increases social injustice, creates gaps between classes, causes inequality and reduces people's trust in the political system. In education and health: Corruption can reduce the quality of services that serve people's lives,

especially health care and people's learning needs. Therefore, anti-corruption plays an important role in creating a fair and transparent environment, creating favorable conditions for the sustainable development of countries, towards economic, cultural, and social development. When we build a less corrupt society, we create fairer opportunities for everyone to participate in economic and social development. Transparency and honesty in action not only enhance trust and stability but also promote personal and community development.

In short, preventing corruption plays an extremely important role in sustainable human development. It is necessary to combine the fight against corruption on many fronts in different aspects to achieve the highest efficiency in the journey against selfishness within people.

### 4. RESULTS IN ANTI-CORRUPTION

Applying Ho Chi Minh's ideology on preventing corruption in the current period, the Communist Party of Vietnam has issued many major directives and policies on this front, such as the 5th Central Conference (term XI): "We must persevere and promote the task of fighting against corruption and waste in the spirit of the Resolution of the 11th Party Congress and the 5th Central Resolution (term XI); continue to seriously and synchronously implement the viewpoints, guiding ideas, tasks and solutions in "Resolution of the 5th Central Committee (term XI) on strengthening the Party's leadership in prevention and control corruption and waste".

The 13th Congress of the Party has put forward many drastic policies and radical solutions for preventing and combating corruption: "Effectively and synchronously deploy legal provisions on preventing and combating corruption. Improve the efficiency of recovering corrupt assets, ensuring compliance with the law. Resolutely, strictly and effectively implement the fight against corruption" [1].

With a spirit of urgency and determination, anti-corruption work has achieved enormous results. Specifically:

According to data from the Anti-Corruption Steering Committee, from 2013 up to now, more than 2,700 party organizations and nearly 168,000 party members have been disciplined, with more than 7,390 party members disciplined due to corruption, more than 170 party members. Senior officials responsible for central management. Since the 13th Congress, 50 centrally managed officials have been disciplined, and proposed to handle responsibilities for nearly 44,700 collectives and individuals who committed violations. Proposed recovery and financial handling of more than 975,000 billion VND, nearly 76,000 hectares of land; Transferred nearly 1,200 cases showing signs of crime to the investigating agency for investigation and handling. The work of recovering corrupt assets also achieved many results; Civil judgment enforcement agencies recovered 61,000 billion VND, reaching 34.7%, while in 2013, this rate was less than 10%. The cases monitored by the Steering Committee have recovered nearly 50,000 billion VND, reaching 41.3% [17]. The Government has directed Ministries, branches and localities focus on strengthening state management on preventing and combating corruption in the non-state sector; propagate and train associations, funds, companies, business organizations, securities services... on legal regulations related to corruption prevention and combat,... Administrative reform process and staff work ensure openness and transparency and clearly define the responsibilities of agencies, organizations and units in the fight against corruption and negativity. Many documents were issued synchronously, solving many previous problems in personnel work. The situation of running for office, running for power, locally and locally has clearly decreased.

*Apart from the achievements in the fight against corruption, there are still some limitations and shortcomings on this front.*

Conclusion No. 21-KL/TW of the 5th Central Conference (term corruption and waste. Corruption and waste are still serious, with sophisticated and complex manifestations, occurring in many fields, levels, and industries. "Therefore, the 5th Central Conference (term XI) has proposed tasks, solutions and organized implementation to fight against corruption and waste in the new period.

Internal inspection and supervision in many state agencies and organizations is still limited. The heads of some units are not regular and effective in directing and leading, especially in implementing regulations on transparency, declaration and control of asset and income declaration, changing working positions for officials, civil servants and public employees. We have not done a good job of reviewing, amending, supplementing, and perfecting regulations to proactively prevent, detect, and handle corruption, negativity, and waste.

The current system of legal documents on preventing and combating corruption still has a number of regulations that are not appropriate, have "holes", and have not been amended, supplemented, and completed in time to serve as a solid legal basis for corruption. The prevention and fight against corruption. In particular, legal regulations on the right to access information of people and businesses have not been fully guaranteed; Officials and civil servants take advantage of regulations on state secrets to hide information for corruption purposes.

Some localities still do not have the highest anti-corruption spirit, and there is still harassment and negativity in handling administrative procedures and public services. In some areas, corruption is still serious and complicated, with increasingly sophisticated and treacherous manifestations, causing great frustration among the people, and threatens the survival of our regime.

Anti-corruption is a major strategy, a vital issue in the sustainable revolutionary development of the Communist Party of Vietnam. Researching anti-corruption work is an inheritance of President Ho Chi Minh's revolutionary ideology, as well as a continuation of his career, and at the same time, this is also a perfect step not only in applying Marxism-Leninism to the specific circumstances of Vietnam but also deepen the revolutionary philosophy in the new socialist period.

In the work of building and protecting the Fatherland, the issue of preventing corruption is the internal defense line of the country. If the defense line is strong, then the front will have a foundation to win. Fighting against corruption not only aims to clean up the cadres and protect the Party's revolutionary achievements, but also contributes to promoting socio-economic development in any period of the country's history.

## 5. CONCLUSION

Ho Chi Minh, with his views on preventing corruption in politics, economics and ideological culture, demonstrated a vision beyond his time, continuing the victory of the socialist revolution in Vietnam. That perspective also has great value for sustainable human development. Applying Ho Chi Minh's ideology on anti-corruption is vital to the revolutionary cause of the Party and State of Vietnam, and has special significance for people for people's sake when material values, money, etc. Talent and fame are increasingly becoming a new measuring system for the success of a large segment of people in today's society. Research on anti-corruption needs to continue to be paid attention to and promoted so that from now on, discrepancies can be detected and appropriate policies can be developed to eliminate "internal invaders". Only by doing so can we make a worthy contribution to the cause of human cultivation and sustainable human development.

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# HO CHI MINH'S IDEOLOGY ON CULTURE AND ITS MEANING FOR SUSTAINABLE DEVELOPMENT IN VIETNAM TODAY

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**Abstract**

*President Ho Chi Minh is the founder of revolutionary culture - the endogenous strength of the journey of national liberation, innovation, integration, and development of the country along the socialist path. Ho Chi Minh's ideology on culture is a system of scientific and revolutionary theoretical perspectives on culture. This ideology has been and is a great direction for the construction and development of Vietnamese culture. Ho Chi Minh's culture is both a goal and a driving force to promote the country's sustainable socio-economic development.*

**Research purpose:**

*The article presents Ho Chi Minh's system of scientific theoretical perspectives on culture. Some solutions for sustainable development of Ho Chi Minh culture in the current context of globalization.*

**Research motivation:**

*President Ho Chi Minh is the essence and spirit of the nation. Ho Chi Minh's culture is not Asian or European culture, but future culture. Researching Ho Chi Minh's Thought on culture increases national and human cultural knowledge, understanding modern cultural approaches and cultural thinking - national modernization in all aspects.*

**Research design, approach, and method:**

*Some of the main methods used to research the content of Ho Chi Minh's ideology on culture are historical methods, text analysis methods combined with research on Ho Chi Minh's practical activities.*

**Main findings:**

*Systematize the content of Ho Chi Minh's ideology on culture. Ho Chi Minh culture on the path of national liberation, innovation, integration, and sustainable development.*

**Practical/managerial implications:**

*In practice: Ho Chi Minh's ideology on culture is a beacon of light, guiding Vietnam in its current journey of national liberation, innovation, integration, and sustainable development. Theoretical: helps readers have an overall picture of Ho Chi Minh's ideologies on modern Vietnamese culture.*

**Keywords**: Ho Chi Minh, culture, innovation, integration, development, sustainability.

## 1. INTRODUCTION

President Ho Chi Minh is Vietnam's greatest politician and cultural figure in today's era. He is a world cultural celebrity, having a profound influence not only on the development of national culture, but also on the development of world culture, the future culture of humanity. During his lifetime, President Ho Chi Minh always paid attention to the cause of building and developing Vietnamese culture. He pointed out that: Culture is all the material and spiritual values created by mankind and the way they are used to meet the needs of survival, and at the same time it is also the purpose of human life. This is the fire that lights the way, guiding the nation to the victory of national liberation and building socialism.

## 2. HO CHI MINH'S IDEOLOGY ON CULTURE

### 2.1 Cultural definition

In August 1943, while still in Chiang Kai-shek prison, Ho Chi Minh summarized his views on culture: "For survival as well as the purpose of life, humans create and invent. created language, writing, ethics, law, science, religion, literature, art, tools for daily living, food, clothing, and methods of use. That creation and invention is culture. Culture is the synthesis of all modes of living along with their expressions that humans have produced to adapt to the needs of life and the requirements of survival." [1]

Ho Chi Minh's concept of culture is extremely scientific and comprehensive, surpassing the times, meeting the requirements of future society. Culture is closely related to human life. Culture is the purpose of life. Culture is the driving force of life. Culture includes material and spiritual values created and invented by humans. The material values of culture are tools for daily living in terms of food, clothing, shelter, and methods of use. Spiritual values such as language, writing, ethics, law, science, religion, literature, and art. Culture is the spiritual foundation of society. The spiritual and material values of culture, especially the spirit of independence and self-reliance, communist ideals, self-sacrifice, benefiting the masses - public will and impartiality, democratic spirit of practice and expression appear in 5 basic contents of human life: psychology, morality, society, politics, and economics.

### 2.2 Origin of Ho Chi Minh's ideology on culture

Ho Chi Minh's ideology on culture originates from the Vietnamese national cultural tradition throughout the history of building and defending the country. Ho Chi Minh culture represents the soul, personality, and identity of the Vietnamese people. It is a tradition of patriotism, kindness, patriotism, and community solidarity; The spirit of kindness and tolerance is the virtue of diligence and creativity in productive labor; The spirit of courage, tenacity, cunning and courage in the struggle against foreign invaders of the Vietnamese people. In addition, Ho Chi Minh's cultural ideology also originates from the quintessential human cultural values, which are the virtue of sacrifice, compassion, the ideals of justice, equality, charity, a society progressive civilization.

### 2.3 Ho Chi Minh's ideology on the position, role, and relationship of culture with economics, politics and society

President Ho Chi Minh said that culture stands on par with other areas of social activity: "In the process of building the country, there are four issues that must be paid attention to and given equal importance: politics, economic, social, cultural" [2].

Since the August Revolution in 1945, culture was defined by Ho Chi Minh as the spiritual life of society, belonging to the superstructure. Culture has a close relationship with economics, politics, and society, meaning that culture is not separate from economics and politics. On the one hand, it is influenced by economics and politics, but on the other hand, culture has a huge impact on economics and politics, creating major issues in social life and is recognized: Culture is as important as economics, politics, and society; Economic construction to create conditions for cultural construction and development; Culture is a superstructure but cannot stand outside, but must be in economics and politics; Culture must serve political tasks and promote economic construction and development. This thought clearly demonstrates the scientific viewpoint of the comprehensive development of the country in all areas of social life.

Culture is the driving force and goal of the revolutionary cause - this is President Ho Chi Minh's outstanding view on culture. Ho Chi Minh required culture to light the way for the nation; bring the culture of national leadership to realize the independence, freedom, self-reliance, and autonomy of the Vietnamese people. Culture creates the material and

spiritual strength to defeat foreign invaders in the spirit of using civilization to overcome brutality. If economics improves material life, culture has the effect of improving the spiritual life of the people. From that point of view, as a value system that guides the perception, thinking and behaviors of everyone, the community and society, culture has great power: nurturing moral and ethical thoughts. impersonal. Therefore, culture is always the driving force and goal of the revolutionary cause.

**2.4 Ho Chi Minh's ideology on the nature of culture**

According to Ho Chi Minh, during the period of national democratic revolution, the new culture is a new democratic culture, and at the same time a culture of resistance. That culture has three characteristics: National - scientific - popular.

National character is the very characteristic inner essence of national culture. It is different and not to be confused with the cultures of other ethnic groups. Nationality is most clearly expressed in reflecting the aspirations of the Vietnamese people, which is the aspiration for national liberation, national unification, and the aspiration for peace. The spiritual life, emotions, and all private relationships of the Vietnamese people over the past decades have revolved around that desire. And from aspirations to ideals and actions of an entire generation.

The scientific nature of culture must be in accordance with the evolutionary trend of modern thought: peace, national independence, democracy, and social progress. The new culture must serve the nation. To do so, science must be expressed in many aspects: infrastructure and economic foundation must be scientific and modern; There must be a strategy for cultural development, building an era-class cultural theory, consistent with the level of science and civilization that humanity has achieved.

**2.5 Ho Chi Minh's ideology on the function of culture**

The functions of the new culture are very rich and diverse. Ho Chi Minh believed that culture has the following three main functions: First, fostering correct thoughts and noble feelings. Thoughts and emotions are the most important issues in the spiritual life of society and people. Therefore, according to Ho Chi Minh, culture must penetrate deeply into the national psychology to perform the leading function of fostering correct thoughts and noble feelings for people, while eliminating negative thoughts. mistake. Second, improve people's knowledge. Culture raises people's intellectual level at every step, serving immediate and long-term revolutionary goals. Raising people's knowledge starts with making people know how to read and write. Next is the understanding of different fields of politics, economics, society... Gradually improve the level of education, professional expertise, science-technology, and practice in Vietnam and the world ... It is the process of adding new knowledge, making people not only change their intellectual level but also improve their intellectual level. Third, fostering good qualities, healthy styles, and lifestyles, always guiding people to reach truth - goodness - beauty, constantly improving themselves. Culture helps people distinguish the good from the bad, the backward and the progressive.

Ho Chi Minh's ideology on culture is the crystallization of cultural values of East-West, tradition and modernity, nation, and humanity; is the personality and cultural bravery of an outstanding cultural person; is the creative application of cultural theory of Marxism-Leninism to Vietnamese practice; plays a role in guiding the construction, development, and sustainable development of Vietnamese culture.

## 3. HO CHI MINH IDEOLOGY ON CULTURE WITH SUSTAINABLE DEVELOPMENT OF VIETNAM

The goal of modern Vietnamese culture is to build an advanced culture, rich in national identity, as a driving force for national development and international integration. The

2013 Vietnamese Constitution clearly states: "The State and society pay attention to building and developing an advanced Vietnamese culture, rich in national identity, absorbing the quintessence of human culture." Applying Ho Chi Minh's ideology on culture to build a sustainable and modern Vietnamese culture and people; Using culture as a driving force to arouse the desire to develop a prosperous and happy country; To build a strong Vietnam, it is necessary to effectively implement the following basic issues:

## 3.1 Cultural development for sustainable human development

In current conditions, to build culture, modern Vietnamese people must apply President Ho Chi Minh's ideology on culture and the relationship between traditional and modern values. According to Ho Chi Minh, preserve and promote the nation's precious cultural capital, inherit good traditions, and at the same time mobilize the people to eliminate outdated practices. In addition, there needs to be measures to limit the excessive and unselective import of culture, leading to a situation of "worship of foreigners" and no longer being passionate about traditional culture in the country. With a national and modern perspective, President Ho Chi Minh clearly pointed out: To serve the cause of socialist revolution, culture must be socialist in content and national in form.

Promoting and developing national culture must be based on preserving and conserving national cultural values. President Ho Chi Minh always affirmed his view: The origin of culture is the nation; Without that root, we cannot absorb the essence of other countries and cannot contribute anything to human culture. He requested to promote the precious old capital of the nation... and learn from the advanced culture of other countries and he was also very fond of V.I. Lenin's thought: There are only true revolutionaries. Only then can we gain valuable knowledge left behind by previous generations.

President Ho Chi Minh is also an exemplary example of preserving the nation's good cultural values. He greatly appreciates, preserves, and purifies the national voice to elevate Vietnamese culture. Speaking at the 3rd Congress of the Vietnam Journalists Association (September 8, 1962), Ho Chi Minh emphasized: Voice is an extremely ancient and extremely precious wealth of the nation. We must preserve it, cherish it, and make it more and more popular.

## 3.2 Promoting the role of "lighting the way" and "leading the way" of culture in socio-economic development.

Culture in the most general sense is the knowledge, talent, intelligence, ethics, lifestyle, and soul of people and of each national and ethnic community. According to Ho Chi Minh, "culture must light the way for the nation", illuminating the way for the development and progress of society, of each country and nation in the journey of construction and development. President Ho Chi Minh pointed out: "If we want to advance to socialism, we must develop the economy and culture. Why not talk about cultural and economic development? There is a saying in our proverb: Only with truth can one attain the Tao; Therefore, economics must come first. Economic and cultural development to improve the material and cultural life of the people" [3], so that culture both "must light the way for the nation" and "must practically serve the people".

Implementing Ho Chi Minh's views on culture, in the current period of modern culture, all cultural activities are directed towards the benefits of the people; All people enjoy legitimate human rights and the goal of "benefiting the masses" and "welfare of the people in society" is the meaning and human value of the national culture. bring. In the development of national culture, only cultured people can build a cultured society, and only a cultured society can create conditions for cultural people to be born and develop.

For a country and people in general, and Vietnam in particular, to develop sustainably

after more than 80 years of slavery, culture must truly penetrate deeply and be closely linked to politics and economics; Culture is an important condition to maintain/strengthen and build a clean and strong government, truly a government of the people, by the people, for the people to achieve the noble goal of: "civil rights". ", "benefit for the masses", "welfare of the people", in the opening speech of the National Cultural Conference on November 24, 1946, President Ho Chi Minh affirmed: "The fate of our people lies in in the hands of our people. Culture must light the way for the nation" [4].

### 3.3 Culture is the spiritual foundation of society, developing modern Vietnamese culture is both a goal and a driving force for socio-economic development

Culture is considered the soul of the nation, the spiritual foundation, and the internal strength of the country. Culture is one of the four main pillars of the country's renovation.

Ho Chi Minh affirmed "In the process of building the country, there are four issues that must be paid attention to and given equal importance: politics, economics, society, culture" in which culture is the essential foundation. The spirit of social life is an area that belongs to the superstructure of society and is the goal and driving force for the sustainable development of the country. The concept of "spiritual foundation" is understood as the spiritual space of the community, including cultural traditions, cultural identity, and cultural history of the Vietnamese people. Any culture contains two characteristics: stability and change. Stability creates tradition so that the cultural values that people accumulate are not lost. Variability creates development, helping culture to constantly innovate, in accordance with changes in the natural and social environment. Thanks to this two-sided characteristic, culture becomes the spiritual foundation of the national community, the goal and driving force for the sustainable development of society. In the current period of globalization and international integration,

paying attention to developing the country's "soft power" cultural resources is one of the important driving forces to promote sustainable social development, while enhancing the image, cultural values, and people of Vietnam in the world.

Absorbing Ho Chi Minh's ideology, the Resolution of the 13th Party Congress determined: "Taking Vietnamese cultural and human values as the foundation, important internal strength ensures sustainable development. Building the comprehensive development of Vietnamese people, closely linked and harmonious between traditional values and modern values" [5] is the most important task to bring the country to develop quickly and sustainably.

To promote the spiritual foundation of the nation in the cause of building a modern socialist culture, we need to attach importance to the education of national historical traditions for all generations of Vietnamese people. follow Ho Chi Minh's instructions to fully promote the national character, use the national spirit to encourage the entire people, educate generations, and gradually perfect human personality for future generations. Criticize all negative manifestations of culture such as worshipping foreign cultures, images inciting violence, superstition, propagating a pragmatic lifestyle without noble ideals or unwillingness to contribute.

### 4. SOLUTIONS

Applying Ho Chi Minh's ideology on culture, the author proposes several solutions to build and develop an advanced, modern, and scientific national culture as follows: *First*, promote education of traditional national cultural values, educate the spirit of patriotism, self-reliance, solidarity, and the nation's aspiration to develop a prosperous and happy nation. Educate the people's spirit of volunteerism, self-management and mastery in building and developing culture. Promote the movement "All people unite to build a cultural life", making culture penetrate deeply into the entire life and activities of society, into each

person, each family, each social community. *Second*, Building and developing culture is the cause of the entire people led by the Party, in which the intellectuals play an important role. All Vietnamese people participate in the cause of building and developing the country's culture; Workers, farmers, and intellectuals are the foundation of the great national unity, and at the same time the foundation of the cause of building and developing culture under the leadership of the Party. *Third*, comprehensive and synchronous development of cultural fields, cultural environment, cultural life: Preserve and promote traditional cultural values, absorb the quintessence of human culture, and at the same time Improve the quality and efficiency of creating new cultural values. Building a healthy and civilized cultural environment is associated with an uncompromising fight against evil, non-culture, and anti-culture, protecting the values of truth - goodness – beauty. *Fourth*, in the digital transformation period, we should focus on building a digital cultural environment suitable for the digital economy, digital society and digital citizens, adapting culture, and regulating sustainable development of the land. water in the context of the Fourth Industrial Revolution. Urgently develop cultural industries, build a healthy cultural environment, meeting Vietnam's requirements in the period of integration and digital transformation.

## 5. CONCLUSION

Developing sustainable Vietnamese national culture is an extremely beautiful, profound, and noble thought of President Ho Chi Minh, not only of great significance during the period of the national democratic revolution. but also has profound value in the work of building socialism. Ho Chi Minh's thoughts on culture are the basis and foundation for the Party to build a path to develop an advanced Vietnamese culture imbued with national identity in the current period with basic orientations, such as: Building a system of cultural values and human standards associated with preserving and developing the Vietnamese

family value system; building Vietnamese people in a new era, closely linked and harmonious between traditional values and modern values; building a truly clean and healthy cultural environment, improving people's conditions for enjoying culture; protect and promote good and sustainable values in Vietnamese cultural traditions; associate the preservation and promotion of traditional Vietnamese cultural values with proactive and active international cultural integration, building Vietnam into an attractive address for international cultural exchange; selectively absorbing the quintessence of human culture in accordance with Vietnamese practice, gradually bringing Vietnamese culture to the world.

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# STUDY ON THE POLICY FRAMEWORK ON HUMAN RESOURCE DEVELOPMENT FOR GREEN INNOVATION IN VIETNAM

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**Abstract:**

*Green innovation (GI) over the past decades has grown and expanded due to its essential and widespread applications along with environmental awareness and service delivery of green products and applications. Vietnam is restructuring the economy, innovating the growth model from "brown" to "green", and developing based on a green economy, digital economy, circular economy, and knowledge economy. Green economy and green transformation are important long-term growth drivers, especially relying on science, technology, and innovation for development. Promoting green innovation to realize sustainable development goals is a suitable approach in the current global and domestic context. To be proactive and adapt to this trend, in addition to policies to promote innovation, develop human resources in science, technology and innovation with high qualifications and creative capacity. This article studies an overview of the policy framework on human resource development for green innovation in Vietnam and offers some complete solutions.*

**Keywords:** Innovation, Green innovation, innovative human resources.

## 1. INTRODUCTION

The world is entering a new era, the knowledge economy, green economy, circular economy are the development direction of many countries. Faced with the trend of climate change and the new global context, environmental protection and response to climate change in our country must move to a new stage, and need to be placed in a central position, towards implementation. Global goals are implemented effectively, substantively, and transparently to promote the building of a green and circular economy. Green innovation is the most important topic on the agenda for environmental policy and sustainable development, as well as economic recovery in the context of the economic crisis caused by the impact of the epidemic. To carry out this innovation process, human resources willing and proactive in implementing green innovation are the key issues for Vietnam's success in this trend.

Mechanisms and policies to develop human resources for green innovation in Vietnam today still have many shortcomings and limitations, that have not yet promoted and supported subjects participating in the green innovation process. Current legal regulations supporting and promoting green innovation are not synchronized, inconsistent, or unclear, creating barriers to administrative procedures, service costs are still high, and have not created a premise and basis for the development of green innovation. Legal regulations have not created a legal basis to encourage investors and businesses to participate in green innovation.

To date, research on the policy framework for developing human resources for green innovation in Vietnam is quite limited, with no comprehensive and systematic research on

policies and laws. green innovation law. Research has also not provided recommendations or proposals to improve the legal environment, perfecting a legal system that is not yet focused and comprehensive to resolve the difficulties and obstacles that businesses are encountering during the process implementation of green innovation activities in Vietnam. Not many projects have studied and learned from the legal experiences of other countries to improve legal policies on human resources in green innovation activities in Vietnam.

## 2. LITERATURE REVIEW

Research on green innovation and human resource development to serve the green innovation process. Typical studies are the following:

Authors Javier Aguilera-Caracuel and Natalia Ortiz-de-Mandojana (2013) make the observation that: Green innovation (GI) is a key factor in maintaining environmental management. environment and is of vital importance to organizations and communities. Green innovation incorporates technological innovations that save energy, prevent pollution, or enable waste recycling, and can include green products, corporate environmental management.

According to authors Chen, Y., Lai, S. & Wen, C (2006), when studying the connotation of green innovation, most scholars mainly start from the content and goals of green innovation. From a content perspective, the authors believe that green innovation is innovation related to green production processes or green products, including pollution prevention, energy saving, waste use, management environment, and product design.

From a goal perspective, scholars Driessen, PH, Hillebrand, B., Kok, RAW & Verhallen (2013) believe that green innovation is an innovation that can significantly improve environmental benefits. Besides, some scholars (Sarkis, J. & Cordeiro, JJ (2001) argue that green innovation will increase

enterprise resource investment, making the enterprise's already limited resources more scarce and will not be conducive to increasing efficiency. business activities. Scholars such as Porter (Porter, ME & Linde (1995) believe that enterprise green innovation can not only improve the resource utilization rate of enterprises but also reduce enterprises' production costs, thereby increasing operational efficiency and business income.

According to Lin, H., Zeng, SX, Ma, HY, Qi, GY & Tam, VW Y (2014), institutional theory suggests that the pressure of environmental regulations is the driving force for businesses to implement green innovation. Several scholars have studied the relationship between environmental regulations and green innovation. Authors Shenggang, R., Qiulian, X. & Duojun, H (2018) suggest that environmental regulations are an important factor influencing green innovation. Using panel data of Chinese manufacturing enterprises from 2011 to 2015, it is concluded environmental regulations will positively influence green innovation of manufacturing enterprises. Besides, authors Aldieri, L., Kotsemir, M. & Vinci, C. P (2020) propose that green innovation is an important method for firms to cope with environmental pressures and that there is an important relationship between knowledge procurement strategies and green innovation.

Authors Xie, R., Yuan, Y. & Huang, J. (2017), the authors divide environmental regulations into command-controlled environmental regulations and market-incentivized environmental regulations. They believe that command-controlled environmental regulations have a threshold impact on green growth and market-driven environmental regulations have a threshold impact on green growth. At the same time, they believe that environmental regulations have temporal heterogeneity in green technology innovation. In the short term, environmental regulations harm green technology innovation, and in the long term, environmental regulations

have a positive impact on green technology innovation.

In Vietnam, innovation and laws regulating innovation activities in recent years have been of interest to researchers. Through the studies reviewed above, it can be seen that research on policies and laws on green innovation in Vietnam has not been given time by researchers to analyze and evaluate theoretical, as well as the practice of laws regulating green innovation activities in Vietnam. In addition, there have been no studies comparing foreign legal experience on green innovation to provide recommendations and proposals to improve the legal framework for green innovation in the current period.

In the content of the "Business Legal Flow Report" in 2021, up to now, Vietnam does not have any separate legal policy framework to conduct testing of creative and innovative startups (regulatory sandbox). onion. Meanwhile, the lack of this mechanism not only limits the innovation of businesses but also causes Vietnamese businesses to lose on their turf, as well as limit investment attraction.

Workshop with the theme "Mechanisms and policies to create breakthroughs for innovation and startups in Vietnam". The presentations evaluated the difficulties and obstacles in mechanisms and policies for innovation and entrepreneurship and proposed solutions to promote the innovative entrepreneurship movement for young people. In addition, it is necessary to have an ecosystem and institutional framework for innovation, strongly promoting business freedom, because institutionally, investment laws allow people to do business in anything. The law does not prohibit or limit it.

The summary book "Policies to promote green innovation of some countries" is based on policy research of countries, to see the importance of innovation and green development for the future of the world in general and Vietnam in particular, in which strategies and policies are the An important tool to guide emerging economies like Vietnam.

Authors Tran Thi Minh Tram and Le Van Phuc (2023) believe that human resources in science, technology, and innovation play a decisive role in the process of promoting industrialization, modernization, and development. Sustainable socio-economic development is a core factor to ensure economic development, deep integration, sustainability, and stability in the context of knowledge-based economic development.

Up to now, the theoretical and practical foundations of green innovation activities in Vietnam are still quite lacking and have not received much research attention. This article will provide theoretical and practical issues to evaluate the policy framework on important aspects of human resources for the green innovation process in Vietnam.

## 3. METHODOLOGIES

The article uses the methods of analysis, synthesis, comparison, contrast, interpretation, induction, etc., which are common in social science research in general and in legal research. In particular to carry out the set contents. Methods are used flexibly to evaluate and analyze theoretical issues and the current situation of policies and laws regulating green innovation activities in Vietnam. At the same time, make comments, propose criteria, and propose solutions to improve legal regulations on green innovation to meet the development and integration of Vietnam's economy.

## 4. RESULTS AND DISCUSSION
### 4.1. Green innovation and green innovation human resources

Green innovation is the development and commercialization of new methods to solve environmental problems through technological innovations including product, process, organizational, and marketing improvements.

Green innovation policies are policies that seek and enable green innovation processes by encouraging broad innovation or favoring specific technologies. Green innovation is the innovation that businesses make in preventing and controlling pollution, product design, and utilizing waste in the production process or products of the business to minimize negative impacts and benefits in the production and business process.

Innovation not only needs to do well in environmental protection factors but also needs to do the right thing in innovating products, services, processes, and standards, closely following demand and competition factors in the industry market. Green innovation is the only way to survive, not only for people but for businesses, especially small and medium enterprises. Businesses that aim to go green and seize new growth opportunities based on green innovation and sustainable development will need stronger support through access to green finance sources, market connections and other incentives, and international resources.

To achieve the above goal, science, technology, and innovation are identified as key solutions. Vietnam's policies, mechanisms, and solutions in recent times have focused on improving the business environment, promoting creative startups, and developing industries, fields, and businesses on a strong application platform with strong achievements in science and technology. In particular, manufacturing business activities in the direction of integrating green and digital transformation are an inevitable trend that promotes businesses to proactively develop in the context of the 4.0 Industrial Revolution and sustainable development.

Policy aspects for green innovation include: research and innovation funding, green innovation human resources, research and technology infrastructure, innovation system coordination mechanisms New green innovation, assessment and measurement.

## 4.2. Current status of green innovation human resource policy framework in Vietnam today

In Vietnam today, the policy of encouraging and promoting innovation and creativity is one of the most important decisions of the Government in the digital technology age. As a result, the GII Report (Global Innovation Index) 2021 of WIPO (World Intellectual Property Organization) recognized Vietnam as a model among the 50 economies with the most significant progress in the world. Resolution No. 26-NQ/TW dated May 19, 2018, of the 7th Plenum of the Central Committee (term, conditions to promote innovation and creativity to serve the development and have a mechanism to protect officials who dare to think, dare to do, dare to make breakthroughs, and dare to take responsibility for the common good".

Over the past years, the Vietnamese government has adopted policies to increase macroeconomic stability, enhance the investment and business environment, promote human resource development and encourage innovation, and liberalize the legal environment to encourage more foreign investment in the information technology sector. Green innovation market development policy includes: environmental standards policy, product standards (13 Vietnamese Standards, 59 Vietnamese Standards on environment); climate policy (National Action Plan on Green Growth; supporting regulations on energy efficiency); Support policies for green production and consumption (National Action Program on Sustainable Production and Consumption for the period 2021 - 2030; Law on Environmental Protection 2020 regulates green procurement, circular economy, responsibility expansion of manufacturers; Vietnam Green Label Program encourages businesses to design and produce environmentally friendly products; The current Corporate Income Tax Law stipulates many

preferential and encouraging policies. Innovative enterprises, aiming for green growth. In addition to climate and environmental protection policies, the Vietnamese Government is developing and implementing policies to develop the digital economy and digital society. It is determined that the proportion of the digital economy will reach 20% of GDP by 2025 and 30% of GDP by 2030 (Nguyễn Xuân Hải, 2023).

Vietnam's innovation has passed the stage of quantitative development and has now entered a critical stage, requiring a lot of in-depth investment to create high-quality and innovative startups international level. To do this, human resource development is identified as one of the most important foundations. However, high-quality human resources in Vietnam's information technology, computer engineering, automation... industries have not met the market's needs. Currently, science, technology and innovation human resources working in businesses account for a low proportion. The lack of highly skilled technical workers is limiting the ability of businesses in the area to absorb and master technology. Therefore, most businesses are small, medium, and micro-sized, with low competitiveness and little ability to reach the international level; mainly participating in some stages of the production network and global value chain, there are not many key products with national and international brands (Tran Thi Minh Tram, Le Van Phuc, 2023).

Vietnam still lacks high-quality human resources, initiative, and innovation, especially in attracting and using high-quality human resources also faces difficulties due to the problem of brain drain due to work training, unsuitable working conditions, slow reform of salary regime, lack of support and development environment.

To solve the problem of high-quality human resources, make the most of technological

advances to improve labor productivity, efficiency and enhance the economy's new competitive advantage, Vietnam needs to build policies to develop unified and synchronous high-quality human resources to attract, recruit, train, foster, arrange, use and utilize effectively and reasonably. Green innovation must be based on modern science and technology, suitable for Vietnamese conditions, high-quality human resources, and combining internal resources with expanding international cooperation.

For the green innovation process in Vietnam to take place quickly and sustainably, it is necessary to continue creating an attractive business and investment environment to attract resources and facilitate production and business activities development, Vietnam must build a legal environment to develop the digital economy. Regarding human resource development, it is necessary to have policies to train the workforce to keep up with current trends in digital technology and green innovation.

## 4.3. Issues in completing the policy framework for developing green innovation human resources in Vietnam

Document of the Party's 13th National Congress sets out the country's development orientation for the period 2021 - 2030, which is: "Creating a breakthrough in fundamental and comprehensive innovation in education, training, and development." High-quality human resources, attracting and appreciating talents. Promote research, transfer, and strong application of the achievements of the Fourth Industrial Revolution in all areas of social life, focusing on several key industries and fields with potential and advantages to motivate growth in the spirit of catching up, moving forward, and surpassing in some areas compared to the region and the world".

Current reality requires comprehensive policies and regulations to promote innovation activities

in general and develop human resources to meet the needs of green innovation in Vietnam. Aspects of those policies and regulations are shown as follows:

*First*, focus on perfecting the legal corridor and policy system to support green innovation (with special priority to promote the role, effectiveness, and efficiency of prescribed policy tools) in environmental protection law and other relevant laws), including regulations on standards and technical regulations; tax, finance and investment policies; market and consumer policies; policies on education, training, research and development; Environmental industrial development policy for products, equipment and technology serving the implementation of green innovation, other policy tools and policies to encourage links between industries, fields, locality in implementing green innovation (Nguyễn Xuân Hải, 2023).

*Second,* it is necessary to be properly aware of the importance of developing human resources in science, technology, and green innovation which is an inevitable trend in the world especially in developing countries like Vietnam. Therefore, attracting and developing high-quality human resources is important for the country's socio-economic development process.

*Third,* some policies focus on training and developing science, technology, and innovative human resources with high qualifications and creative capacity. Strengthen training activities in science and technology, innovation, and digital economy. Strengthen the direction of green industry development trends, research and develop new energy sources and new environmentally friendly technical machinery.

*Fourth*, there are investment policies to build a team of highly qualified science and technology human resources. Build and perfect the overall strategy for developing science, technology, and innovation human resources. Quickly build a team of leading scientists, and gradually raise the standards of leading scientists to approach standards in developed countries. Continue the program of selecting and sending train highly qualified science and technology human resources in priority and key fields in countries with advanced science and technology.

*Fifth*, there needs to be a comprehensive policy in promoting and innovating the training of human resources in science, technology, and innovation. There is a need for policies to implement solutions to improve the quantity and quality of science, technology and innovation human resources to meet the needs of the business sector. Innovate training programs for science and technology human resources in colleges and universities to meet the requirements of the labor market. Create connection channels between training institutions and businesses to unify the needs for human resources for scientific research, technology development, and innovation of businesses. Establish a mechanism to encourage enterprises in the engineering and technology industry to accept interns from the university sector. Diversify human resource training forms and materials for businesses through digital technology, social networks, and communication channels. Issue handbooks on technology management and organize training programs for businesses.

*Sixth*, promulgate policies to encourage and support businesses to develop green innovation human resources for businesses and society. Promote socialization and diversification of training programs for green innovation human resources for businesses at different levels/levels. Introduce knowledge about green innovation, digital economy, innovative startups, and intellectual property into various training programs. At the same time, fostering and improving skills for workers to support workers in maintaining jobs, changing jobs and adapting to the strong innovation trend in Vietnam today.

*Seventh*, have a policy to promote the attraction and transfer of human resources in science, technology, and innovation based on reviewing and amending regulations to encourage the two-way transfer of human resources between the public and private sectors; Have mechanisms and policies to attract highly qualified human resources from abroad and overseas Vietnamese to participate in domestic science, technology and innovation activities.

*Eighth,* develop scientific, technological, and innovation potential. Arrange the system of public science and technology organizations by the priority orientations of science, technology, and innovation, socio-economics of the country, industry, region, and link research with training. Focus on forming domestic human resources and attracting foreign experts and overseas Vietnamese experts with high qualifications and creative capacity, following the requirements of industrialization in the new context.

## 5. CONCLUSION

Currently in the world and Vietnam, promoting green innovation is considered an important solution to innovate the growth model, promoting rapid and sustainable growth. Vietnam is facing the need to develop the workforce to take advantage of the digital transformation, energy, and automation revolutions, harmoniously combining the requirements of attracting foreign direct investment to transfer technology and advance technology to master design, production, and trade... along with improving the quality of human resources. In addition, it is necessary to focus on perfecting human resource training mechanisms and policies to stay one step ahead in the process of green transformation, digital transformation, and knowledge economy.

The State plays a leading role, in creating a legal framework and providing initial support for businesses to research and apply green innovation; The business community plays a core and pioneering role in applying technology and green innovation in production and business activities, optimizing resources, creating green products and services; S&T organizations proactively research green technology, strengthen international cooperation in scientific research, development and application of green technology; International organizations continue to support Vietnam in policy planning to promote research, application of green innovation, human resource training, and green technology transfer (Center for Research and Development of Science and Technology Communications, 2023).

With the goal set for 2030, science, technology, and innovation are developed sustainably, truly becoming the driving force for human growth, contributing decisively to turning Vietnam into a developing country. Develop modern industry, high average income; contributing to the comprehensive development of culture, society, people, ensuring national defense - security, environmental protection, and sustainable development, enhancing Vietnam's international position and reputation; The potential and level of science, technology, and innovation reach advanced levels in many important fields, among the leading groups in high-middle-income countries; The level, technological capacity, and innovation of enterprises are above the world average; Some fields of science and technology reach international level. Vietnam's innovation ecosystem has passed the stage of quantitative development and has now entered a critical stage, requiring a lot of in-depth investment to create quality creative, high-quality, and international level. Policies need to focus on developing digital human resources, and equipping businesses and workers with technology and digital skills because creativity and innovation play an important role in building a sustainable human resource.

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# LESSONS FROM PHAN CHAU TRINH'S ECONOMIC THOUGHTS FOR VIETNAM TODAY

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**Abstract:** *PhanChau Trinh (1872 - 1926), the leader of the Duy Tan movement, with his economic thoughts, left a bold mark on Vietnam's development history in the late 19th and early 20th centuries. From going through and clarifying the main contents of PhanChau Trinh's economics thoughts, the article also points out and analyzes the lessons that Vietnam can apply to its renovation, development and integration processes today.*

**Keyword:** Phan Chau Trinh, thoughts, economics thoughts, application, Vietnam

## 1. BACKGROUND

In the late 19th and early 20th centuries, the French colonialists invaded Vietnam and turned it into a colonial, semi-feudal society. The Vietnamese feudalism and Confucian ideology proved increasingly powerless against the demands of the anti-aggression fight for national independence. In that context, Phan Chau Trinh (1872 - 1926) emerged with many ideas and tendencies of country renovation in a progressive direction related to economics, politics, culture and social life. When studying Phan Chau Trinh's thoughts on economics in his ideological system, we can see that it contained new, revolutionary and progressive contents, showed patriotism and enthusiasm and reflected the contemporary situation associated with economic, political, cultural and social conditions in the early 20th century but the most important issue was independence and self-strength for the nation. National independence and self-strength were the ultimate goals of Phan Chau Trinh's economic thoughts. The contents of economics thoughts initiated by Phan Chau Trinh have so far been thought back to have the same values and historical lessons for Vietnam today.

## 2. MATERIALS, METHODS AND TECHNIQUES

*Theoretical basis*

Based on the theoretical basis of Marxism-Leninism, Ho Chi Minh's thoughts, guidelines and policies of the Party and State on teaching, researching and studying political theory subjects, social economic development.

*Practical basis*

The process of leadership, direction and implementation of the Party, State, and localities (higher education institutions) in the research, teaching and learning of political theory subjects.

*Methods*

The article uses dialectical materialism and historical materialism in research and specific methods include: analysis, synthesis, logic and history.

*Techniques*

The article using the technique of document analysis are the works of Phan Chau Trinh, mainly the Anthology of Phan Chau Trinh, Da Nang Publishing House in 1995 by Nguyen Van Duong as well as a system of related documents, research, teaching and learning political theory subjects in particular and Vietnam's socio-economic development in general.

## 3. CONTENTS

**Basic contents of Phan Chau Trinh's economics thoughts**

The formation of Phan Chau Trinh's ideological views on economics was attached to the socio-historical conditions of Vietnam and the world in the late 19th and early 20th centuries, on the other hand, it was also under the impact and influence by the Vietnamese nation's patriotic thoughts, Tan Thu thoughts and Renovation thoughts of the progressive patriotic intellectual class appearing in the 19th century. In general, PhanChau Trinh's thoughts on economics did not arise from the emerging bourgeois economy and society, but the national spirit, appeared before the feudal regime bankruptcy, with access to the external progressive thought trends affecting Vietnam at that time. Therefore, Phan Chau Trinh's voice was the common voice of the nation represented by the patriotic feudal intellectuals on the way to gropingly find a new truth with their patriotism and enthusiasm and most importantly goal of national independence and self-strength.

First of all, heightening the role of production was a clear content in Phan Chau Trinh's economics thoughts. During his lifetime, he was very interested in business development. In "Đạo đức và luân lý đông tây (East-West Ethics and Morality)" (10,878 words long) and "Quân trị chủ nghĩa và dân trị chủ nghĩa (Monarchy and democracy)" (8,432 words long) which were his two presentations in Saigon, Phan Chau Trinh said that "whoever holds commerce will hold the world" (Qui tient le commerce tienl le monde) [3, 207], so he advocated business development, shop establishment, commerce expansion, livelihood training for the people, and land reclamation association setting-up, plantation broadening and favourable terrain exploitation. He especially condemned the corrupt official class, and called them "licensed robbers". He highly appreciated people with a practical mind. He said that for anyone in the world who wanted to be rich, noble, and not self-pitiful for conscience, only going for trade, farming for a living would make them luxurious and earn a lot of money without committing bribery from the nation. According to Phan Chau Trinh, the people's life was made more and more prosperous, and the country's economy was developed with measures and organised towards self-reliance and self-strength. To achieve this goal, it was first required to remove the remnants and obstacles of the feudal regime, gradually gain national independence, build a strong democratic bourgeois state, a fair prosperous society, deploy social equality and enforce discipline and law in the country, etc.. To do so, it must make the people self-renovated by means of propaganda and support to refute "outdated Confucianism", backward feudal ethic behaviours which were deeply ingrained in the people's subconsciousness. The ruling feudal class worked hard to instil absolute loyalty to the king, loyalty to their contemporary royal dynasty, not loyalty to the fatherland and the country. In addition, it was necessary to implement the "thái Tây (Western world)'s" customs, use the national script to propagate and support patriotism, compatriotism and moral standards (which were bourgeois in essence) for citizens. On the one hand, it was making the people realize the "outdated customs" of Confucianism. On the other hand, it was making the people understand the age trend, and recognize that Vietnam was formerly a civilized country, in a favorable geographical position, rich in natural resources. However, the Vietnamese people were not entitled to such resources, and the country was still underdeveloped and poor, while other countries were civilized. In Vietnam at this time, there were persons who either "put their wisdom in useless places", for example, passion for music, gambling, fortune-telling, etc. or just enhancing literature, "persistently holding illegal taxes", or crouching under fame to "tự mình lại củng cố một căn tính nô lệ (reinforce a slave identity by themselves)". In particular, it was essential to educate the Vietnamese people to eliminate the

ideologies: firstly, it was considering "nội hạ ngoại di (insiders civilized and outsiders barbarous)" without knowing the techniques and skills in developed countries. Secondly, it was required to eliminate the idea of appreciation for the royal way. Thirdly, it was necessary to remove the view that the past was right and now was wrong. Fourthly, it was removing the conception of respect for officials and contempt for the people without knowing how to pay attention to a good or bad situation in villages.

Secondly, focusing on developing many business lines in different fields was prominent in Phan Chau Trinh's economics thoughts. According to him, a nation that desires to develop its economy must develop business lines to create products for social life. In particular, during his communication with Western civilization, as well as when reading Nguyen Truong To's cashier, Phan Chau Trinh was very fond of Nguyen Truong To's suggestion to the king that it was required to quickly send persons to Western countries for an apprenticeship. In his speech in Saigon (1925), he said: "There are also educated people like Nguyen Truong To who saw the king go to the West exploring their civilization, then send others there for study..." [2, 807]. Therefore, when communication with and movements of the Western civilisation developed and brought study opportunities, he called on the people to actively participate in country development. He wrote:

*"Quickly going to learn jobs,*
*We will teach each other after then"* [2, 129]

Business line expansion for economic development purposes was one of the contents Phan Chau Trinh cared about. The nature of the economy in his conception was not a self-sufficient economy but a commodity economy. That production must be exchanged with foreign countries, providing many goods on the domestic and export demands for economic accumulation. He wrote:

*"Professionsareracing more and more forwards,*
*Things are newer and newer for their good look.*
*Transporting them to sell in foreign countries,*
*External benefits are added to good internal ones.*
*A lot of profits increase with more and more capital,*
*Widetradingeverywhere in all four directions"* [2, 146]

Phan Chau Trinh was aware of the role of business line development for socio-economic development in general. He set up a program of self-establishing tree planting, cloth weaving and trading associations, commodity production and boarding goods trading facilities to serve and ameliorate the country's production. It could be said to be a new finding that contributed to positive transformation in socio-economic life [5, 149].

In his opinion, in order to develop the country's economy, it was essential to focus on, fortify and develop industry and commerce, at the same time, to improve agriculture, reclaim land to put into agricultural production, and expand economic exchanges with other countries. Phan Chau Trinh himself also paid great attention to practical activities in production movements and business line development, he directly learned to make tortoises while being exiled in Con Dao (1908-1910), develop films while in Paris, etc.. Thus, there was unity between his thoughts and actions, that is, valuing professional development. Here, we have somewhat clearly seen that in addition to having overcome the guidelines of removing the old and backward life patterns, paving the way for a new, more progressive lifestyle meaningfully critical of the obsolete practices and customs and establishing a new way of life of civilization, progress and humanity colours, through Phan Chau Trinh's economics thoughts, we have seen his awareness that national independence restoration strength

would depend on business line amelioration strength and the country's economic and financial potential improvement.

Analyzing Phan Chau Trinh's economic thoughts, we have found that he was a man with a modern vision. Other Renovation thinkers, including Phan Boi Chau, only looked at the country's economic development in general, with their immediate aim of improving the people's living standards. But Phan Chau Trinh clearly defined that the country's economy must be a commodity economy and the developed people's livelihood was a favorable condition for raising the people's awareness and spirit. Besides, he was also conscious of ownership, a particularly important issue in our modern society. He pointed out that the country's development must be based on focusing on and fortifying industry and commerce, improving agriculture, producing agro-forestry products for export, and relying on French policies for economic development. He encouraged the Vietnamese people to learn jobs, contribute capital to do business, improve machinery, work on schedule, produce many goods, trade with foreign countries for more capital, expand and develop the country and people's lives.

**Lessons applied to Vietnam today**

It can be said that for PhanChau Trinh's basic thoughts on economics, if the limitations of historical conditions and class nature had been ignored, we still draw the lessons and apply them to Vietnam today.

***Firstly, a lesson on seizing opportunities to promote economic integration***

During development, awareness of international and domestic historical conditions, and on that basis, analyzing the situation, setting out revolutionary guidelines and strategies in line with practices have become necessary for every country and people. During history's evolution, each different historical period has had its requirements and missions set forth, requiring thinkers to have a keen understanding of the

situation and change in thinking to keep up with and respond to history changes. Among the patriotic intellectuals at that time, PhanChau Trinh was one of the most typical representatives in the historical period of the early 20$^{th}$ century. He was freed from all traditional constraints, going out to find a way to save the country, to promptly set out the Renovation guidelines towards national liberation.

Phan Chau Trinh once wrote: "a race wishes to be like a civilized one, which can be thanks to self-independence and self-strength only". During the current renovation, we must build, consolidate and develop national bravery on a par with other countries and the age regarding both awareness and practical activities for country development. The sense of self-reliance and self-strength in the current context is very important, laying a foundation for our rising to integrate into the world actively, not passively, without obsession. The sense of self-reliance and self-strength must be synchronized in all aspects of the economy, politics, culture, science - technology, theory, etc. to ensure sustainable development. In addition, integration and cooperation trends are inevitable, so it is necessary to take advantage of all external resources for great renovation achievements in all aspects of social life. In the current context, Vietnam always attaches importance to generating and promoting synergy for quick and sustainable country development, including internal force promotion considered a decisive factor, external resource exploitation as an important factor, combination of national and age strength. The renovation takes place in the context of the stormingly developing scientific and technological revolution, increasingly growing and expanding knowledge economy, under the impact and influence of the fourth industrial revolution, etc. so Vietnam must actively use scientific and technological achievements, especially high technologies

(information technology, biotechnology, new material technology, nanotechnology, artificial intelligence, big data, etc.) along with knowledge economy achievements for socio-economic development, labor productivity increase, product quality improvement, industrialization and modernization shortening, "taking a shortcut to wait in front", favorable domestic environment building, and the world's modern advanced science and technology application for the sake of rich people and a strong country.

Today, economic globalization has become an objective trend, a vivid reality, including both positive and negative sides, opportunities and challenges, strongly affecting all countries and peoples in the world. Being quickly aware of such a trend, the Party and State of Vietnam have set forth the guidelines of proactively integrating into the international economy, implementing independent and autonomous foreign policies along with multilateralizing and diversifying international relations. Up to now, our country has established stable relations with major countries, and foreign and trade relations with many countries and territories; we have had economic integration at all levels (bilateral, regional and global), joined AFTA, ASEM, APEC, WTO. Intensive and extensive international economic integration has contributed to making Vietnam an important part of an economic net with the world's leading economies. Especially in the last 2 years, Vietnam has taken part in the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) (2018) and most recently signed a Free Trade Agreement with the European Union (EVFTA; 2020). Via external relation expansion and regional and international economic integration, Vietnam has attracted an increasing amount of foreign investment capital in the forms of direct investment (FDI) capital, and development assistance (ODA) capital; also established credit relations with international financial-

monetary institutions, made use of a significant amount of concessional loans from the World Bank (WB), International Monetary Fund (IMF), Asian Development Bank (ADB); at the same time, taken advantage of advanced science and technology, foreign management experience, and expanded import and export markets to develop the country. On the other hand, thanks to expanded international cooperation, international friends can better understand the country and people of Vietnam, and show more affection, support and help for Vietnam's renovation. Thereby, Vietnam has also contributed to the common struggle of the progressive people in the world towards the age's common goal of peace, national independence, democracy and social progress. On the immediate development path, Vietnam has both opportunities and difficulties and challenges intertwined. The ongoing anti-COVID-19 pandemic fight is a particular example, so the lesson on seizing opportunities to promote economic integration while studying and learning about Phan Chau Trinh's economics thoughts is still not old in the current period.

### *Secondly, a lesson on improving the people's quality of life*

Economic poverty has been one of the root causes of socio-political instability. Therefore, focusing on and seeking solutions to improve the people's quality of life would play a very important role in socio-political stability as well as our national construction and defense cause. At present, attention to issues of the "people's livelihoods" or "livelihoods of the people" is of humanistic thought and humanity. The "people's livelihoods" is often explained as the people's life, but mainly emphasizes the people's essential needs. Such needs of course include material and spiritual needs. However, when it comes to the "people's livelihoods", most concentrate on the material aspect and pay little attention to the spiritual aspect of the people's livelihoods. In fact, the "people's

livelihoods" is a historical category. In the condition that the people are not satisfied with the minimum needs: food, clothing, residence, travel, or in other words, when the basic right to survival is not solved, it will be hard to guarantee an improved people's quality of life!

In the context of the "people's livelihoods" becoming a focus in Vietnam today, the first mandatory requirement for the government is to further care for and solve difficulties and improve a business investment environment for the people, to look more after socio-cultural development, to improve the people's material and spiritual life, to promote civilized urban ward building movements, including attention to propagating and mobilizing the people to keep environmental sanitation, replicating good models. In addition, it is necessary to continue to better implement social security policies, quickly solve urgent issues of the people's interest, synchronously perform social policies, aim at sustainable poverty reduction, social welfare enhancement, narrowing the rich-poor gap between urban and rural areas; add solutions to encourage organizations and individuals to make investments in remote areas; consolidate socialization of poverty reduction, focus on and prioritize resources for socio-economic development, sustainable poverty reduction in mountainous and remote areas, etc, accelerate administrative procedure reform, maintain solidarity, unity, promote democracy, uphold the sense of responsibility of each cadre, public officer and official in the state's apparatus.

In the current period, the COVID-19 pandemic continues to develop complicatedly and unpredictably, spreading widely and breaking out in many countries and regions across the world, greatly affecting economies in the world and countries as major partners of Vietnam. In Vietnam, it has been impacting many socio-economic aspects; the people's life has had many difficulties; many enterprises, business households and cooperatives have had to suspend their operations, decrease their production scale or produce in moderation, which has increased unemployment and job losses in the short time and the situation may be more complex if the epidemic lasts long. In order to share difficulties, ensure the lives of people and workers nationwide, and contribute to social stability, the Government of Vietnam has proactively made timely and appropriate decisions to help businesses and the people overcome difficulties, together with the participation of the whole political system, consensus and solidarity of the whole people and the whole army, which has brought strength to help Vietnam basically control the COVID-19 epidemic and maintain macroeconomic stability, social stability, strengthen cooperation and share experiences, equipment and medical supplies with countries, which has been recognized and highly appreciated by the world.

Phan Chau Trinh's renovation thoughts aimed at not only educational, political and cultural issues but also economic issues, the lesson on improving the people's quality of life is still a content of great theoretical and practical values for Vietnam today.

## 4. CONCLUSION

Phan Chau Trinh's economic thoughts have been quite comprehensive, profound, systematic, reflecting the reality of life and bearing an imprint of the age. Although there have been certain limitations in awareness and practices, it is clear that his thoughts and activities have made an important contribution to special change in the Vietnamese people's thinking, awakening the people's awareness of the people's livelihoods. His economic thoughts have a worthy position in the history of Vietnamese thoughts, great significance in the practice of seizing opportunities to promote economic integration and improve the Vietnamese people's quality of life today. Applying his economic thoughts is also an expression of "revising the old to know the

new" when it is also necessary to consider the past to know the present for Vietnam's contemporary development today./.

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[11]. Sinh translates thiên hà as "empire," though the term means "all under heaven" or "world," probably because for the Chinese at the time, the knowable world was their empire.

[12]. Trinh is speaking of Chinese and Vietnamese rulers, the latter being influenced by China's rule over Vietnam (111 BC to AD 938).

# THE TRANSFORMATIONS IN THINKING - POLICY - ECONOMIC LIFE IN VIETNAM DURING THE PERIOD OF RENOVATION (1986 - 2022)

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**Abstract**

*After 35 years of implementing the Renovation policy in Vietnam (1986-2022), the country has achieved a "socialist-oriented market economy that continues to develop; improved growth quality...". This success can be attributed to significant shifts in economic mindset, positive changes in economic policies, and subsequent advancement in economic livelihood.*

**Objective:** *Evaluate the transformation of economic mindset, policy changes, and economic livelihood during the 35-year implementation of the Renovation policy in Vietnam.*

**Motivation:** *Affirm the success of the Renovation policy in shaping the Party's economic leadership mindset and its influential role in Vietnam.*

**Methodology:** *Three-part structure: historical description, evaluation, and conclusion. Research methods include historical analysis, logical reasoning, statistical analysis, and comparison.*

**Findings:**

*- Summarize the progression of Renovation, emphasizing breakthroughs in economic mindset and comprehensive theoretical awareness.*

*- Assess the current state of economic mindset transformation, a prerequisite for comprehensive Renovation theorization in Vietnam.*

*- Evaluate the relationship between mindset, policies, and economic livelihood during the Renovation period.*

**Practical Significance:** *Provides valuable insights into the Party's leadership experience in economic development.*

**Keywords:** economic mindset, economic policies, economic livelihood, Party's orientation, state policies.

## 1. THE PROCESS OF FORMING INNOVATIVE ECONOMIC THINKING - THE THEORETICAL COGNITIVE PREMISE OF COMPREHENSIVE INNOVATION IN VIETNAM

*** The process of finding ways to innovate the country with local breakthroughs in economic thinking, creating a premise for forming theoretical awareness for comprehensive innovation**

The pre-Doi Moi period, originating from the consequences of the long war, from the limitations of the subsidized bureaucratic centralized economic management mechanism, along difficulties caused by the US embargo... made Vietnam face a serious socio-economic crisis, such as: low economic growth; Hyperbolic and prolonged inflation; the balance of payments is seriously imbalanced; high unemployment rate... Faced with that situation, some localities spontaneously sought ways to solve the problem of economic thinking, the form of "undercover contracting" - household contracting began to appear from Do Son ( Hai Phong), Vinh Lac (Vinh Phu) gradually spread to many other localities such as contracting at

Con Dao - Vung Tau Fishing Enterprise, contracting at Ho Chi Minh City Bus Company... The path of innovation in Vietnam starts from life, from the people, from the bottom up: factories tear down fences, get under fences... The state repairs fences, changes economic institutions. That path from conflict to consensus, while paving the way, to "finding stones across the river".

During the years 1979 - 1986, Vietnam had three steps of local innovation in economic thinking before forming a comprehensive innovation policy at the 6th Party Congress. Specifically:

*The first breakthrough step* occurred at the 6th Plenum of the 4th Central Committee in August 1979, where efforts were made to "seek a way out" of the economic crisis and stagnation by adopting robust strategies and measures to enhance production and stabilize livelihoods. This breakthrough marked the initial stage of the renewal process in Vietnam.

Subsequently, Vietnam undertook improvements in the economic sector towards a market-oriented direction. For instance, the allocation of products to groups and individual workers in agricultural cooperatives is based on Directive No. 100-CT/TW (January 13, 1981) issued by the Central Committee. Additionally, the expansion of remuneration forms, such as product-based wages, was enacted through Decree No. 25/CP and No. 26/CP (January 21, 1981) by the Government.

The 8th Central Committee Meeting of the 5th term (6-1985) is regarded as *the second breakthrough*, with a resolute decision to abolish the centralized, bureaucratic, all-encompassing mechanism and implement a single-price mechanism; transferring all productive business activities to the socialist commercial accounting mechanism...

During the preparation process of the Draft Political Report for the 6th Congress (8-1986), the Politburo thoroughly considered three important issues in the field of economics: production structure, renovation of the socialist-oriented market economy, and economic management mechanisms. As a result, the Conference concluded on several fundamental issues related to economic viewpoints, marking *the third breakthrough* in the Party's renewal of ideological thinking.

The above initial breakthroughs have influenced the fundamental redrafting of the draft Political Report submitted to the 6th Congress of the Communist Party of Vietnam.

Historical practice in the late 80s of the twentieth century has proven: that without the three local breakthroughs mentioned above, there would have been no comprehensive innovation at the 6th Congress.

*\* **The process of innovating economic thinking from partial to comprehensive, has been completed step by step through each Party Congress during the Doi Moi period (from 1986 to present):***

The 6th Congress (December 1986) marked the beginning of the comprehensive innovation era in the country. With the motto "looking straight at the truth, accurately evaluating the truth, and speaking the truth"[1] the 6th Congress clearly pointed out the achievements, limitations, and mistakes, and explained the reasons for them. It drew four lessons of experience and set out five major directions for economic development. The Congress emphasized the goal of achieving self-sufficiency in production with accumulation, and initially creating a rational economic structure, with a focus on developing three "major economic programs: food agriculture, consumer goods, and exports" [2], considering them as the fundamental contents of industrialization in the first phase of the transitional period towards socialism.

If 1986 marked a significant transformation in economic mindset, then 1989 can be regarded as a major turning point in economic policies and the economic life itself, with important events such as the 6th Central Committee Plenum (Session IV) which introduced measures to deal with the long-lasting inflationary risk - "mainly through eliminating subsidies through the budget and credit, along with innovation in management mechanisms." Starting from the second quarter of 1989, the system of rationing coupons in Vietnam was

completely abolished after a phased elimination over three years, marking the beginning of a new era for the circulation of goods, products, and services.

The 7th Party Congress (June 1991) adopted important documents: The Guidelines for Building the Country during the Transitional Period to Socialism, and the Strategy for Stable and Sustainable Socioeconomic Development of Vietnam until 2000. The Congress affirmed the development of a multi-component commodity economy that operates based on a market mechanism, under state management, and in the direction of the socialism-oriented market economy.

In January 1994, the 7th mid-term National Delegates Conference required: to help the country overcome: "the risk of falling further behind economically; the risk of deviation from socialism" [3].

The 8th Party Congress (June 1996) stated clearly: "The first task of the transition period is to prepare the premise for basic industrialization of the citadel to allow the transition to a new period. industrialize and modernize the country" [4].

The 9th Party Congress (April 2001) marked the beginning of the 21st century and "defined the general economic model of the transitional period to socialism in Vietnam as the development of a multi-component commodity economy operating under a market mechanism and state management, in the direction of socialism-oriented market economy"[5]. This was a breakthrough in economic mindset and the practical leadership of the Party in the overall renovation cause.

The 5th Central Committee Plenum of the 9th term (February 2002) was a notable milestone with resolutions such as "Continuing Renewal, Accelerating Industrialization, Modernization of Agriculture, and Rural Areas for the 2001 - 2010 period" (2-2002) and "Regarding the Continued Renewal of Mechanisms, Policies, Encouraging and Creating Conditions for the Development of the Private Economy" (Resolution No. 14-NQ/TW on March 18, 2002). These resolutions provided leverage for

the overall development of the economy and particularly strong growth of the private sector, which increasingly contributed to the national socio-economic development.

The 10th Party Congress (January 2006) reviewed the 20-year implementation of the renovation policy (1986-2006) and set the overall goals and directions for the 2006 - 2010 period. These goals included: "Enhancing the leadership capacity and fighting strength of the Party, harnessing the strength of the entire nation, achieving early escape from underdevelopment; and laying the foundation for Vietnam to fundamentally become a modern industrialized country by 2020" [6].

From the motto "look straight at the truth, speak the truth, promote the spirit of serious self-criticism...", the 11th Party Congress (January 2011) decided to supplement and develop the 1991 platform, define the 10-year strategy for socio-economic development (2011-2020), and set out the directions, objectives, and tasks for the 5-year period (2011-2015)" [7].

The 12th Party Congress (January 2016) stated that "The socialist-oriented market economy in Vietnam is a fully functioning and coordinated economy governed by the laws of the market while ensuring a socialist orientation appropriate for each stage of the country's development, with the goal of a prosperous people, a strong nation, democracy, equality, and civilization" [8].

By the 13th Congress (January 2021), economic development requirements were comprehensively mentioned: synchronously perfecting institutions, building an environment to promote investment, production, and business, and ensuring Stabilize the macro economy, promoting industrialization and modernization of the country, improving the competitiveness of the economy, connect domestic and international markets… [9].

With the implementation of the above basic policies, from 2001, Vietnam has aimed to build a nation that is affluent, powerful, just, democratic, and civilized, guided by the principle of being a reliable friend and partner to all countries within the international community.

Vietnam has undergone significant transformations and achieved remarkable accomplishments in its socio-economic landscape: constant economic growth that has lifted the country out of underdevelopment and placed it into the group of developing nations with relatively low average income levels; the scale of the economy is expanding...

## 2. MAJOR SHIFTS IN ECONOMIC THINKING TYPICAL OF VIETNAM DURING THE DOI MOI PERIOD

From understanding the Party's policies, through economic development practice, we can generalize some new transformations in typical economic thinking in Vietnam during more than 35 years of innovation as follows:

*(1) The shift in economic mindset can be observed in the transition from a non-commodity, non-market economy to a multi-component economy characterized by a commodity-based market economy.* Prior to the period of renovation, Vietnam pursued a non-market socialist economy in which non-socialist economic elements were not permitted to exist or develop. Through the practical exploration of the renovation pathway, as analyzed above in the context of three specific stages of local reforms, it becomes evident that during Vietnam's transition to a socialist-oriented market economy, non-socialist economic elements continued to exist and contribute, underscoring the distinctive feature of a multi-component economy. Similarly, in the pre-renovation period, commodity production remained merely a formal practice, despite some degree of labor division, lacking relative significance in economic terms among producers. However, during the Renovation period, the commodification of production became recognized and increasingly efficient in practice. The emergence of new industries further enriched labor divisions.

It can be observed that the process of renovation and the development of the Party's economic theoretical thinking have been consistent and increasingly characterized by a high level of systematization and coherence. This has ensured unity and harmony between breadth and depth, development and integration during the process of developing a market-oriented socialist-oriented economy. The Party's economic theoretical thinking has constantly improved from the 6th to the 8th Party Congresses, there have been fundamental and profound changes in the thinking about the market economy: the market economy is not an exclusive product of capitalism, but a common achievement of humanity that we have the right to inherit; the market economy objectively exists during the transition to socialism because of the vitality and contribution of various economic elements - building a socialist-oriented economy does not negate the market economy; it is possible and necessary to use the market economy as a means to build socialism in Vietnam.

The reality has proven that this is the correct path, as evidenced by the economic and social achievements we have made over the past 35 years.

*(2) The shift in mindset regarding ownership forms can be observed from a single ownership model (collective and state ownership) to a multiple ownership model (state, collective, private), with a diverse economic structure in which various economic entities are allowed to freely engage in business activities and are equal before the law.* This represents a breakthrough in economic thinking, liberating the productive forces that were previously constrained in a centrally planned economy. The objective existence of multiple forms of ownership and various economic entities beyond state and state-owned economies has been acknowledged. Based on this recognition, correct orientations and policies have been formulated to develop an economy with multiple forms of ownership and economic entities, thus mobilizing resources for the construction of the country. By accepting and allowing the existence of multiple economic entities, the constitution and laws recognize and protect various forms of ownership. This is considered an important factor that creates momentum for economic development.

*(3) The shift in mindset about economic management mechanisms can be seen from a centralized command economy to a market-based economy, from eliminating the drive for development and individual initiative to emphasizing the importance of creativity, autonomy, and individual responsibility.* In essence, the process of innovation in Vietnam's economy is the search for the most optimal economic development model for the country by transitioning from a centrally planned and controlled economy (the old model that existed before 1986) to a market-oriented socialist-oriented economy – an economy with multiple components and state management guided by socialist principles, with the goal of making the country "prosperous, strong, democratic, equitable, and civilized." Accompanying this transition is the transformation of the economic system from a centrally planned system based on public ownership to a market-oriented socialist-oriented economic system based on multiple forms of ownership. The process of innovation necessarily involves the democratization of all aspects of economic and social life, the establishment of a socialist rule of law state by the people, for the people, and the construction of a democratic socialist society under the leadership of the Communist Party of Vietnam.

*(4) The shift in mindset regarding distribution involves transitioning from a uniform and equal distribution approach to diversifying distribution methods based on various factors such as labor contribution, asset contribution, and experience.* In a market-oriented socialist-oriented economy, the distribution relationship has shifted from the state being the primary decision-maker in distribution (both initial distribution and redistribution) to the market playing a role in determining the initial distribution, with the state playing a role in redistribution. The mechanism of resource allocation through physical supplies and quota-based allocation has been replaced by allocation based on efficient principles and criteria, focusing on key sectors and areas. This approach has contributed to improving transparency and efficiency in budget allocation

and overall social resource allocation. Not only does this help avoid resource wastage in society, but it also enhances the driving force for economic development.

*(5) The mindset shift regarding differentiation and exploitation involves transitioning from a period of transition that does not accept exploitation and does not accept the rich-poor divide, to accepting a certain degree of exploitation and accepting the rich-poor divide.* Changing thinking about differentiation and exploitation: from the transitional concept of not accepting exploitation, not accepting the gap between rich and poor, to thinking of accepting exploitation, accepting the gap between rich and poor to a certain degree. Harmonious awareness of forms of ownership. Forms of promoting productive forces (such as the private capitalist economy) are created with development mechanisms according to legal regulations.

*(6) The mindset shift regarding party members' involvement in private economic activities involves transitioning from the mindset that party members should not engage in private economic activities to the mindset that party members are allowed to engage in private economic activities.* Regarding this issue, after 20 years of comprehensive renovation, from late 1986 to 2006, Regulation No. 15-QD/TW (28-8-2006) issued by the 10th Central Committee Executive Board regarding party members engaging in private economic activities lifted restrictions on the scale of private economic activities that party members can engage in. However, they must serve as exemplary models in adhering to the Party's Charter, laws, state policies, and specific regulations of the Central Committee Executive Board. This regulation has created favorable conditions for party members who have capital and production experience to confidently and legitimately utilize their resources and capabilities to create wealth for themselves and their families, as well as to make positive contributions to economic and social development. In addition, the Party also focuses on developing the party within enterprises, monitoring and recruiting new party members

from private business owners and the labor force in private enterprises, in order to enhance the connection between the Party and the various economic entities.

*(7) The mindset shift regarding economic integration involves transitioning from a closed and self-reliant economic mindset, focused on substituting imports, to a mindset of building an open, mixed economy that actively engages in international integration and accepts foreign direct investment (FDI).* The market-oriented trade policies between regions within the country, as well as between domestic and foreign markets, are a significant step forward in the perception and construction of a market economy in Vietnam. The "unshackling" policies that allow for the free circulation of goods, along with the opening up of the economy, have helped to innovate thinking in production and distribution. Vietnam has transitioned from a self-sufficient economy to a commodity-producing economy and from a centrally planned and state-controlled economy to a market economy recognized by many countries around the world.

Vietnam experienced a period of renewal in the 10 years from 1975 to 1986. During this time, efforts were made to seek solutions to overcome and escape from the economic and social crisis. It was also a time when we found a comprehensive path for future reforms and discovered ways to integrate with the modern world, avoiding missed opportunities from the past. We recognized the importance of combining domestic strengths with global strengths to generate a collective force that would help us overcome the crisis, facilitate integration, and foster development.

*(8) There has been a shift in the allocation of resources from a mindset where the state plays the primary role in resource allocation to one where the market plays the primary role.* In a market economy, the State does not act for them, but rather builds and perfects institutions, creates a business environment, and intervenes in the economy with the goal of correcting market defects and ensuring security. society, at the same time, plays the role of an economic

subject in capital investment and public asset management.

*(9) The transition in thinking about the industrialization of the country has shifted from a mindset of "prioritizing the rational development of heavy industry, based on the development of agriculture and light industry" using state capital, to a mindset of industrialization and modernization intertwined with a knowledge-based economy, utilizing socially-owned capital within a market-oriented mechanism.*

Within the "Guidelines for the Construction of the Country in the Period of Transition to Socialism" (supplemented and developed in 2011), an additional and more specific perspective was articulated to emphasize the promotion of industrialization and modernization (I&M) linked with the development of a knowledge-based economy. The guideline states, "Developing the economy is the central task; implementing the industrialization and modernization of the country in conjunction with the development of a knowledge-based economy; Developing science and technology aimed at enhancing the industrialization and modernization of the country, the development of a knowledge-based economy, and advancing to the advanced level of the world"[10]. Historical reality has proven that, in the era of globalization and international integration, all countries with a low starting point seeking to reach an advanced level in the world have no alternative path other than pursuing I&M linked with the development of a knowledge-based economy.

*(10) Transformation of mindset regarding the economic growth model involves a shift from a broad-based economic growth model with low productivity, quality, and efficiency, to a primarily deep-based economic growth model with high productivity, quality, and efficiency, rapid and sustainable development, coupled with environmental protection.* The 13th Congress of the Party has identified the advantages of innovation in Vietnam's growth model: "The growth model gradually shifts from breadth to depth, the manufacturing

industries increasingly account for a high proportion, while the mining industry tends to decline" [11]. However, alongside these achievements, the 13th Congress also pointed out limitations and weaknesses, such as "improving the institutional framework for renewing the growth model, restructuring the economy; industrialization and modernization are still slow, failing to bring about fundamental changes in the growth model; productivity, quality, efficiency, and competitiveness of the economy are not yet high"… [12]. Faced with this reality, the 13th Congress has provided orientation and objectives for the innovation of the country's growth model: "Continuing to vigorously innovate the economic growth model, transitioning the economy towards a growth model based on productivity, scientific and technological advancement, innovation, high-quality workforce, efficiency, and competitiveness of the economy". At the same time, "renewing the growth model, restructuring the economy, promoting industrialization, modernization, and fast, sustainable development of the country" [13].

*(11) The shift in mindset regarding the transformation of socialist society, economic components, and market economy is as follows:*
In the renovation period, recognizing the vitality and necessity of various economic components, including the market economy, the Party advocated for the transformation of socialism to allow non-socialist components to exist and develop alongside socialist economic components. This transformation aimed to facilitate their synergy and collective contribution to the national economy.

### 3. CURRENT SITUATION AND SOLUTIONS

*\* Current status of the relationship between thinking - policy - economic life in the Doi Moi period and the current situation of the socialist-oriented market economy in Vietnam*
*- About the relationship between thinking - policy - economic life in the Doi Moi period*
*Regarding operational speed:*
During the 10-year period of searching for the path of innovation (1975 - 1986), the relationship

between these three factors occurred at a very slow pace, lacking synchronization. There were times when the right mindset existed, but it was not encouraged or was slow to be transformed into policies, resulting in lagging economic livelihood. For example, from the decision to promote agricultural cooperation (1958) until the introduction of Clause 10 (1988), it took 30 years. Similarly, from the suppression of "khoán hộ" in Vinh Phuc province (1968) until the full recognition of the household responsibility system (Clause 10, 1988), it took 20 years. These delays led to difficulties in the development of agriculture, issues related to food production, and inadequate solutions. The delayed transition and waiting period for agriculture and farmers taught us valuable lessons, prompting us to make improvements and accelerate progress in awareness, mindset, and economic policies in subsequent stages.

In the initial stages of the renovation period, specifically, from 1986 to 1989, there was a rapid transition from economic thinking to significant changes in economic policies and pivotal moments in socio-economic life. This period set the groundwork for subsequent development steps.

In the subsequent stages of the renovation period, starting from the 8th National Party Congress, and especially after the 9th National Party Congress in 2001, the fast operation speed and good interaction among these three constants have played a crucial role in driving strong development in Vietnam's economy. The close relationship between these three economic constants has demonstrated its vitality even in challenging conditions, such as the recent COVID-19 pandemic. This relationship has been flexibly and effectively applied, allowing Vietnam to gradually overcome the pandemic, achieve high GDP growth, improve people's livelihoods, experience vibrant import-export activities, and significantly enhance the flexibility of the national financial system. Today, with its growing economic development, political stability, and increasingly prominent international position, Vietnam has achieved its current stature thanks to the effective

application of the important relationship between economic thinking, policies, and economic livelihood. This successful application has enabled Vietnam to achieve economic development, political stability, and an increasingly prominent international position. It has contributed to the country's improved living conditions, vibrant export-import activities, and notably increased flexibility in the national financial system.

*Regarding transmission channels:*

To achieve timely and swift transmission from economic thinking to policies and economic livelihood, it is necessary to have effective channels of transmission, and strong bridges: transmitting information, conveying ideas, and promptly transforming them into economic policy directions; transmitting these economic policy directions to the realities of economic life; transmitting feedback and demands from the practical economic life of the country into adjustments to economic policies, new economic mechanisms, and the formation of new economic thinking in the future.

In order for these three constants to interact closely, flexibly, and effectively with each other; to overcome past delays and inconsistencies; during the period of renovation, Vietnam has pursued the right policies and adopted the correct approach, while also building channels to swiftly transmit these policies and approaches to economic life. This transmission pathway has been designed through a series of specific measures, including the legal system, frameworks for benefits and responsibilities, the education and training system, proper placement of individuals, and an effective system of command and feedback.

*Regarding organizational systems:*

In recent years, Vietnam has made positive reforms in organizing the state management apparatus, streamlining it from the central to local levels in all fields, particularly in the economic sector. As a result, the system has become more effective and flexible in its operation. This not only contributes to consolidating the nation's mindset in building its direction, but also helps to detect early

mistakes, obstructions, violations, and deviations, in order to promptly rectify and address them, thereby avoiding undesirable consequences that could lead to economic setbacks or even political and social instability.

*- About the socialist-oriented market economy in Vietnam*

After more than 35 years of innovation, in Vietnam, a socialist-oriented market economy has been formed and developed with many ***achievements***: it is an economy with many forms of ownership and many components; There is complete and synchronous development of all types of markets, the domestic market is linked with the international market.

The market has promoted its role in determining prices, allocating resources, regulating the production and circulation of goods; The economy has operated according to the rules of the market economy. At the same time, the market economy is managed by the socialist rule of law State; The State both builds and perfects institutions, creates a legal framework, a stable and favorable environment for economic development, and uses the State's economic resources to regulate and promote the economy. develop according to socialist orientation, sustainable economic, social and environmental development; associate economic development with the implementation of progress and social justice towards the goal of "rich people, strong country, democracy, fairness and civilization". These factors are completely similar to the social orientations of modern market economies around the world.

From practice and theory, it can be affirmed that the socialist-oriented market economy is a modern, internationally integrated market economy model that is not only consistent with Vietnamese reality and the trends of the times modern, but also an economic model suitable for countries whose economies have not yet developed their transition to socialism [14].

Alongside the aforementioned achievements, the process of economic mindset renovation within the Party towards building and developing

a market-oriented socialist economy in Vietnam over the past 35 years still faces certain **limitations**:

*Firstly*, the process of innovating economic thinking and theoretical thinking of the Party in recent years is still slow, not meeting the requirements of the reform process nor keeping up with the rapid development of practice, especially the concretization into mechanisms and policies, many cumbersome administrative procedures, high compliance costs, combined with confusion and delays in the theory of a socialist-oriented market economy, have hindered innovation in practice.

*Secondly*, issues concerning ownership relationships and the role of economic components, especially land ownership, still need to be clarified.

*Thirdly*, there is a need for efficient allocation and utilization of resources for economic development to avoid wastefulness and loss.

*Fourthly,* in recent years, the economic growth rate has tended to slow down, especially under the impact of the Covid-19 pandemic, which has caused the transformation of the economic growth model to an economic growth model. Growth is mainly in-depth with high productivity, quality and efficiency. Although it has been implemented, the efficiency is not high. Vietnam's economy is still mainly outsourcing. The restructuring of state-owned enterprises has not really changed and has been as effective as expected.

*Fifthly*, limitations in synchronizing various markets have negatively affected overall economic development, reducing the capability for deep integration into regional and global markets.

*Finally*, in terms of economic development management, the state still encroaches upon and intervenes in the internal affairs of state-owned and collective economic components, resulting in a lack of autonomy for these enterprises. The state also exerts excessive influence instead of allowing market self-

balance and regulation. These challenges are not easily overcome in the short term.

*** *Some solutions to further develop the country's economy***

*- Promote the role of the State in creating development*

In the context of the current economic difficulties, Vietnam's policies must ensure the tectonic nature of the state, support development, and promote the Party's leadership role. In particular, economic recovery programs and plans need to be completed on the basis of comments from people and businesses, avoiding support policies that are difficult to access and ineffective.

Specifically, it is necessary to continue to accelerate and better implement the policy of downsizing payrolls, supporting businesses to overcome difficulties with policies to reduce taxes and fees, reduce compliance costs, and reduce input costs.

Promoting the disbursement of public investment capital is also an important stimulus capital. In particular, attracting more foreign investment capital needs to be strongly promoted, especially in the context of investment capital shifting taking place globally. In addition to the special working group, it is necessary to consider establishing smaller groups, conducted by domestic businesses and associations, under the support of the state, with attractive reward mechanisms, to attract more investment capital from foreign investors. their partners and business contacts. If we have a mechanism to exempt taxes, extend incentives for affiliated businesses, joint ventures or participate in the production chains of large multinational corporations, helping to increase investment capital and exports, then will create an important driving force to attract investment capital.

Businesses are facing many difficulties. If you want this growth engine to not be stunted and exhausted, it is necessary to continue

researching and providing comprehensive, substantive, effective and synchronous support so that businesses can recover and develop. In particular, focus is placed on "supportive" solutions such as exemption and reduction of tax obligations and fees; The State even needs to spend more from some funds.

*- Continue to innovate State management methods*

The 12th Party Congress has set out the task of better defining the role and perfecting the mechanism to well resolve the relationship between the State and the market. Accordingly: The State plays the role of guiding, building and perfecting economic institutions, creating a fair, transparent and healthy competitive environment; Using tools, policies and resources of the State to direct and regulate the economy, promote production, business and protect the environment; Implement progress and social justice in each step and each development policy.

Therefore, it is necessary to continue to have comprehensive innovations in state management methods and thinking for the economy, especially the private economy, in order to promote the potential of this economic sector. in national development.

It is necessary to continue to promote restructuring of the state-owned enterprise sector, including strengthening equitization and divestment in state-owned sectors that do not really need capital, strongly innovating and improving the operating efficiency of the state-owned enterprises. This area will also contribute to creating space and opportunities for other economic sectors to develop.

The Government also needs to immediately create a mechanism to ensure the safety of enforcement officers when handling administrative procedures related to many fields where documents have contradictions, overlaps, and differences. Inspection, testing and auditing activities should be based on the principle of risk management, aiming to help enforce and comply with the law better, not in the direction of inspection to find violations.

Continue to reform administrative procedures, strengthen post-inspection, reduce staffing, promote e-government to reduce contact between officials and businesses, reduce unofficial costs, give more rights and strengthen the role of business associations, improving the legal framework to remove conflicting and overlapping regulations... need to be implemented consistently, with a specific roadmap from central to local levels to improve the business environment. businesses, thereby reducing costs and increasing the competitiveness of the economy./.

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# ENVIRONMENTAL ETHICS IN THE CONTEXT OF VIETNAM'S SUSTAINABLE DEVELOPMENT

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**Abstract**

*In order to achieve the goals of sustainable development, Vietnam and other countries must associate their development process with the task of protecting the natural environment. In essence, human beings and nature are a unity. Therefore, if human beings destroy nature to meet increasing needs, it also means that human beings are gradually destroying their "inorganic body". The inevitable result will be the fact that human beings pay dearly for their mistakes or exchange for the survival of humanity. From this perspective, environmental ethics plays a particularly important role in sustainable development in Vietnam nowadays because they are a set of ethical principles and standards that regulate, evaluate, control human behavior in the natural environment. Environment ethics give us proper and harmonious solutions between human beings and nature. Besides the achieved results, it can be seen that the sense of environmental ethics in our country is currently showing signs of serious deterioration. The violation of legal provisions on environmental protection by many individuals, organizations, businesses in daily life, especially in economic activities. The article focuses on analyzing and clarifying the role of environmental ethics in sustainable development in Vietnam today. The article proposes five basic solutions to improve environmental ethics, which need to be proposed and implemented synchronously in Vietnam nowadays.*

**Research purpose:** *On the basis of general theory about the role of environmental ethics in sustainable development, the article analyzes and clarifies the current situation of environmental ethics in sustainable development in Vietnam today and proposes solutions to improve environmental ethics to meet the requirements of sustainable development in our country in the coming time.*

**Research motivation:** *The basis of the study derived from the requirement to link the socio-economic development process with environmental protection for the purposes of sustainable development in Vietnam today. Many issues related to the awareness and actions of environmental protection of individuals, organizations and society belong to the category of environmental ethics, therefore, the research is carried out to analyze and clarify the role, achievements and limitations of environmental ethics with sustainable development in Vietnam today. The article also offers solutions to improve environmental ethics to meet the requirements of sustainable development in Vietnam.*

**Research design, approach, and method:**

*+ Research design:*

*The steps to implement and complete the research paper include: Selecting a research topic (The topic "Environmental ethics with sustainable development in Vietnam today" contains both theoretical and practical meanings in the context of degraded environmental ethics, which makes a significant negative impact on the process of socio-economic development, people's lives and the realization of sustainable development goals. These goals have been firmly established by the Party and the State of Vietnam); Develop a research outline that focuses on analyzing and clarifying two main contents to achieve the targets of the research paper: 1. Environmental ethics and the role of*

*environmental ethics with sustainable development - some issues theoretical topics; 2. Environmental ethics with sustainable development in Vietnam today - current situation and solutions; Collect, process and analyze relevant hypotheses and documents; Develop and complete research paper.*

*+ **Approach:***
*- From the perspective of the United Nations and the Communist Party of Vietnam on the role of environmental protection in sustainable development*
*- Based on the inevitable development trend of human society - a development that meets the needs of the present generation without compromising the ability of future generations to meet their needs.*

*+ **Research Methods:***
*To deploy the research contents, the article uses a number of specific research methods such as: Analytical and synthetic methods are mainly used to generalize the theoretical basis of environmental ethics, sustainable development and the role of environmental ethics with sustainable development; The method of systematizing and generalizing are used to systematize and generalize the typical guidelines of the Party on the implementation of environmental ethics through awareness and behavior of environmental protection in sustainable development in Vietnam through the congresses of the Doi Moi period; The practical review method is used to summarize and evaluate the current status of environmental ethics with sustainable development in Vietnam, thereby propose basic solutions to improve environmental ethics with sustainable development in Vietnam in the coming time.*

**Main findings:**
*+ Human beings and nature are a unity. If people want to develop sustainably, it is necessary to associate the process of socio-economic development with the task of protecting nature.*
*+ Environmental ethics is a set of ethical principles and standards that regulate, evaluate and control human behavior with nature in order to properly and harmoniously resolve the relationship between people and nature, which plays a huge role in sustainable development and the realization of sustainable development goals.*
*+ In Vietnam nowadays, the implementation of environmental ethics with sustainable development still has many limitations and shortcomings besides the achieved results. Therefore, it is necessary to propose and implement synchronously a number of solutions to improve environmental ethics to meet the requirements of sustainable development in Vietnam in the coming time.*

**Practical/managerial implications:**
*Research paper helps Vietnamese people realize the importance of environmental protection in socio-economic development for their own safe and happy lives as well as those of future generations. Therefore we protect the environment according to progressive environmental ethical standards for the country's sustainable development.*

**Keywords:** Environmental ethics; natural environment; sustainable development, nature, human being, Vietnam.

## 1. INTRODUCTION

Sustainable development is one of the top concerns of the world nowadays. For a long time, people seem to have only one-sidedly focused on the goal of economic growth by all means to satisfy their ever-increasing needs, despite violent interference in the natural environment, breaking natural laws, exploiting natural resources, disrupting ecological balance... The inevitable consequence is that humans have been paying the price for their acts of destruction of nature when environmental pollution, climate change and extreme weather phenomena take place all over the earth daily. These negative natural phenomena are threatening and robbing property, health, even human life. That fact shows that if human beings want to exist and develop, people must immediately change their economic development thinking and their behavior

toward nature. Humanity can only achieve sustainable development for both their own generation as well as that of future generations when properly solving the relationship between growth, economic development and protection of the natural environment, protecting the very "inorganic body" of man.

We have to find solutions for the relationship between economic growth and environmental protection in order to achieve the goal of sustainable development. One of the key points is to build environmental ethics for people by understanding environmental ethics. In the simplest sense, it is the awareness and behavior of people towards the natural environment, protecting the natural environment in accordance with the standards of progressive ethics. Thus, environmental ethics plays a particularly important role in sustainable development in all countries in general as well as in Vietnam in particular.

## 2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### 2.1. Literature review

Some documents written about environmental ethics and the role of environmental ethics in sustainable development such as: Marxism philosophers had pointed out that: "the natural world... is the inorganic body of human being. Human being lives by the natural world" (K. Marx, F. Engels, 2000); The United Nations Declaration on Environment and Development of June 1992 affirmed the close dependence of human being on nature in a system, and set forth principles related to environmental ethics when regulated how humans behave with nature (United Nations), etc..

The concept of sustainable development has also been introduced and discussed by conferences and organizations such as: the World Conservation Strategy by the International Union for Conservation of Nature and Natural Resources introduced in 1980; the United Nations World Commission on Environment defined sustainable development in our Future Report, the World Summit on sustainable development organization 2002... These organizations agreed that sustainable

development is a development process that ensures a close, harmonious combination, and reasonably settles the relationship among the three sides of development: economic development, social development, environmental protection.

Some researches discussed about environmental ethics with sustainable development in Vietnam's present-day such as: many directives, resolutions and congress documents of the Vietnamese Communist Party have mentioned environmental ethics and sustainable development. These are the guiding theories for the sustainable development process in Vietnam. Some studies and reports on implementing environmental ethics with sustainable development in Vietnam can be mentioned as: Report on environmental protection of the Ministry of Agriculture and Rural Development in 2020, "Key points: Country Report on Climate Change and Development for Vietnam" of the World Bank; The current status of rural environmental pollution in Vietnam (Mai Thuy)… had shown the outstanding problems in implementing environmental ethics associated with sustainable development in Vietnam.

### 2.2. Theoretical framework

*Environmental ethics*

From a very early age, human beings have been aware of the close connection between themselves and nature. In the East, since ancient times, many thinkers had raised the concepts of "unification of heaven and man" (heaven and man are united as one), "heaven and man are in conflict" (heaven and man are related to each other). These ideas pointed out the close relationship between human beings and nature, although in these conceptions human beings and nature are nonetheless two entities.

However, when Marxism was born in the 40s of the nineteenth century in Europe, the Marxist philosophers pointed out that human beings and nature were not two entities but in fact just unified one. Human beings are born of nature, and are the result of the long evolution of nature, therefore: "ourselves, with our flesh and

blood and our minds, is belonging to the natural world, we are in the heart of nature" (K. Marx & F. Engels, 2002) and "the natural world… is the inorganic body of human being. Human being lives by the natural world" (K. Marx & F. Engels, 2000). K. Marx once emphasized: "when you conceive of man and nature as non-existence, you should conceive of yourself as non-existent, because you are also nature and also human" (K. Marx & F. Engels, 2000).

Because human beings and nature are a unity, so all human actions affecting the natural environment are also affecting themselves, which means that if humans destroy nature, they are also destroying themselves and inevitably humans will have to pay for that. In his work The Dialectics of Nature, written 1.5 centuries ago, F. Engels warned all mankind: "we should not be too proud of our victories over the natural world, because every time we achieve a victory, nature takes revenge on us. Indeed, each victory, first of all, gives us the results we always wanted, but in the second and third turn, it causes completely different, unexpected effects. These unpredictable effects often destroy all those first results" (K. Marx & F. Engels, 2002). The facts led human beings to think about their survival and development in the long term. Human beings must be properly aware of the relationship between humans and the natural environment, and must behave properly and ethically with the natural environment.

Environmental ethics is not a new concept. Their content had been mentioned since the United Nations Declaration on Environment and Development of June 1992 when this Declaration confirmed the close dependence of human beings and nature in a system, and at the same time provided principles related to environmental ethics when stipulating how people behave with nature, such as: "To realize long-term development sustainability, environmental protection will necessarily be an integral part of the development process and cannot be considered in isolation from it"; "Countries should cooperate in a spirit of global solidarity to preserve, protect and restore the health and integrity of the earth's ecosystems"… (United Nations, 1992).

Environmental ethics can be seen as a specific form of social ethics that reflects the relationship between human beings and the natural environment. If ethics is understood as a system of social principles, rules and standards to regulate and evaluate human behavior in social relationships, environmental ethics is a set of principles and standards, which can adjust, evaluate and control human behavior in the natural environment to properly and harmoniously resolve the relationship between humans and nature. Since it is a form of social ethics, it is imperative that environmental ethics must first comply with the general standards of social ethics. Environmental ethics cannot go against social ethics, but it will have to be more specific in the relationship between man and nature. It can be affirmed that the principles, standards and requirements of environmental ethics that regulate and orient human behavior with nature will include: "protection, efficient and economical use natural resources, environmental protection; voluntarily comply with legal requirements on active protection and cooperation in solving environmental issues; building and practicing a culture of behavior and an environmentally friendly lifestyle" (Hoang Thi Thanh, 2017).

The structure of ethics in general includes: ethical consciousness and ethical behavior. Environmental ethics includes: environmental ethical consciousness and environmental ethical behavior. Environmental ethical consciousness is the active and self-conscious awareness of people about their position and role in relation to nature and about their responsibilities and obligations towards nature (Nguyen Trong Chuan & Nguyen Van Phuc, 2003). Environmental ethical behavior is the way, behavior and mode of human behavior with nature based on the principles and standards of environmental ethics that are shaped by the human's own sense of environmental ethics. There is a close relationship between moral consciousness and ethical behavior because consciousness

determines behavior, and behavior is the realization of consciousness. However, when assessing the environmental ethics of a country, nation, community, or a specific human being, people will often judge through the behavior with the natural environment to find whether it follows the right standards or not. Ethics in general or environmental ethics in particular must be expressed specifically through human behavior in daily life. People's thoughts, feelings, and moral consciousness must be expressed through specific behaviors to evaluate and recognize them, therefore, in the end, environmental ethics research is the study of human behavior with nature and environmental ethics assessment is also an assessment through behavior and how humans behave with nature.

Talking about the relationship between environmental ethics and sustainable development, there is a question that is, in the end, what role does environmental ethics play in the sustainable development of mankind? To answer this question, we first need to understand what sustainable development is.

Like environmental ethics, sustainable development is also not a new concept that has emerged in recent times. In the World Conservation Strategy issued by the International Union for Conservation of Nature and Natural Resources in 1980, the goal of sustainable development was defined as: "Achieving sustainable development by preserving protection of biological resources". It can be seen that the content of sustainable development refers to the narrow scope of calling for the protection of biological resources. In 1987, the United Nations World Commission on the Environment defined sustainable development in its Future Report, which was: "Development that meets the needs of the present without compromising the ability of future generations to meet their needs". This concept emphasizes the efficient exploitation and use of natural resources and the protection of the living environment for people so as not to compromise the ability to meet the needs of future generations in order to maintain

sustainable development for humanity. This was further reaffirmed during the United Nations Earth Summit on Environment and Development held in Rio de Janeiro - Brazil in 1992 and was subsequently developed, supplemented and perfected in The World Summit on Sustainable Development held in Johannesburg in the Republic of South Africa in 2002, which affirmed: Sustainable development is a development process that ensures a close, harmonious combination and a reasonable settlement of the relationship between three aspects of development: economic development (with the focus on economic growth); social development (the focus is on social progress and justice, hunger eradication and poverty reduction and job creation for workers); environmental protection (the focus is on exploitation; rational and economical use of natural resources; treatment and remediation of environmental pollution in parallel with the restoration and improvement of environmental quality; prevention and control of environmental pollution; fires and indiscriminate deforestation). So, we can assess whether a development is sustainable or not only when development must simultaneously meet all three requirements: stable economic growth; progress and social justice and the protection of the natural environment (the quality of the environment must be improved and enhanced) (Pham Thi Thanh Binh, 2023).

Thus, it can be affirmed that one of the key points to create sustainable development for a community, a nation or for the whole of humanity is the process of socio-economic development. In addition, we must always take into account the issue of natural environmental protection - "the inorganic body of man". Regarding environmental protection, the focus is on environmental ethics, which manifests itself in the ways, methods and behaviors of human beings to deal with the natural environment in accordance with progressive environmental ethical standards and principles. Obviously, if individuals or communities have environmental ethics, they will behave with the natural environment in the right way to ensure

that their socio-economic development behaviors are associated with the issue of ecological environmental protection. They do not cause damage leading to the destruction of nature. Environmental ethics is an important driving force that motivates each social subject to have the right attitude and behavior in environmental protection. They proactively, voluntarily, and strictly comply with environmental regulations as well as requirements and ethical standards on environmental protection. So, it can be affirmed that environmental ethics has a particularly important role in sustainable development because it solves one of the core issues of sustainable development: economic development - society associated with the protection of the natural environment. This means that if a country or people wants to achieve sustainable development, it must pay attention to educating and improving environmental ethics for individuals in the community and for the whole society.

## 3. METHODOLOGY

To deploy the research contents, the article uses a number of specific research methods such as: Analytical and synthetic methods are mainly used to generalize the theoretical basis of environmental ethics, sustainable development and the role of environmental ethics with sustainable development; The method of systematizing and generalizing are used to systematize and generalize the typical guidelines of the Party on the implementation of environmental ethics through awareness and behavior of environmental protection in sustainable development in Vietnam through the congresses of the Doi Moi period; The practical review method is used to summarize and evaluate the current status of environmental ethics with sustainable development in Vietnam, thereby propose basic solutions to improve environmental ethics with sustainable development in Vietnam in the coming time.

## 4. RESULTS AND DISCUSSION

Early in the nation's history, the Vietnamese have traditionally lived in harmony with nature, consciously preserving and protecting the natural environment. In the Doi Moi period, the Party set out guidelines that consistently express the view of linking sustainable development with the requirement of protecting the natural environment, which is clearly reflected in the Documents, Resolutions and Directives… typical as: On June 25, 1998, the Party issued Directive No. 36/1998/CT-TW on strengthening environmental protection in the period of industrialization and modernization of the country, clearly stating: "Environmental protection is an integral part of socio-economic development guidelines, policies and plans at all levels and sectors. This is an important basis for ensuring sustainable development, sustainable and successful implementation of industrialization and modernization process of the country" (Vietnamese Communist Party, 1998). In the Strategy for Socio-Economic Development from 2001 to 2010 adopted at the Ninth Congress, one of the development viewpoints identified by the Party as: "Fast, effective and sustainable development, economic growth together with progress, social justice and environmental protection" (Communist Party of Vietnam, 2001). In Resolution No. 24-NQ/TW dated June 3, 2013 on proactively responding to climate change, strengthening natural resource management and protecting the environment, the Party stated the guiding position: "Responding to climate change, strengthening natural resource management and protecting the environment are issues of special importance, having great influence, relationship, mutual impact, and jointly deciding on the sustainable development of the country; It is the basis and premise for the formulation of guidelines and policies for socio-economic development, assuring national defence and social security" (Communist Party of Vietnam, 2013). Following the spirit of the previous congresses, one of the key tasks that the Document of the 13th Party Congress determined to perform in order to bring the country into a new stage of development was: to harmonize the relationship between economic development and environmental protection" (Communist Party of Vietnam,

2021). In order to concretize the policies and guidelines of the Party and bring Resolutions and Directives to life, the State has also promulgated a system of policies and laws on environmental protection that stipulates human responsibilities for natural environmental protection in the process of national socio-economic development.

The Party's guidelines are important bases to help the environmental ethics of Vietnamese people to be strengthened and enhanced, which is proved by the behaviors and actions of people, businesses and the community towards nature. In general, people's awareness of the environment, especially the business community's sense of compliance with environmental protection laws, has been raised step by step over the years. The rate of establishments violating the law on environmental protection tends to decrease year by year…

However, besides the achieved results, it can be seen that the sense of environmental ethics in our country is currently showing signs of serious deterioration. The violation of legal provisions on environmental protection by many individuals, organizations, businesses in daily life, especially in economic and business activities. These problems are very complicated and unpredictable. This is the clearest manifestation of the deterioration of environmental ethics because once the minimum ethics (legal regulations) on environmental protection are not strictly followed by people, it is inevitable that people will not voluntarily implement the principles and high ethical standards. Therefore, protecting the natural environment for sustainable development also has no basis to actualize. In fact, in our country, the association of production and business activities of many enterprises, production and business establishments with the problem of protecting the natural environment for the country's sustainable development over the past time. There are still many limitations and shortcomings. In terms of economical and efficient use of natural resources in economic

development: many enterprises, especially private enterprises, operate in the fields of exploitation of forest products, minerals, and groundwater. Indiscriminate deforestation causes serious consequences, destroys and pollutes the natural environment, and at the same time increases climate change. According to statistics, in 2017, there were more than 2,000 cases of violations of the law on forest protection and development by private enterprises, especially taking advantage of the policy of building hydropower plants, converting "poor forests" or clearing the border to exploit the forest indiscriminately. By 2019 and the first months of 2020, although the total number of violations of the law on forest protection had decreased compared to 2019, the nature and extent of the cases had been increasingly serious (Vu Thi Nga, 2020). Natural resources such as sand, gravel, minerals, groundwater, etc. are also widely and indiscriminately exploited by many businesses operating in this field, leading to many consequences for the ecological environmental damage, erosion and loss of resources. Especially in most localities across the country, there is still a situation where many projects and works are leased land by the State to implement investment projects but are not deployed and put into use by enterprises. The timely use of land has also caused a waste of valuable land resources. These things caused public outrage.

Recently, many enterprises in our country, especially small and medium-sized did not pay attention to investing in equipping waste and emission treatment systems enterprises in the process of production and business for many reasons, especially the reason for reducing costs to increase profits. In fact, most small and medium-sized enterprises currently have not built a waste treatment system that meets standards. The illegal discharge of dirty waste against the law on environmental protection is becoming a "habit" of many businesses, causing serious environmental pollution, and greatly affecting the lives and health of people. Many cases have caused great anger in public opinion, such as the case: The Tube Light

Factory of Dien Quang Light Bulb Joint Stock Company committed the act of burying and discharging hazardous wastewater from crushed light bulbs containing mercury and sulfur into the environment; Viet Tri Paper Joint Stock Company discharged wastewater into a ditch into the Red River that did not meet technical standards, exceeding 7.7 times the allowed standard.

The indiscriminate discharge of waste and toxic emissions by some enterprises, small-scale production and business establishments, mainly in craft villages such as food processing, handicrafts, and fabric weaving, construction material production... are also causing serious and alarming environmental pollution. In the Environmental Protection Report of the Ministry of Agriculture and Rural Development in 2020, it was clearly pointed out that out of a total of 4,575 craft villages, only: "16.1% of craft villages have centralized wastewater treatment systems achieving environmental protection requirements; the percentage of craft villages with industrial solid waste collection zones is only 20.9%. Wastewater from craft villages is often discharged directly into the common canal system, negatively impacting the landscape and polluting the environment. Many craft villages have a large amount of wastewater discharged into canals and ditches that are responsible for draining rainwater, leading to wastewater not circulating, causing serious environmental pollution. Besides, the source of air pollution in craft villages arises mainly from the use of coal as fuel and the use of chemicals in production technology lines. The group of craft villages that emit the largest amount of pollution is metal and plastic recycling" (Bich Lien, 2021). In addition, with the goal of finding ways to lower product prices to increase profits, many investors and businessmen have used materials that are cheap but not environmentally friendly in production such as: plastic, nylon... which are difficult to decompose naturally and are also very difficult to process and recycle. This is also one of the causes leading to increased environmental

pollution and climate change in our country today. According to statistics: "The amount of plastic waste and plastic bags in Vietnam accounts for about 8 - 12% of domestic solid waste. But only about 11 - 12% of plastic waste and nylon bags are processed and recycled, the rest is mainly buried, burned and discharged into the environment. This can lead to environmental disasters, especially ocean pollution" (Manh Hung, 2023). In agricultural production: environmental pollution is also happening quite commonly and causing serious consequences: "The use of pesticides, growth stimulants, and fertilizers is rampant in the agricultural sector. Agriculture, agricultural by-products are not treated thoroughly, leading to contamination of food, soil, water and air environment" (Mai Thuy, 2019).

The deterioration of environmental ethics is reflected in the erroneous perception of the close relationship between humans and nature, and the special importance of protecting the natural environment for the survival and development of humans. These lead to wrong behaviors of organizations, people, businesses towards the environment in our country, causing serious environmental pollution and climate change, threatening the environment and human life. In particular, climate change with increasing extreme phenomena is having extremely negative impacts on people's lives, causing great harm to the socio-economic development process. "Initial calculations show that Vietnam will lose 10 billion USD in 2020, equivalent to 3.2% of GDP due to the impact of climate change. Without appropriate adaptation and mitigation measures, it is estimated that climate change will cause Vietnam to lose about 12% to 14.5% of GDP per year by 2050 and could put up to one million people in extreme poverty by 2030" (The World Bank, 2022). This fact is clear evidence that economic growth in Vietnam recently have not achieved sustainable development because it does not ensure a safe life for the current generation, but it seems to be restricting the opportunity for long-term survival and development for future

generations. The result comes from serious environmental destruction that is a sign of degradation and degradation of environmental ethics. Therefore, if we want to achieve sustainable development goals in Vietnam in the coming time, it is necessary to promote the role of environmental ethics, improve environmental ethics for people and the social community, create a basis for closely linking environmental protection issues with the country's socio-economic development process.

The basic solutions to improve environmental ethics, thereby promoting its role in sustainable development in Vietnam, need to be proposed and implemented synchronously as follows:

Firstly, raising awareness and a sense of responsibility at all levels, branches, agencies, organizations, people, businesses and communities on the protection of the natural environment in sustainable development. Only when people are clearly aware that protecting the natural environment is closely related and even determines the survival of the current and future development of each country as well as the whole humanity, they will change their behavior and ways of dealing with nature to comply voluntarily and positively with progressive environmental ethical standards and legal regulations on environmental protection. This is also one of the most important solutions to improve environmental ethics for Vietnamese people today.

Secondly, promote education on environmental ethics for the entire society with the goal of changing people's general awareness in the direction of putting the common interests of the community and society first to achieve sustainable development when that development is closely linked to human awareness and environmental protection behavior. To reach effectively this goal, it is necessary to include environmental ethics education in the context of ethical education in the family, school and in society at all levels of education, all fields and aspects of life. We need to actively innovate the content, form, and

methods of environmental ethics education suitable for each subject, each field, and each area to achieve optimal effectiveness.

Thirdly, perfect the legal system to protect the environment for the purpose of sustainable development. In order to improve environmental ethics in our country today to create a basis for sustainable development, it is necessary to deploy and effectively implement this solution. Regulations, policies and laws on environment protection, as well as the principles and standards of environmental ethics, have the same goal of adjusting human behavior toward nature, so that these behaviors do not harm the ecological environment, or disrupt the natural balance. The only difference between them is that if legal regulations are requirements that force the subject to comply whether they like it or not, ethical principles and standards are orientations for the subject to voluntarily perform. In a context where the awareness of many people and the business community about implementing environmental protection responsibilities is not high, there are many limitations. It is important to complete and improve legal regulations on environmental protection, which forces people to follow. It will be the basis for improving and enhancing environmental ethics to meet the requirements for sustainable development in Vietnam today. Reality shows that current legal documents and regulations on environmental protection in our country are not synchronous, inconsistent, even overlapping and contradictory, causing difficulties in implementation. Therefore, they need to be supplemented, edited and completed according to an appropriate roadmap suitable to the country's practical conditions.

Fourthly, associate the building and improvement of environmental ethics with ensuring benefits for organizations, people and the business community because benefits are the direct and strongest motivation that urges people to act. All human actions from the past to the present in history are more or less related to some kind of benefit, which is a material benefit or a spiritual benefit. Therefore, if it is ensured that the long-term interests of people

can be harmonized when carrying out their responsibility to protect the environment for sustainable development with their immediate benefits, the people will voluntarily implement progressive environmental ethical principles and standards and improve environmental ethics.

Fifthly, promote the construction and improvement of reward mechanisms and policies for organizations, individuals, businesses... that are proactive, positive, and have good initiatives and practices in environmental protection, while strictly and promptly handling destructive acts that lead to environmental pollution and increased climate change, affecting sustainable development goals in our country.

## 5. CONCLUSION

In conclusion, it can be affirmed once again that in order to achieve sustainable development goals in Vietnam nowadyas, it is necessary that the process of socio-economic development must be associated with the task of protecting the natural environment. It is the key to prevent, resolve and completely overcome environmental pollution and climate change that are threatening the lives of people in all regions of the country. However, this problem can only be resolved completely and thoroughly when environmental ethics is completely built and increasingly improved. From the fact that deterioration in environmental ethics have been having negative impacts on the sustainable development process in our country in recent times, it is necessary to propose and synchronously implement solutions to improve environmental ethics, thereby promoting its role in sustainable development in Vietnam in the coming time.

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# SUSTAINABLE DEVELOPMENT AND HUMAN RESOURCE DEVELOPMENT SOLUTIONS FOR SUSTAINABLE DEVELOPMENT GOALS IN VIETNAM TODAY

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**Abstract:**
*The article provides an overview of sustainable development, presenting perspectives and commitments of the Communist Party of Vietnam to achieve the sustainable development goals set by the United Nations. In order to turn these commitments into reality, the development of a suitable workforce that meets the current sustainable development goals in Vietnam plays a crucial and meaningful role. Therefore, based on affirming the importance of human resource development in sustainable development, the article puts forward some recommendations for workforce development to achieve rapid and sustainable development in Vietnam today.*

**Research purpose:** *To clarify the connection between sustainable development and human resource development for sustainable development in Vietnam, thereby recommending some solutions to develop human resources in accordance with sustainable development goals in Vietnam today.*

**Research motivation:** *Having a correct understanding of sustainable development and the equal importance of developing a workforce aligned with the current sustainable development goals in Vietnam will play a crucial role in proposing effective solutions to develop a workforce suitable for the current rapid and sustainable development goals in Vietnam.*

**Research method:** *The article is developed based on the theoretical framework of dialectical materialism and historical materialism, along with various other methods such as logic, history, analysis, synthesis, etc..*

**Main findings:** *Based on an overview analysis of sustainable development and the significance of developing human resources for sustainable development in Vietnam, the article proposes several solutions to cultivate a workforce aligned with the current goals of sustainable development in Vietnam.*

**Practical significance:** *The article contributes to raising awareness of sustainable development and underscores the importance of developing human resources for sustainable development in Vietnam. It provides a theoretical foundation for proposing solutions to develop a workforce that aligns with the current goals of sustainable development in Vietnam.*

**Keywords:** solutions, human resource development, sustainable development, Vietnam, today.

## 1. QUESTIONS

Sustainable development is a process of change, including the exploitation of natural resources, investment orientation, scientific and technical development, personal development and institutional changes. all work together, while enhancing present and future potential to meet human needs and expectations. In other words, sustainable development is social development in which human living conditions are always improved, the impact of human activities on the living environment within the biosphere must be ensured, safe for the natural foundation so as not to harm the lives of future generations.

The concept of sustainable development is considered a premise for the long-term progress of humanity, whereby the source of ecological conditions is increased. It appeared because of the logical transition from the ecologicalization

of scientific knowledge and the rapid socio-economic development starting in the 70s of the twentieth century. In 1972, the United Nations held a Conference in Stockholm and announced the Program on the Human Living Environment, which was responded to by many countries around the world to solve environmental problems and is considered one of the important prerequisites for socio-economic development. Since then, ecological and diplomatic policies and laws have been developed, and agencies such as Departments and Ministries of environmental protection in various countries have been established. In 1980, the concept of sustainable development was widely recognized and presented in the "World Conservation Strategy" by the International Union Conservation of Natural Resources - IUCN. After that, in 1987, in the Report "Our Common Future", the World Commission on Environment and Development – WCED introduced the concept of "sustainable development" understood as "development that meets the demands of the present without compromising the environment and the needs of future generations".

Recognizing the importance of sustainable development for the existence and progress of the country, the Communist Party of Vietnam has clear perspectives and commitments in implementing the sustainable development goals set by the United Nations [6] To achieve these goals, human resources are an indispensable factor, as humans are the subjects of sustainable development. Therefore, the development of human resources to attain sustainable development goals in Vietnam is an urgent and essential task in the current stage.

## 2. SUSTAINABLE DEVELOPMENT IN VIETNAM

### 2.1. Viewpoints of the Party and Government of Vietnam on rapid and sustainable development

It can be said that the issue of rapid and sustainable development has been raised in the Documents of the Congresses of the Communist Party of Vietnam since the 6th Congress and has been concretized by the government through activities on the basis of bringing relevant Party's views onto real life. If we update the Party's views through the three recent Congresses, the 11th, 12th and 13th Congresses, we see that those views are completely consistent with current popular views in the world. Besides, there are also some specific aspects stemming from Vietnam's practice.

In *the Resolution* of the 11th Party Congress (2011), a very clear development perspective was expressed, according to which "Rapid development is associated with sustainable development, sustainable development is a requirement throughout the Tactic" [1, p. 98]. Regarding economic growth, "it must be harmoniously combined with cultural development, social progress and justice, and constantly improve the quality of life of the people, etc. [consider] sustainable development as the basis for rapid development, rapid development to create resources for sustainable development. Rapid and sustainable development must always be closely linked together in socio-economic development planning, plans and policies" [1, p. 98 - 99]. From the above development perspective, the Party has set the goal of developing the country (period 2011 - 2015) on the basis of "innovating the growth model and restructuring the economy, improving quality and efficiency", rapid and sustainable economic development"... Fundamentally and comprehensively innovate the education and training system, ... [In order to] "develop high-quality human resources, especially a team of good leaders and managers; leading team of science, technology, and culture officials; team of businessmen and skilled workers"... "Appreciate environmental protection, proactively prevent and combat natural disasters and respond to climate change"... "Effectively implement social progress and justice, ensure social security in each step and each development policy" [1, p. 193, 216 - 217, 227].

At the 12th Congress (2016), in the view of rapid and sustainable development, the Party demonstrated a new development in awareness

with the assertion: "Ensuring rapid and sustainable development on the basis of macroeconomic stability and constantly improving productivity, quality, efficiency and competitiveness. Develop harmony between width and depth, focusing on developing depth; develop knowledge economy and green economy. Economic development must be closely linked with cultural and social development, environmental protection, and proactive response to climate change..." [2, p. 270].

Most recently, *the Documents* of the 13th Party Congress clearly stated: "Our country's overall development strategy is to comprehensively and synchronously promote innovation, rapid and sustainable development of the country; Ensuring close cohesion and synchronous implementation of tasks, including: *Socio-economic development* is the center, Party building is the key; Cultural development is the spiritual foundation; Ensuring security is important and constant"[3, p. 33 - 34]. In the Documents of the Congress, for the first time the Party introduced the concept of "comprehensive development". "synchronous development" aims to "create close and effective links between areas, regions, economic sectors, types of production and business... Create favorable conditions for the private economy to develop quickly, sustainably, grow in scale, and improve the quality... Mobilize, allocate and effectively use resources, creating motivation for rapid and sustainable economic development. Promote research, transfer, application of scientific and technological advances, innovation, especially the achievements of the Fourth Industrial Revolution, so that science and technology are truly the main driving force of economic growth" [3, p. 45 - 46].

*Regarding society*, the Party requires "harmonious resolution of interest relationships between social strata. Ensuring ethnic equality, solidarity, respect, and helping each other develop…" [3, p. 50].

*Regarding the use of natural resources and environmental protection*, there must be "strict management, reasonable and effective use of land and resources; strengthen protection and improvement of the environment; proactively and actively deploy solutions to adapt to climate change... harmoniously resolve the relationship between economic development and environmental protection. Developing a green economy, less waste, reducing greenhouse gas emissions, low carbon; Encourage the development of circular economic models to effectively and comprehensively use the output of the production process..." [3, p. 52].

With views on rapid and sustainable development that are both consistent with the views on sustainable development that have been widely recognized in the world, and appropriate to the characteristics of Vietnam, this Congress *Document* has proposed a Socio-Economic Development Strategy for the period 2021 - 2030 including 10 basic points and specific goals and tasks to implement that strategy [ 3, p. 218 – 220].

## 2.2. Vietnam's commitment to implementing the goals of sustainable development

By the year 2023, Vietnam's collaboration with the United Nations Development Programme (UNDP) will have reached 45 years (since 1978). Aligned with the Party's socio-economic renewal policies, this organization has supported the Vietnamese government in establishing bilateral and multilateral relationships, crafting business laws, thereby creating a more equitable business environment and fostering healthy competition for enterprises. This support has played a crucial role in promoting the rapid development of the market-oriented socialist economy in Vietnam. In particular, since the UNDP introduced the Millennium Development Goals (2000 - 2015) and subsequently the current Sustainable Development Goals (2015 - 2030), the organization has closely collaborated with the Vietnamese government to implement initiatives that "expand choices for people and ensure everyone has equal access to opportunities to maximize their potential" [5].

Reality shows that no country in the world can achieve all 17 sustainable development goals required by UNDP, so the level of implementation of the goals depends on the actual capabilities of each country. Accordingly, "169 specific goals and 232 targets aim to eradicate poverty, protect the planet and ensure all people enjoy peace and prosperity by 2030" [6] each country is also different. In Vietnam, the Prime Minister issued the National Action Plan (May 10, 2017) "Implementing the 2030 Agenda for Sustainable Development, which sets out 17 sustainable development goals." firmly with 115 specific goals. After that, Decision No. 681/QD-TTg on the Roadmap for implementing Vietnam's sustainable development goals until 2030 was issued on June 4, 2019. Most recently, the Resolution on sustainable development (Resolution No. 136/NQ-CP, issued on September 25, 2020... According to the 2020 National Sustainable Development Goals (SDGs) Report, Vietnam is capable of achieving 5 out of 17 SDGs by 2030, including Goals 1; 2; 4; 13 and 17. In 2021, Vietnam ranked 51st/165 countries on the SDG index score" [6].

With the above orientation, on July 14, 2023, Deputy Prime Minister Tran Hong Ha signed Decision 841/QD-TTg promulgating the Roadmap for implementing Vietnam's sustainable development goals until 2030. This is the Decision to replace Decision No. 681/QD-TTg on the Roadmap for implementing Vietnam's sustainable development goals to 2030, thereby replacing 115 specific goals with 117 indicators, for example: By 2030, the multidimensional poverty rate will maintain a decrease of 1 - 1.5%/year; The proportion of the labor force of working age participating in social insurance is 60%; Average income per capita in rural areas increased by more than 2.5 to 3 times compared to 2020, etc..

Thus, it can be said that the efforts of the Party and State of Vietnam in implementing the sustainable development strategy are very remarkable. From the Party's perspective to the Government's decisions in implementing UNDP's goals, there is no stopping, because the awareness of the inevitability of sustainable development is very clear. Among the goals that Vietnam strives to achieve, there is the fourth goal of "ensuring quality education" which is considered the key to developing high-quality human resources to meet the needs of sustainable development. of the country.

## 3. THE ROLE OF DEVELOPING THE WORKFORCE FOR SUSTAINABLE DEVELOPMENT IN VIETNAM TODAY

We know that a country with a shortage of human resources means a lack of ability to develop the country, especially sustainable development. That is easy to see when there are frequent changes in the quality of the human resource structure: One is the correlation of labor resources based on differences in professional qualifications and the ongoing transformation in the occupational structure of human resources. Sustainable development cannot happen without ensuring employment for residents, especially in the era of the digital economy. The most characteristic feature of labor resources in today's era is the internationalization of labor resources through labor export.

The labor environment is also a key and multifaceted area of economic and social life, including the labor market and direct use of human resources in social production. Human resources are understood as the segment of the population of working age, with the ability to work and the necessary level of knowledge to carry out useful activities, that is, the age group from 15 to 60 as well as other groups of workers under 14 years old and over 60 years old. The number of human resources is determined by the pace of population growth in a country or region.

Each labor market has its own characteristics related to professional qualifications, educational level, income of human resources, employment stability, formal training as well as access conditions to continue to improve professional qualifications. In other labor markets, there is a lack of training and high

professional qualifications, a high unemployment rate and no advancement opportunities. The International Labor Organization has divided people whose jobs are related to professional training into the following 4 levels:

*Firstly*, the low level (Skill level 1 (low)) includes workers who do not have professional qualifications in all occupations.

*Secondly* (Skill level 2 (medium)), includes skilled workers working in the commercial and service sectors, agricultural, forestry, and fishery workers, simple workers, and Workers who know how to use machinery and tools.

*Thirdly and Fourthly* (Skill levels 3 & 4 (high)), including workers with average professional qualifications and highly qualified officials and experts, including legal activists and leaders at all levels from central to local [7].

Of the four levels above, workers at levels 3 and 4 are the ones who need to be prioritized for development in the current digital economic era. The development of human resources at these two levels not only depends on the ability to use each country, but is also influenced by the process of internationalization of production. Countries that are industrializing and modernizing like Vietnam do not necessarily have a strong enough labor market to attract human resources to the country's key industries. This is also a complex issue related to the development of both quantity and quality of human resources. The best solution to this problem is to grasp the labor force needs of countries around the world to, on the one hand, continue to develop human resources through training and put surplus labor resources to work abroad, on the other hand, individuals and the government also benefit when workers abroad send money back to their families. Workers working abroad not only have a higher income than at home, but through production activities in occupations that do not yet exist or are weak in the country, they are exposed to modern technology and labor discipline. In our opinion, it is also one of the effective solutions to overcome the shortage of jobs, reduce unemployment in the country, and in the long

term, gradually create a team of highly skilled workers for the country's industrialization and modernization prospects.

Vietnam is a country that actively responds to the implementation of sustainable development goals, so human resource development is considered a socio-political task that is both urgent and long-term. The urgency of this task is shown in meeting human resources for the transition to a digital economy in the era of the Fourth Industrial Revolution, which is giving rise to problems such as imbalance between supply and demand, human resource demand, job transition and unemployment, etc.. Long term depends on the need for human resources in the short and long term according to scientific forecasts of domestic and international labor market demands. Both of these aspects require the role of education and training, especially high-quality professional training in both management and social production.

To develop human resources, the State must focus on improving the quality of life for people, first of all, maintaining and improving the human development index (HDI) of 2021 - 2030, from this perspective, the Party has set the goal of maintaining the human development index (HID) above the level of 0.7, which we previously achieved in 2019 at 0.704, belonging to the group of countries with a high development index while increasing the average life expectancy to 75 years old to increase human resources of different labor groups. This is also one of the important social development goals in implementing sustainable development goals during this period.

However, no matter how much we strive to achieve higher quality human resources through education, training or improving the human development index or increasing average life expectancy, the problem of creating worthy jobs for Employees plays a key role in human resource development. According to the opinion of the International Labor Organization (ILO) adopted in 1999, that: "Decent work is free work - Free employment is understood in the sense of work

that is not subject to coercion or compulsion, paid fairly, safe, and socially protected, human dignity is not despised, there is equality and expanded starting point possibilities for everyone, ensuring ensure the right to participate in executive decisions and personal development. Decent work is work that allows workers to do anything within conditions of freedom, justice, security and respect for human dignity". Decent work from this perspective clearly goes hand in hand with the development of an ecological economy, in the sense that economic growth is linked to environmental protection, attracting investment and thereby increasing both quantity and quality of labor market needs. This is also an issue that the Vietnamese Government is concerned about in the field of investment attraction, giving priority to domestic and foreign partners and businesses to apply circular economy measures to reduce environmental pollution. Workers are not only concerned about their legitimate income and social protection, but also about their health and life during the production process.

In short, economic growth at all costs invisibly eliminates the key element of the production and service process, which is people, because jobs do not ensure safety for workers, both physically and mentally, both social and environmental, workers will consider the job unworthy and be willing to refuse to participate in the labor market. Human resources will therefore not be developed, inevitably leading to the loss of sustainable development. Therefore, focusing on developing human resources to meet sustainable development goals in Vietnam today is necessary and urgent.

## 4. SOME RECOMMENDATIONS FOR DEVELOPING THE WORKFORCE FOR THE PURPOSE OF RAPID AND SUSTAINABLE DEVELOPMENT IN VIETNAM TODAY

As we all know, the cause of industrialization and modernization of the country is placed in the major policy that the Government of Vietnam commits to effectively and more effectively implement the sustainable

development goals set by the United Nations, issued by the United Nations.

Sustainable development is not only an inevitable trend of all countries today, but also the mission of all humanity in ensuring the safety and continued development of future generations. The reason for the change in the awareness of countries since the 70s of the twentieth century about the dangers that can occur and have actually occurred is that natural resources are overexploited, leading to exhaustion; Economic growth at all costs has seriously damaged the human living environment, and poverty occurs in many countries, especially those affected by neo-colonial exploitation policies, such as as in Africa and other underdeveloped countries; Human rights are violated and true democracy has not been implemented, etc..

Vietnam has gone through a period of profound economic and social innovation, and in particular, from real-life activities, people here have had profound changes in their perception of relationships between people, society and the environment. The achievements from innovation have given our country a fortune and an important position in the international arena. Therefore, continue to innovate in all aspects according to *the directions, tasks, and solutions for socio-economic development* that the 13th Party Congress pointed out, in which "Human resources development, education and training to meet the high-quality human resource requirements of the Fourth Industrial Revolution and international integration" [3, p. 231] is of key significance towards achieving the Goals of sustainable development. In that spirit, we would like to make the following recommendations:

*First*, it is necessary to continue strong economic innovation.

As a country that has achieved remarkable achievements in economic growth during nearly four decades of innovation, the risk of falling into the middle-income trap is always present. So how to avoid the middle-income trap? As we all know, most poor countries rise to middle-income level often through measures

to attract foreign investment with cheap labor and resources. To a certain limit, these two "commodities" will become inadequate because new, more advanced technology replaces most of the simple labor and natural resources become increasingly depleted due to exploitation by farmers. Foreign companies. To avoid being trapped in the middle-income trap, the above countries have no other way but to raise people's knowledge and develop human resources to, on the one hand, be self-sufficient in labor capital, and on the other hand, to Proceed smoothly in technology transfer. Vietnam is making efforts to develop human resources in this direction, "especially high-quality human resources, meeting the requirements of the Fourth Industrial Revolution and international integration. Develop a team of leading experts and scientists; Focus on technical human resources, digital human resources, technology management human resources, management human resources, and corporate governance; human resources for social management and life organization, human care" [3].

*Second*, regarding society.

Our Party has proposed a policy of maximizing the human factor, considering the human role as the center, the subject, and the main human resource to realize the goals of rapid and sustainable development of the country. From a social perspective, human resource development must come from "improving population quality and people's health in terms of physical, mental, stature, longevity as well as quality of life" [3, p.265] "Democracy and fairness" must be implemented in a practical way so that everyone has equality in personal and professional development, has access to common resources, can develop all their creative potential and participate in contributing as well as enjoying the fruits of development and on that basis, together create good material, intellectual and cultural foundations for ourselves as well as future generations.

*Third*, regarding environment.

On environmental issues, the management and efficient utilization of resources, as well as enhanced environmental protection, are clearly outlined by the Party in the "10-Year Socio-Economic Development Strategy (2021-2030)" in a detailed and specific manner. From the perspective of developing a workforce that meets sustainable environmental development, in line with the spirit of this strategy, it is necessary to "harmonize the relationship between economic development and environmental protection. Strictly implement and improve the quality of environmental impact assessments, strategic environmental assessments... Prevent and control sources of environmental pollution. Completely handle facilities causing serious environmental pollution. Effectively control the environmental impacts of resource exploitation projects, actively detect and strictly handle violations causing high environmental pollution risks (especially focusing on large projects, complex technologies, and high environmental pollution risks)... Proactively monitor and effectively respond to climate change; develop a green economy, reduce waste, mitigate greenhouse gas emissions, and promote the development of circular economic models to utilize the comprehensive and efficient outputs of the production process." While not directly addressing the development of the workforce, it is evident that without a knowledgeable and dedicated workforce, particularly environmental protection experts, the environment will undoubtedly suffer serious consequences in the current industrialized and modernized conditions of the country.

*Fourth*, it is essential to enhance the role of scientific forecasting in developing the workforce to meet the demands of the labor market amid the economic transition to the digital era, as well as the ability to achieve our country's sustainable development goals in both the present and future.

*Fifth*, there is a need to strengthen communication and education activities to enhance awareness and the role of each individual as well as the entire society in achieving the country's rapid and sustainable development goals, particularly in the field of

environmental protection. The implementation of sustainable development goals must start at various levels within the education and training system, incorporating relevant teaching content.

## 5. CONCLUSION

In the face of global challenges in the development process, sustainable development is an essential and imperative requirement for every nation and ethnicity. Recognizing the significance of this issue, the Party has charted a correct and concrete path for our country to gradually realize sustainable development goals. The fulfilment of these sustainable development goals is ensured by the commitment of the government, and in the future, whether the number of goals among the 17 goals set by the United Nations increases or not will undoubtedly depend significantly on the quality of the trained and continuously improved workforce, both in the short and long term. It can be said that without a highly skilled workforce, sustainable development is difficult to achieve. Developing the workforce is the "key" to success in implementing the Party's strategies and directions towards the sustainable development goals of the United Nations, especially in the context of the current fourth industrial revolution in Vietnam.

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# CONTRIBUTION OF HIGH-QUALITY HUMAN RESOURCES IN VIETNAMESE ENTERPRISES TO SUSTAINABLE SUPPLY CHAIN DEVELOPMENT

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**Abstract**

*Sustainable supply chains encompass optimizing goods, services, and information, considering the maintenance of cultural values through economic, social, and environmental factors that establish a harmonious living environment that enhances the overall quality of life. It can mitigate social disparities and inequities when companies possess skilled workforces with certain qualities, abilities, and knowledge. Therefore, companies should allocate and utilize appropriate resources to improve environmental responsibility due to ecological concerns. Besides, Green Supply Chain Management (GSCM) practices are mentioned to assess firms' ability to analyze, shape, collect, and monitor operations for long-term results.*

**Research purpose:**

*This study was conducted to highlight the contribution of high-quality human resources to the development of sustainable supply chains.*

**Research motivation:**

*Filling the literature gap on integrating high-quality human resource management and sustainable supply chain management.*

**Research design, approach, and method:**

*This study proposes a conceptual framework for contributing high-quality human resources in operating sustainable supply chains to expand the management perspective. A primary supply chain entails all the roles of supplier, manufacturer, warehouse, distributor, retailer, and consumer. Each role in the supply chain must ensure quality supplies, product compliance with standards, optimal operating systems, and timely delivery.*

**Main findings:**

*High-quality human resources can create collaboration, trust, and transparency to accelerate the transformation of HR into a truly strategic role.*

**Practical/managerial implications:**

*The positive impact will promote global supply chain integrity, impacting the entire supply chain management system.*

**Keywords**: human resource management; green human resource management; green supply chain management; sustainable development; sustainable supply chain management.

## 1. INTRODUCTION

Sustainable supply chain development is the management and optimization of goods, services, information, and funds from production to delivery, considering economic, social, and environmental factors. Sustainable supply chain development aims to minimize environmental impact, uphold human rights and labour standards, and benefit local communities and economies (Carter & Rogers, 2008; Gurzawska, 2020; M. Mohsen, 2022; Sánchez-Flores et al., 2020).

Skilled employees who significantly contribute to the success of an organization are considered high-quality human resources. High-quality human resources are a valuable asset to any organization, playing a crucial role in its success. They contribute in various ways,

including enhancing creativity, productivity, and effectiveness in decision-making. Companies that succeed in attracting, retaining, and investing in their employees often gain a competitive edge and demonstrate agility in adapting to evolving circumstances. In today's highly competitive corporate environment, the significance of having high-quality human resources is greatly amplified. Employees play a crucial role in the success of a business and the achievement of its mission. Investing in the training and hiring of qualified personnel is crucial for achieving strategic goals, increasing competitiveness, and ensuring long-term viability (Agudelo, 2016; Kazlauskaite, 2008).

In the realm of sustainable supply chain development within Vietnamese firms, individuals possessing certain qualities, abilities, and knowledge pertaining to the management of sustainability projects are seen as valuable human resources. The establishment of a sustainable supply chain inside Vietnamese firms is reliant on the availability of skilled and competent human resources. The fundamental function of these professionals is to assist organizations in reducing their impact on the environment, maintaining social responsibility, complying with regulations, and building supply chains that are sustainable.

This article highlights the significant and multifaceted contribution of high-quality human resources in Vietnamese enterprises to the development of sustainable supply chains. A sustainable supply chain encompasses the incorporation of social, environmental, and economic considerations into the functioning of business operations. Having skilled and motivated human resources is essential for successfully achieving sustainability goals in the supply chain.

## 2. CURRENT STATE OF LABOUR QUALITY IN VIETNAMESE ENTERPRISES

### 2.1. Noteworthy statistical data

With an average growth rate of 0.95 per year, the labor force expanded from 51.72 million in

2011 to 55.77 million in 2019. Rural areas saw a growth rate of 0.44 per year compared to urban areas' 2.07% annual growth rate. With the majority of workers concentrated in developed regions with industrial/export processing zones, this change in labor patterns and urbanization resulted in an unequal distribution of labor among economic regions. The labor force increased by 539,000 persons between 2011 and 2019 at an average annual rate of 1.53%. However, the growth rate for people aged 25 to 59 shrank by 2.15% annually, resulting in a drop of 170,000 people. The aging population makes it more difficult for older people to obtain suitable employment (International Labour Organization, 2022).

In 2020, Vietnam was ranked third in Southeast Asia and twelfth worldwide for its human resource base thanks to a sizable workforce with 74.28 million people of working age. Vietnam's economic growth and human resources have profited from the golden population structure period (2010 – 2040), which has a sizable working-age population and initiatives to boost labor productivity (Binh, 2021; Hoa, 2020). Between 2016 and 2020, Vietnam made great efforts to raise its labor productivity, with 74.28 million people of working age, and labor productivity improved by 5.8% yearly. However, Vietnamese human resources do not have the best quality. There is still a low percentage of skilled workers and a dearth of qualified personnel. Vietnam has not been able to satisfy the expectations of its integrated labor market despite strong GDP growth rates. This situation requires Vietnam to adhere to criteria including professional knowledge, physical health, and moral integrity to increase the quality of its people resources. Additionally, the moral makeup and behavior of employees have a direct bearing on the standard of human resources. Vietnam has a tiny pool of qualified workers with moderate to subpar leadership and teamwork skills despite its growing population (Binh, 2021; Hoa, 2020; Tam, 2019). Compared to Singapore, Japan, and Thailand, the economy of Vietnam is struggling with a lack of highly skilled workers,

and worker productivity is low, especially in the clothing and electronics sectors. With over 40% of FDI enterprises having trouble hiring trained laborers, the dearth of skilled laborers is discouraging international corporations from investing in Vietnam. With only 15,000 graduates from tourist institutions, 12% of whom hold college or university degrees, the ongoing trade dispute between the US and China has also had an influence on this industry (Binh, 2021; Hoa, 2020; Tam, 2019).

The technical and professional abilities of Vietnamese workers are limited but improving slowly. With an average growth rate of 0.58 percent per year, the workforce with diplomas/certificates increased from 8.06 million in 2011 to 12.69 million in 2019 (Fig. 1). By 2019, 46.5% of the labor force had a university degree or above, compared to 22.93% who had diplomas or certificates. Vietnam's postsecondary education has advanced, but more attention must be paid to higher education for well-skilled human resources for national building and development (International Labour Organization, 2022).
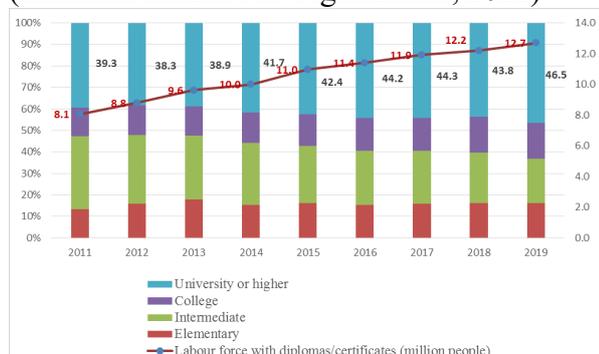


**Fig. 1.** Number and structure of labour force by professional and technical qualifications.
(*Source: International Labour Organization, 2022*).

## 2.2. The analysis of the causes of the lack of high-quality personnel

Numerous factors might be to blame for Vietnam's lack of skilled labor. These comprise: Vietnam's education system has a significant role in the lack of skilled human resources in the nation. Despite advancements, the fundamental process of training and developing human resources still has some limitations. Teachers are overworked and underpaid,

curriculums are out-of-date, and graduates lack the skills that are in demand in the private sector. There is a dearth of trained lecturers and standards for creating qualified human resources, and training is of poor quality. In the Global Competitiveness Report 2009 – 2010, Vietnam fell five positions, with the quality of its educational system being one of its worst weaknesses. Although the labor market is changing in favor of support services, real sector sectors that would offer the economy the most essential added value have not yet been formed (Dung, 2019; Van Hiep, 2021).

Globally, Vietnam's economy is ranked 102 out of 148 (Institute of Labour Science and Social Affairs, 2013). Specifically, due to a lack of technical infrastructure, Vietnam's economy ranks 90th in terms of innovation and technology and 70th in terms of human capital. 80% of FIEs employ medium-level technology, 14% older technology, and just 5 to 6% use more modern technology. The implementation of technology in the course registration process is hampered by financial constraints and insufficient preparation. The majority of equipment used by small and medium-sized firms (SMEs) is old, and just 0.2 - 0.3% of sales are spent on new technology.

With only 0.33% of the government's overall 6.1% investment going toward higher education, Vietnam spends too little on education. 82% of the state budget is made up of ongoing costs while having an annual budget rate of above 20%, or 5% of GDP. Over 80% of the money that colleges get comes from tuition fees, which serve as their main financing source. 70% of total education spending is into preschool and general education, with just 10% going toward vocational education. The quality of colleges, universities, and vocational education programs is impacted by this low investment structure. Vietnam has inadequate research and technology transfer, with restricted access to higher education. The nation also has trouble obtaining finance on the public and private credit markets, with few scholarships and student loans available (Duc, 2016).

Due to a rise in the demand for trained personnel, Vietnam's human resources sector is experiencing a scarcity of competent workers. Experienced team leaders, supervisors, managers, and directors are in high demand, but there are not enough of them to go around. Due to a dearth of technical, linguistic, cognitive, and behavioral skills, many organizations have difficulty finding mid-level and senior employees. The shortfall has become even worse as a result of the growing foreign investment. Because it needs two to three times as many human resources as other industries, the tourist sector also struggles with a lack of skilled workers. The mismatch between labor supply and demand might get worse if it is not addressed (Binh, 2021).

### 3. LITERATURE REVIEW

#### 3.1. The role of human resources management in corporate sustainability goals

Human resources are one of the essential components in business strategies that directly affect the economic, environmental, and social benefits of businesses for sustainable development. The notion of sustainability holds significant importance in the field of human resource management (HRM) since it plays a crucial role in attaining organizational objectives and enhancing performance. By prioritizing sustainability, organizations can minimize adverse impacts on stakeholders and optimize overall organizational outcomes (Mohiuddin et al., 2022). It can be said that it is impossible not to consider human-related issues to determine comprehensive long-term goals. The sustainability of HRM comes from whether organizations have access to a trained workforce whose obligations and responsibilities are clear and precise. The elimination of social gaps and inequalities in labour force will also ensure the continuity of cultural values, creating an innovative work environment with social participation from inside and outside (Mohiuddin et al., 2022).

To determine whether the quality of human resources can impact sustainability, it would start by considering whether there has been progress in human resource systems in various

fields (Boon et al., 2019). Within the organization, the human resources system is divided into different hierarchies, each with unique challenges and responsibilities. HRM encompasses a range of policies, practices, and techniques, such as recruitment, coaching, and the utilization of specific practical methods like selection interviews or assessment centres. As a result of growing societal apprehensions regarding the degradation of the environment and societal transformation toward sustainability, most companies focus on resource allocation and utilization in a way of enhancing organizational augment responsiveness and responsibility toward environmental protection (Mohiuddin et al., 2022).

A stable and long-term supply chain is contributed by Green Human Resource Management (GHRM). GHRM refers to the implementation of sustainable human resource management practices that have a positive ecological impact on the organization (Khaskhely et al., 2022). GHRM is crucial in promoting extensive environmentally responsible behaviour of companies in both ecological and social domains. To assess the impacts of GHRM, it is necessary to analyse the enterprise's capacity to systematically understand, shape, capture, and monitor activities to achieve results in long-term operations.

Sustainability has driven businesses' implementation of green supply chain management (GSCM) practices. These methods help promote efficiency and value derived from applying 4.0 technology to the supply chain. It has been observed that integrating 4.0 technology can enhance the economic and environmental performance of manufacturing firms, particularly when accompanied by adopting GSCM practices (Karmaker et al., 2023).

#### 3.2. Green supply chain management

The concept of green supply chain management (GSCM) has garnered attention among scholars since the early 20th century. However, there has been a significant increase in scholarly

publications on this subject from 2010 onwards (Tseng et al., 2019). In a study synthesizing the leading contributions to shaping the concept of GSCM, (Tseng et al., 2019) proposed a conceptual framework with aspects and practices of GSCM, including reverse logistics, industrial symbiosis, eco-innovation practices, green information technology and systems, green design, carbon management, supplier environmental collaboration, customer environmental collaboration, iso 14001 certification, internal management, green purchasing, green manufacturing, green packaging, green logistics, green outsourcing, and green warehousing. Besides, factors related to people's welfare, as well as the reduction of traffic and air pollution, are also considered to create a premise for the formation and development of urban transport systems, contributing to the formation of green supply chains (Mahdi Rezaie et al., 2021).

The components and elements of green supply chain management and how they serve as a foundation for decision-making in green supply chains have also been discussed by (Sarkis, 2003) in his research. Thereby, the organizational strategic factors are identified as having an impact on green supply chain management, including product life cycle, operational life cycle, environmentally influential practices, organizational performance requirements, and green supply chain alternatives.

In the study of Diabat & Govindan (2011), the drivers affecting the implementation of green supply chain management are analyzed around the certification of suppliers' environmental management systems, environmental cooperation with suppliers, product designers, and customers, government regulations and laws, green design, integrating quality environmental management into planning and operations processes, reducing energy consumption, reusing and recycling materials and packaging, and reverse logistics.

Thus, it can be seen that shaping and managing a sustainable supply chain depends largely on green logistics. What remains open is the contribution of high-quality human resource management or green human resources to the operation of GSCM.

## 4. CONCEPTUAL FRAMEWORK ABOUT KEY FACTORS OF HIGH-QUALITY HUMAN RESOURCES IN OPERATING A SUSTAINABLE SUPPLY CHAIN

Sustainable supply chain management (SSCM) has gained significant attention in recent years, particularly in developed countries. There is an increasing interest in SSCM in emerging economies, but research in this area still lags behind that of developed countries. In order to expand management aspects, this study focuses on the contribution of high-quality human resources working at businesses to the operations and implementation of sustainable supply chains. Inheriting and developing the models of Allen et al. (2021), Jr. et al. (2021), and Sarkis (1995), we propose a conceptual framework for the contribution of high-quality human resources in operating a sustainable supply chain (Fig. 2).
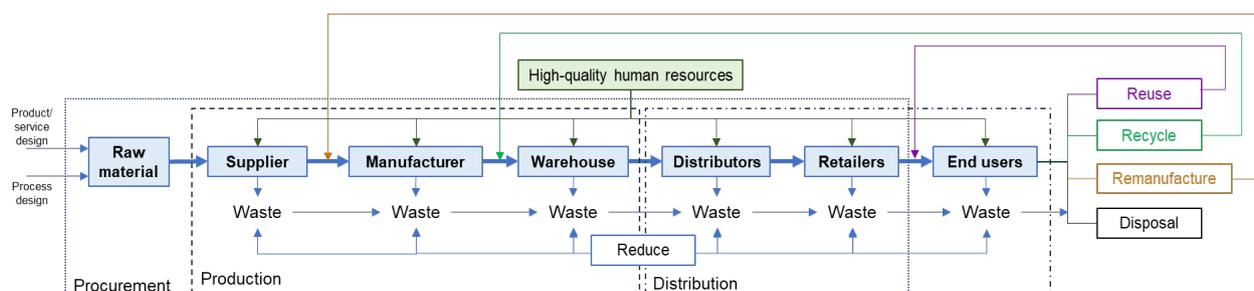


**Fig. 2.** Conceptual framework about the contribution of high-quality human resources to sustainable supply chain development. Adapted from Allen et al. (2021), Jr. et al. (2021), Sarkis (1995).

Basically, supply chain management (SCM) refers to the centralized management of the movement of goods and services, encompassing all the activities involved in converting raw materials into finished products. A basic supply chain requires all the roles of supplier, manufacturer, warehouse, distributor, retailer, and consumer.

Suppliers bear the responsibility of furnishing manufacturers with raw materials or components. It is imperative for them to guarantee that the supplies of superior quality, are delivered punctually, and adhere to the criteria set forth by the manufacturer. The responsibility for converting raw materials into finished products lies with manufacturers. It is imperative for them to verify that the items adhere to established quality standards, are manufactured with optimal efficiency, and are promptly delivered. Warehouse operations are tasked with the responsibility of effectively storing and overseeing the management of inventories. It is imperative to ensure that inventory levels are effectively managed to prevent instances of stockouts or overstocking. Distributors bear the responsibility of facilitating the transportation of goods from manufacturers to retailers. It is imperative for them to guarantee the timely delivery and optimal condition of merchandise. Retailers bear the responsibility of facilitating the sale of products to consumers. It is imperative for them to guarantee that products are presented in an appealing manner, priced in a competitive manner, and made available to clients in a timely manner.

Supply chain management was initially regarded as a linear model before being extended by SSCM to encompass a closed-loop model aligning with the concepts of the circular economy (Allen et al., 2021). One notable distinction between linear and circular production and consumption systems is in the incorporation of the three Rs, namely reuse, remanufacture, and recycle.

With the conceptual framework we propose here, a new addition that we believe is and will be a factor that helps promote the development of sustainable supply chains is high-quality human resources. The contribution of high-quality human resources to the development of sustainable supply chains is a topic of interest in the business world. According to a recent article by the World Economic Forum, global supply chains need to be founded on sustainability, collaboration, trust, transparency, visibility, and diversification of supply. The article emphasizes that the integrity of these chains relies on collaboration from the entire system, and research shows that collaboration positively affects supply chains (Nematollahi et al., 2021).

How human resources (HR) and supply chain management can unite to obtain a sustainable competitive advantage was also discussed in depth by Doğru (2022). The study lays out the importance of a resource-based view in both HR and supply chain management and how organizations create sustainable competitive advantage by integrating these two elements (Doğru, 2022). The research enriched the limited number of studies so far on the integration of HR and supply chain management with the help of a literature review. Therefore, collaboration, trust, transparency, visibility, and diversification, which are crucial factors contributing to sustainable supply chains, can be built from owning high-quality human resources.

High-quality human resources can create collaboration, trust, and transparency by fostering a positive company culture that values open communication and honesty. The data that is derived from transparency will speed up the process of turning HR into a genuinely strategic role. High-quality human resources can also create diversification by bringing in diverse candidates who share similar values to those of the company. Business and HR leaders must take the initiative to reap the benefits of a diverse workplace culture. Instead of searching for workers who align with the company culture already in place, they ought to seek out varied workers who can contribute to the development of a stronger corporate culture by changing perspectives and mindsets on how HR practices work (Lessley, 2021).

## 5. CONCLUSION

To ensure the quality of their workforce, companies can provide excellent HR service quality and develop a workplace culture that emphasizes diversity, inclusion, and equity. In addition, the company's human resources quality can be guaranteed through employee benefits, engagement, and career development. Providing actual value to workers in a way that captures both their brains and their hearts is the responsibility of human resource professionals, who have significant authority and accountability in this area. Using the concept of quality function, increasing employee engagement and productivity to ensure that all HR subsystems are optimized with the overall quality effort are all ways to improve the quality of human resource services.

In summary, the essential ingredients that build a sustainable supply chain include sustainability, collaboration, trust, transparency, visibility, and supply diversification. According to BCG, leading global companies are placing a heightened emphasis on their global supply networks and making a priority to work toward improving the flexibility and effectiveness of these systems. Critically, these organizations are also making efforts to improve the long-term viability of their supply networks by focusing on the sustainability of their supply chain partners (Walter et al., 2020). Businesses can establish sustainable supply chains by promoting a company culture that is positive, inclusive, diverse, engaging, and aligned with overall quality efforts through high-quality human resources.

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# FOSTER VIETNAMESE PEOPLE INTELLIGENCE, MEETING THE REQUIREMENT OF SUSTAINABLE DEVELOPMENT IN THE CURRENT PERIOD

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**Abstract:**
*The characteristics and trends of the world place requirements on the quality of human resources, in the current state of Vietnamese human intelligence, this article analyzes the necessity to foster Vietnamese people's intelligence. The contents of fostering a person's intelligence are analyzed based on basic aspects including: equipping with basic knowledge; in-depth knowledge and expertise; understanding of science and technology and applying; knowledge about studying and working skills; language proficiency in English. The article proposes several solutions to boost the intellectual capacity of Vietnamese people in sustainable development in the current period, including: inspiring and promoting the tradition of studiousness of the Vietnamese people, eliminating bad habits and outdated beliefs; boosting the quality of education and training; perfect policy mechanisms, especially policies to respect talented people; enhance international exchange and cooperation; promote each individual's awareness of gaining and mastering knowledge.*
**Keywords:** foster, Vietnamese people intelligence, sustainable development.

## 1. INTRODUCTION

Intelligence and intellectual activity are uniquely human qualities. This is the fundamental aspect that decides human perception and action, and shows the "human level" in the existence of each individual. Society has been increasingly developing, the productive force is increasingly growing, requiring people to have increasingly high knowledge in all aspects in order to master the production process, control their own lives and actively contribute to community development. Therefore, building Vietnamese people's intelligence and meeting the requirements for increasingly high-quality human resources play a very important role.

## 2. RESEARCH CONTENTS

### 2.1. The necessity to build Vietnamese people's intelligence

Le Qui Don – A Vietnamese scholar once concluded that without intellectuals, society will not prosper, without agriculture, society will be unstable, without industry, the country will not be rich, and without trade, society will not function such conclusion is still the development rule in today's world.

The outstanding feature of today's world is the strong development of the scientific and technological revolution, especially the fifth information revolution, which has been creating unprecedented qualitative changes in productive forces, the method of creating products, quantity and quality of products. The scientific and technological revolution causes the world economy to shift strongly to a knowledge economy. In the knowledge economy, the most important activities are creating knowledge, promoting knowledge, using knowledge and turning knowledge into value. Productive forces primarily relying on natural resources are changing strongly to relying on human intelligence. Therefore, intellectual human resources are a decisive factor in the development of each country, affirming the country's strength and position in the international arena.

On the other hand, the globalization trend creates extremely fierce competition and elimination. Vietnam - a country with a low starting point and late development, besides the advantage that we can learn from the experiences of previous countries, there are also

many difficulties when coping with the pressure of competition and elimination because competitive advantage no longer relies primarily on abundant natural resources or cheap labor but relying on the potential of knowledge and technological. In addition, during the integration period, many global issues such as food security, climate change, epidemics, global economic and financial crises require countries to solve together while fostering intelligence. There is even competition between countries for high-quality human resources. Vietnam must adapt to the new drastic context and find its own way to move to a higher stage of development in order to stand firm in the new situation. This requires paying special attention to investment in improving the quality of human resources and especially planning the right strategy to enhance human intelligence for rapid and sustainable development.

In recent years, the intelligence of Vietnamese people has been increasingly fostered. According to the World Bank's 2020 report on human capital, Vietnam's human capital index ranked 38/174 economies; In addition, Vietnam's educational performance component ranks 15th, equivalent to countries such as the Netherlands, New Zealand, and Sweden. The results of the regional and international Olympic competitions are also particularly excellent. During the 2016 - 2020 period, many Vietnamese student groups participated in the Olympic cultural subjects with 174 participants and achieved high results, with 170 awards, including: 54 Gold Medals; 68 Silver Medals, 40 Bronze Medals, 8 Certificates of Merit. The results have shown remarkable progress each year, with many Vietnamese students achieving the highest scores in exam content. In 2020, all 24 Vietnamese candidates participating in regional and international Olympic competitions won prizes. In particular, all four candidates of the Chemistry team won the Gold Medal, ranked 2nd in the world (after the US national team). The number of Gold Medals that Vietnamese students won in the period 2016 - 2020 was twice as many as in the period 2011 - 2015 [1].

Although the intelligence of Vietnamese people has been increasingly improved, there are still many limitations that cannot meet the requirements of the country's conditions as well as the international integration process. The rate of workers with degrees and certificates in Vietnam is still low; The labor structure mostly has limited skills, low income, does not meet the requirements of employers and the market, there is a large shortage of high-quality human resources. This is one of the "bottlenecks" hindering rapid and sustainable development in Vietnam, requiring to building of intellectual capacity for Vietnamese people in the new period.

## 2.2. Content about fostering people's intelligence

Ho Chi Minh said "wealthy people, strong country" and "only if all the people are healthy will the country be prosperous", which means "make the Vietnamese people become wise people". Fostering Vietnamese people's intelligence includes the following basic contents:

*First, equipping with fundamental knowledge*

Fundamental knowledge is basic, systematic and popular knowledge, related to many different aspects of human life and society, including natural and social sciences, survival skills, communication, work and study. This is called "basic knowledge" that any citizen needs to be equipped so that people can apply and practice everyday life. This basic knowledge needs to be equipped appropriately based on each subject, age, profession. Among the basic knowledge, it is necessary to focus on equipping knowledge about State policies, laws, and regulations of community, regulations and principles in international affairs, especially understanding and awareness of the law due to "Lack of legal awareness is one of the typical issues starting from the flexibility of the Vietnamese people. This is the most concentrated and serious manifestation of arbitrariness" [2].

*Second, equipping with in-depth knowledge and expertise*

Originating from domestic requirements as well as integration into the international

environment; coping with ever-increasing, new, more difficult and more complex work requirements, each person needs to be equipped with a high level of professional knowledge, deep understanding and practice, mastering certain professional and occupational knowledge. People are equipped with high levels of skill, good working ability and good professional skills in certain occupations. Furthermore, it is necessary to build truly excellent individuals with practical experience and skills in each field, making a great contribution to creating great value for the community. This is one of the important factors that create high-quality human resources, internal strength and a decisive resource for national development.

*Third, equipping with knowledge about science, technology and applying*

Scientific and technological achievements demonstrate the great power of human intelligence. Each step in science and technology creates new and stronger sources of capacity, strengthens human strength, promotes the development of productive forces, creates higher labor productivity, and improves lives and labor forces. Science and technology play important roles in assisting people affirm their talents and creative abilities; At the same time, it is the environment, conditions and objectives that require effective promotion of the human factor in the process of labor, production, creativity and self-improvement with higher levels. Therefore, Vietnamese people need to improve their level of science and technology, use products from science and technology, apply science and technology to labor and production, and invent and develop science and technology.

*Fourth, equipping with knowledge about skills in studying and working*

Currently, one of the weaknesses of Vietnamese people is that they lack a number of important skills in study and work that need to be equipped and fostered such as: survival and escape skills, communication skills, collaborative skills and taking risks, skills to express and share experiences, skills to handle unexpected situations, skills to adapt to new

environments, especially teamwork skills. In today's era, when science and technology have been increasingly developing, the requirement for teamwork is more necessary than ever; At the same time, it is necessary to overcome the habit of dependence and lack of proactive spirit, which hinders the creativity of Vietnamese people.

*Fifth, improve foreign language skills*

In the current period of international integration, foreign languages play a very important role in international exchange and cooperation. However, according to Manpower Group's 2022 Workforce Index Report, Vietnam currently has an abundant labor force with about 50.74 million people of working age, but the proportion of Vietnamese workers is sufficient. English proficiency for work accounts for only 5% of the workforce. This rate is quite low compared to non-English speaking countries in the region such as Indonesia (10%), Malaysia (21%), Thailand (27%) [4]. Therefore, equipping Vietnamese people with foreign languages is an urgent requirement in the current period.

## 2.3. Some solutions to foster the intellectual capacity of Vietnamese people in the current period

*Firstly, inspiring and promoting the tradition of studiousness of the Vietnamese people, eliminating bad habits and outdated beliefs*

Studiousness is a thousand-year-old tradition of the Vietnamese people and one of the important factors contributing to the creation of Vietnamese intelligence through historical periods, making an important contribution to the survival and development of the nation. The ancients said a treasure of gold is not as good as a handful of words and a person without learning is like a jade that is not polished. Therefore, in order to build Vietnamese human intelligence, it is necessary to strongly inspire the tradition of studiousness in families as well as the country, forming awareness and behavior of self-study and lifelong learning in each individual with the desire to broaden horizons. Lenin assumed that the power of old habits in millions of people is the most considerable power [3]. The 13th Party Congress is required

to overcome the limitations of the Vietnamese people step by step. Currently, along with the good traditions of the nation that Vietnamese people have been inheriting, there are also outdated traditions that Vietnamese people are inheriting, which cannot be easily changed in a short time. One of the reasons is the long-term application and maintenance of an economic model based on administrative mechanisms, administrative subsidies, which limits the development of human qualities and intelligence. It can be mentioned bad habits and outdated beliefs such as: scattered and haphazard ways of doing small business, the mentality of being afraid of difficulties, not paying much attention to techniques and technology, especially modern technology, being reluctant to exchange, and the psychology of satisfaction.

*Second, enhancing the quality of education and training*

Recognizing the importance of education and training for the formation and development of Vietnamese human intelligence, during the reform period, the Party and State of Vietnam always affirmed that Education and training should be a national policy. Recently, the Education and Training sector has had many important policies and measures to discover and foster talents at all levels of education. Schools and specialized classes have made great contributions to discovering and fostering talents and creating high-quality human resources for the country; The network of educational and training establishments is widely developed nationwide and is diverse in types of training (formal training, in-service training, distance training, public, private). Training quality has become more important. Educational content increasingly closely follows reality, gradually meeting the needs of the labor market.

However, we need to continue to overcome some limitations and weaknesses in education and training that have led to many negatives at all levels and fields. First, school systems have sprung up like mushrooms, but programs and the quality of training is difficult to control, the situation of "scholars" and real degrees is quite

common, the domestic labor source after being trained does not meet the requirements of the production process, especially in industries that require high technical and technological levels and great creative capacity such as: arts, design; communications, information technology, new technology.

At the same time, it is also necessary to overcome the many negative aspects of distributing and using human resources after training that eliminate creative motivation. The situation that postgraduate students are not able to find a job or accept jobs that are different from their professional training is common. This is truly a huge waste of Vietnamese intelligence.

*Third, improving policy mechanisms, especially policies to respect talented people*

"People are the center of the development strategy", "the most important factor that must be enhanced". This viewpoint is the legal basis that creates favorable objective and subjective conditions for each school to raise awareness of each person as well as the entire society about the urgency to invest in improving intellectual human resources.

In the process of fostering people's intelligence, the stage of discovering, selecting and fostering, especially talented people is a particularly important step. Many countries these days consider the issue of talented people as a strategic issue that determines the success or failure of the country. In our country, our ancestors also affirmed that talent is the national vitality.

One of the leading motivations and key issues to promote human intelligence is the environment and its benefits. At the national level, there is a stable political environment; a healthy economic environment; A safe social environment for all individuals to develop. In particular, ensuring a favorable learning and working environment, including respect and commitment to implementing public principles fair, objective, and democratic which creates peace of mind, trust, stimulates intelligence, enthusiasm, creativity and pursuing work.

On the other hand, to promote human intelligence in innovation and international

economic integration, it is essential to raise the issue of balancing individual benefits with community benefits and the benefits of the whole society, the short-term and long-term benefits, material and spiritual benefits. Besides, it is necessary to value and implement the social policy system of people-centred development. In particular, the Party and State need to have policies to ensure social justice, offer opportunities for people to benefit from economic growth and access services related to human intellectual development.

*Fourth, strengthen international exchange and cooperation*

In today's era, the strength of each nation is not only measured by its internal strength but also by its own ability and level of international integration. The scientific and technological revolution has been attracting countries at different levels into a race for knowledge and intelligence. One of the successful lessons of the country's renovation is knowing how to highly promote internal strength and taking advantage of external forces, combining national strength with the strength of new conditions.

The trend of internationalization and globalization has been and will become the trend of cooperation and division of labor between developing and developed countries. Therefore, building and developing human resources requires learning, exchanging experiences and cooperating between countries. In developing human intelligence, there are many forms of international cooperation with the participation of many countries. In particular, to improve the intellectual capacity of Vietnamese people, cooperation in education is an important issue in several ways such as: finding solutions to support educational development, supporting Vietnamese people to study abroad, training cooperation in the field of training management staff and experts; preventing the "brain drain" situation and creating a favorable environment for countries to invest in Vietnam, thereby expanding cooperation to improve the intellectual capacity of Vietnamese people.

*Fifth, promote each individual's awareness of gaining and mastering their knowledge*

To expand mental capacity, in addition to objective solutions, internal factors play an extremely important role. These are the internal motivations that motivate each individual to be properly aware of the needs and demands of society, their position, role, responsibility and mission towards the community. To gain and master knowledge, each individual needs to build and improve a number of competencies such as: the ability to lifelong learning and self-education, the ability to be flexible to adapt to the change of environment; the ability to be self-control, take personal responsibility, not depend on other people. These factors will help each individual to develop and assert their position in society.

Fostering human intelligence in the process of developing our nation is an essential, pressing and long-term problem, requiring a system of synchronous and comprehensive solutions.

### 3. CONCLUSION

The imperative to foster Vietnamese people's intelligence stands as a cornerstone in the pursuit of sustainable development in the contemporary era. This document has underscored the critical role of intelligence enhancement in addressing the multifaceted challenges faced by Vietnam. By investing in education, technology, and skills development, the nation can empower its citizens to navigate the complexities of the modern world.

The initiatives discussed herein, encompassing education reforms, technology integration, and skill-building programs, serve as a blueprint for fostering intelligence among the Vietnamese people. However, successful implementation requires collaborative efforts from government bodies, educational institutions, private sectors, and the community at large. Furthermore, the nurturing of emotional and social intelligence is equally pivotal, as it enhances interpersonal skills and promotes a collective consciousness for shared prosperity. Encouraging a culture of continuous learning and adaptability will be crucial for individuals to thrive in an ever-changing world.

In essence, fostering Vietnamese people's intelligence is not just a goal; it is an ongoing process that aligns with the principles of sustainable development. By prioritizing and investing in the intellectual capital of its citizens, Vietnam can build a resilient society capable of meeting the challenges and opportunities of the present and future. As the nation charts its path forward, the commitment to intelligence enhancement will undoubtedly play a pivotal role in shaping a sustainable and prosperous future for all.

Sustainable development necessitates a well-educated and adaptable populace capable of contributing meaningfully to economic, social, and environmental progress. As the global landscape evolves, the emphasis on intelligence as a driving force for innovation, resilience, and problem-solving becomes more pronounced.

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# HUMAN RESOURCES DEVELOPMENT TO RESPOND TO NON-TRADITIONAL SECURITY CHALLENGES IN VIETNAM TODAY

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**Abstract**

*Humanity is facing great challenges to traditional security and non-traditional security. The world has become flatter and entered a period of rapid integration with the rapid development of new technologies, information and communication technologies, the Internet, the flow of information... Conflicts between countries, religious and ethnic conflicts are becoming more and more fierce. This poses great challenges to non-traditional security, threatening the existence and development of nations and people. Human resources developing in response to non-traditional security challenges is a strategy and an urgent issue today in order to ensure global security and the security of each country in the world.*

**Research purpose**

*The article researches high-quality human resources to cope with non-traditional security challenges, thereby showing solutions to promote human resources to cope with non-traditional security challenges in Vietnam today.*

**Research motivation**

*Never before has humanity faced as many dangers and challenges as today, including non-traditional security challenges. Therefore, it is urgent to focus on developing human resources to respond to non-traditional security challenges, including Vietnam.*

**Main findings**

*The article summarizes the non-traditional security challenges in Vietnam today; Outlines the actors involved in human resources to respond to non-traditional security challenges in our country and proposes solutions to develop human resources to proactively respond to non-traditional security challenges.*

**Practical implications**

*Provide information and basic knowledge about human resources to respond to non-traditional security challenges in Vietnam for a team of researchers, state management agencies on non-traditional security.*

*Advise and propose solutions to contribute to the development of human resources, especially specialized forces in non-traditional security management, which perform well the task of proactively responding to non-traditional security challenges in Vietnam today.*

**Keywords:** development; Human Resources; cope with; Non-traditional security; Vietnam.

## 1. INTRODUCTION

In Vietnam, managers at all levels from central to local have also begun to pay attention to non-traditional security issues in the process of planning and implementing strategies for economic sustainable development, society and ensuring security and defense. However, in the context that Vietnam is dealing with many difficulties and challenges such as poverty, natural disasters, epidemics, environmental pollution, cybersecurity and information security... the research and training of human resources for the above non-traditional security assurance field is extremely important and urgent.

## 2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### 2.1. Literature review

In Vietnam, research on non-traditional security and response to non-traditional

security challenges is an attractive topic in the research world in general and in political science and national security and defense in particular. Scholar Ta Minh Tuan in the article "US-China cooperation in the field of non-traditional security" in the Journal of Social Science Information pointed out that non-traditional security includes international terrorism, drug trafficking and transnational crime, HIV/AIDS, epidemics, illegal immigration, poverty, development deviation, environmental degradation, natural disasters, information security, weapons proliferation gases of mass destruction (WMD).

In the book "Understanding some terms in the Documents of the 12th National Congress of the Party", scholars Phung Huu Phu, Nguyen Van Dang, Nguyen Viet Thong define non-traditional security: "Non-traditional security Tradition can be understood as a type of transnational security caused by non-political and non-military factors, directly affecting the stability, development and security of each country and the entire region. and globally".In the article "Vietnam promotes international cooperation in responding to non-traditional security challenges", scholar Le Xuan Thuan clarified the policy of international cooperation in responding to non-traditional security challenges, the results achieved, limitations and some proposals for international cooperation to respond to Vietnam's non-traditional security challenges in the coming time. The article points out that one of the limitations causing non-traditional security challenges is the lack of a team of experts specializing in non-traditional security domestically and internationally.

In general, the above works and articles have paid attention to understanding and explaining non-traditional security and non-traditional security challenges in the current context, partly explaining the human resources to respond to these non-traditional security challenges, but there is a lack of in-depth analysis of this group.

## 2.2. Theoretical framework

Security in the simplest sense is the ability to maintain a stable and safe state against threats to the normal existence and development of individuals, organizations, and each field of social activity. society or the whole society.

When classifying the concept of security according to national subjects and time factors, scientists divide it into traditional security and non-traditional security.

The Party and State of Vietnam always persist in the viewpoint of promoting the strength of protecting the national security of the great national unity bloc and the entire political system; proactively respond promptly to traditional and non-traditional security threats; struggle to defeat all plots and tricks of "peaceful evolution", riots and the overthrow hostile forces. In the current context, responding to non-traditional security challenges is an urgent task.

The Communist Party of Vietnam has proposed a guiding viewpoint on promoting human resources to respond to non-traditional security challenges in the new era, which is: "Non-traditional security issues are increasingly diverse, complex, strong impact" (Communist Party of Vietnam, 2021), from which the Party sets out the task of "being ready to effectively respond to traditional and non-traditional security challenges" (Communist Party of Vietnam,2021)... to respond to security threats non-traditional security. Our Party and State need to proactively invest resources, focusing on human resources for sustainable socio-economic development, constantly improve the material and spiritual lives of the people, and take care of protecting the people's lives. Protecting the ecological environment... It is necessary to build specialized forces to respond to non-traditional security issues that are sufficient in number, synchronized in structure, professionally proficient, good at foreign languages, and have political courage. Firm, knowledgeable about international integration, capable of completing assigned tasks.

## 3. METHODOLOGY

The article uses a combination of a number of different research methods to carry out the content, specifically as follows:

* ***Research methodology***: The article uses the methodology of dialectical materialism and historical materialism to synthesize issues in a systematic and objective manner as evaluating

and commenting on the current situation and proposing recommendations for developing human resources to respond to non-traditional security challenges in Vietnam today.

*\* Analytical synthesis method based on existing documents (Desk research):* Collect, collect statistics, and synthesize information from many different sources (results of existing theoretical and practical research related to developing human resources to respond to non-traditional security challenges). in Vietnam today; guidelines, guidelines, laws, resolutions, decrees, regulations, policies...) related to the research object.

*\* Professional solution:* Seek advice from experts in related fields.

## 4. RESULTS AND DISCUSSION

### 4.1. General perception of non-traditional security challenges

Currently, people have to face many risks in terms of the economy, environment, natural disasters, epidemics, and many kinds of high-tech crimes... Those risks are related to the threat to each individual. individuals, businesses, higher than the country. Therefore, according to the new perception, national security should not be understood in the narrow sense of protecting the State from military attacks across borders and territories, but also with a deep understanding of challenges such as environmental security, cyber security, food security, climate security, market security, energy security, currency security, intellectual property security, technology security, security security education, health security, resource and environment security...

Traditional security is a familiar and traditional concept, derived from international studies on security, war, peace, etc.. Traditional security is political security, military security, social security, with the focus on protecting national sovereignty interests, military security, political security and social safety.

Besides traditional security, there are always aspects of non-traditional security, also known as soft security. According to the human-centered approach, non-traditional security is divided into three groups (state security, human security, corporate security). Non-traditional

security refers to non-traditional threats and challenges to national security, the nation, the community and the stability of each human being, originating from non-military actors, non-state actors due to globalization and the information revolution.

Non-traditional security content includes urgent emerging issues in the present day such as resource depletion, population explosion, depleted ecological environment, religious and ethnic conflicts, poverty, disease, and crime. money laundering crime... Non-traditional security is getting deeply embedded in international life into a global issue and global security.

Since the end of the Cold War, especially marked by the terrorist attack in the US on September 11, 2001, non-traditional security challenges have increased in both scale and frequency of impact. In the current situation, non-traditional security is a major concern of all countries, which is included in the national security strategy and poses a number of challenges as follows:

*Firstly,* non-traditional security issues seriously threaten economic growth, affect the stability and sustainability of society, may lead to conflicts affecting the survival of the whole regime. political degree. Issues of food security, energy security, financial crisis, high-tech crime, transnational crime, terrorism.... are directly threatening each country, requiring the Government to spend enormous resources to deal with it and have a long-term strategy to respond, in which devoting human resources to respond.

*Secondly,* to maintain social order and ensure conditions for social development, state cadres and civil servants take on the task of responding to arising non-traditional security issues such as epidemics, international disclosure, high-tech crime... requires improving the operational capacity of both the state management apparatus and each cadre and civil servant to meet new requirements.

*Thirdly,* non-traditional security issues are beyond the ability of countries to solve, have far-reaching effects at the international level, most of them are global problems, and can even

become catastrophic and threaten human life. Moreover, in the coming time, there is an increasing trend, so it will only be solved well if close international cooperation is implemented.

In Vietnam, non-traditional security issues and non-traditional security challenges were recognized by our Party very early on. Vietnam has quite specific geographical, topographical and climatic conditions, in the process of socio-economic development, our country has to rely heavily on the exploitation of natural resources and labor, which in turn is affected the strength of non-traditional security challenges.

Resolution No. 08/NQ-TW dated December 17, 1998, term VIII of the Politburo warned that non-traditional security factors pose challenges to national security. The 13th Congress of the Communist Party of Vietnam continues to affirm the strategic and consistent awareness of non-traditional security challenges for the current cause of national construction and defense. In which, our Party emphasized: "Non-traditional security issues are increasingly diverse, complex, and have strong impacts" (Communist Party of Vietnam, 2021); "Global issues such as: protection of peace, human security, natural disasters, epidemics, social security and non-traditional security, especially cyber security, climate change, sea level rise, environmental pollution ... continues to develop complicatedly" (Communist Party of Vietnam, 2021).

### 4.2. Human resources to respond to non-traditional security challenges in Vietnam today

In recent years, there have been major incidents in Vietnam due to non-traditional security risks and challenges such as the "crisis" in the Vietnamese banking system in the years 1997 – 1998, etc., especially climate change and environmental pollution. As one of the countries strongly affected by climate change, Vietnam suffers great consequences in terms of agricultural production efficiency, the ability to provide energy sources for production and consumption, and infrastructure, traffic, decrease in forest area and biodiversity. The

marine environmental pollution case caused by Hung Nghiep Formosa Ha Tinh Company in 2016, seriously affected the central provinces of Ha Tinh, Quang Binh, Quang Tri, and Thua Thien Hue. Since then, many demonstrations and public disorder incidents have been caused by reactionaries taking advantage of environmental security issues to incite the masses, seriously affecting the country's socio-economic development. It shows that non-traditional security issues, if not thoroughly recognized, prevented, handled and resolved in a timely and definitive manner, will accumulate and when the time comes to break out, will have great consequences on the environment, social order and national security.

Some people in Nam Son, Bac Son, and Hong Ky communes, Soc Son district, Hanoi often have to prevent garbage trucks from entering the Nam Son landfill, thereby causing congestion of daily-life waste in Ha Noi city. The fire of Rang Dong thermos bulb factory in Hanoi in 2019 leaked toxic mercury into the environment, making people confused, moving their residences to the suburbs...

Because non-traditional security challenges are increasingly complicated for national security, the Communist Party of Vietnam affirms that it must perform well the task of "being ready to effectively respond to traditional and non-traditional security challenges" (Communist Party of Vietnam, 2021). To effectively respond to the above challenges, proactively building strategies, programs and plans to be ready to respond promptly to non-traditional security challenges in each field must focus first on development human resource development - the subject of protection and implementation of tasks and solutions to respond to non-traditional security challenges in Vietnam.

The subjects protecting and responding to non-traditional security challenges are mainly the Ministry of Public Security, the Ministry of National Defense and other ministries, branches, agencies, units, enterprises, etc.. The forces involved in ensuring non-traditional security forces are mainly the army, police, paramilitary forces and the people. The military

plays a specialized role in protecting territorial sovereignty and national border security. The Ministry of National Defense determines that effectively responding to non-traditional security challenges in Vietnam today is the task of "fighting in peacetime" to protect the regime and the Party's ideological foundation. The Police force also has many important contributions, playing a pivotal role in helping to resolve non-traditional security threats, risks and challenges, always "being present in difficult and arduous places, dangerous to deploy activities to support natural disaster prevention and control; control and prevent the COVID-19 pandemic; participating in domestic search and rescue; supporting international rescue forces (such as in the earthquake in Turkey) and sending officers to join the United Nations peacekeeping force" (To Lam, 2023).

The force responding to non-traditional security develops plans and plans for management, prevention and response to challenges, threats and non-traditional security disasters, therein, the police and military forces play a pivotal role.

The forces of specialized agencies such as the army, police, health care, branches and organizations in the community in order to well perform warning, fire fighting, search, rescue and evacuation activities... help prevent and minimize the impact of non-traditional security disasters. This force develops and implements plans to reserve equipment and goods, prevent non-traditional security disasters, and reserve equipment and goods in order to mobilize timely, prepare the communication system in case of emergency...

The forces of restoring basic services help people affected by non-traditional security disasters to recover quickly such as assistance with home repairs, establishment of essential services, restore key socio-economic activities. Public security agencies at district and commune levels, forces under the district military command, border guards, customs, fisheries control and forest rangers in the locality deal with non-traditional security risks and challenges that happen locally.

Party Secretary, Chairman of People's Committees of provinces and cities directly command and coordinate the forces of police, army, health, agriculture and rural development (forest ranger, flood and storm prevention), transportation,... together with the central force, agencies and units stationed in the area of search and rescue and rescue of people and property at places where non-traditional security threats and disasters occur.

Police forces, army, health care, forest rangers, flood and storm prevention, local transportation and central forces, agencies, units and businesses in the area are always ready to maintain environmental hygiene, prevent epidemics, rescue people's lives and properties. The logistics force is fully stocked with petrol and oil to serve ambulances, fire engines, ships, boats, fire boats, motorboats, canoes, motorbikes, cars, and reserve generators; food, food reserves, medical facilities, means of communication,..., that prevent and response to non-traditional security challenges and disasters.

## 4.3. Some solutions to contribute to the development of human resources to respond to non-traditional security challenges

To effectively respond to the impact of non-traditional security and protect national security, it is necessary to strongly develop human resources to respond to non-traditional security challenges. Here are some solutions to follow:

*Firstly,* strengthen propaganda to raise awareness about non-traditional security in the new context for all cadres, party members and people, especially the danger of these issues with national security, with the lives of the people and the whole society. The State needs to further promote training programs on non-traditional security combined with content related to business administration in Vietnam to soon have experts and non-traditional security management staff. have skills in risk management and corporate security, skills in coordination with Vietnam's law enforcement agencies, etc.. From there, raise vigilance, clearly define the responsibilities of individuals

and organizations with resources to directly participate in the prevention of non-traditional security challenges and deal with the consequences of these problems have caused. From there, raise vigilance, clearly define the responsibilities of individuals and organizations with resources to directly participate in the prevention of non-traditional security challenges and deal with the consequences of these problems.

*Secondly,* strengthen the legal framework for human resource training to deal with non-traditional security. The Party and State of Vietnam determined that in the coming time, with the complicated developments of the domestic and international situation, non-traditional security issues will have a stronger impact on people's lives. Therefore, the need to proactively prepare to respond to non-traditional security issues has become apparent. It is necessary to have a complete and increasingly perfect system of policies and laws, the Party's guidelines and policies, and the State's laws... so that we can prevent and respond in this field. It is necessary to build a strong legal system to create synchronization and unity in the awareness and actions of the whole society to deal with non-traditional security issues and create a legal corridor for human resources. To respond to non-traditional security challenges, there is a basis for building, supplementing and completing this planning and policy orientation on human resource development.

*Thirdly*, build a dedicated force to respond to non-traditional security challenges and threats. Building a human resource apparatus to deal with non-traditional security issues needs to strengthen decentralization and clear responsibilities to mobilize response forces at all levels, branches and localities, mobilize on-site from other places to promptly and effectively deal with arising non-traditional security issues. Focusing on building and investing in modernization of the specialized force in the direction of establishing the Emergency Board, the National Guard force is capable of performing the function of civil

defense, preventing and dealing with emergencies, respond to non-traditional security threats and disasters.

*Fourthly,* strengthen training, fostering, raising awareness and skills for human resources to cope with non-traditional security, develop policies, increase investment in facilities, equipment and methods appropriate technical facilities to enhance this team's capacity to deal with non-traditional security issues. Organize and coordinate with many units to train skills and knowledge on non-traditional security management for core staff.

*Fifthly*, mobilize resources to respond to non-traditional security issues and maintain human resources to cope with the above challenges. In addition to strengthening the resources of the State, it is necessary to diversify resources from non-budget sources such as capital of enterprises, foreign investment capital, domestic capital...

*Sixthly,* strengthen international cooperation, focus appropriate investment, effectively use international help in training contingents to deal with non-traditional security, and promote cooperation with international organizations. Security agencies and police of different countries conduct drills and training programs to respond to and fight against terrorism, transnational crime, and cybercrime.

## 5. CONCLUSION

The trend of globalization and international integration, the rapid development of the economy, the scientific and technological revolution, many fluctuations in weather, socio-politics, epidemics... make the environment constantly change. Responding to and preventing non-traditional security challenges is becoming more and more difficult. The importance of promoting human resources to respond to non-traditional security challenges and participating in preventing the arising and limiting damage and consequences caused by non-traditional security issues can be clearly seen. system, ensuring national security, social order and safety, protecting the community and promoting healthy social development.

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# SITUATION AND SOLUTIONS OF TRAINING, FOSTERING AND USING VIETNAMESE INTELLECTUALS

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**Abstract:**

*Intellectuals play an important role in the industrialization and modernization of the country, especially in the Industrial Revolution 4.0, creating the strength of the country in planning and implementing national development strategies. The process of international integration is placing great demands on Vietnamese human resources, especially high-quality human resources, in which intellectuals play a key role. The article presents the current situation of training and fostering intellectuals and the problems arising in using Vietnamese intellectuals. On that basis, the author also proposes a number of orientation solutions for the training, fostering and utilization of Vietnamese intellectuals in the cause of innovation, promoting industrialization and modernization international integration.*

**Keywords**: Intellectuals, human resources, knowledge economy, industrialization – modernization.

## I. INTRODUCTION

In all ages, intellectuals have always been the foundation and the core force of knowledge creation and dissemination of social progress. Today, along with the rapid development of the scientific and technological revolution, intellectuals have become a particularly important resource, creating the strength of each country in development strategies. As early as 1442, when Than Than Trung was assigned to compose the first epitaph for the first doctoral stele at Van Mieu - Quoc Tu Giam, he highlighted the importance of talent with the sentence "Talented and moral people are the core of country". If the principle of prosperity is strong, the country will flourish. If the principle is inferior, then the water is weak but low". That means, the longevity of a country lies in the talent of each person in that country. These are very clear ideas about gentleness, about intellectuals over a long history of development. Vietnamese intellectuals have made important contributions in all fields: Economics, politics, education, culture, art, defense, security ...

On the other hand, the *Fourth Industrial Revolution continues to grow strongly,* *fundamentally changing the social workforce.* The requirement to strongly develop high-quality resources, including intellectuals, is very urgent, especially in the industrialization and modernization context and international integration, the provision of solutions to overcome difficulties and limitations in training, fostering and using intellectuals is a necessary issue for the whole Party, the whole people and the intellectuals themselves to see their important role as well as their heavy responsibilities in the socio-economic development of the country.

## II. THE STUDY

### 2.1. Intellectuals and the role of Vietnamese intellectuals

The term "**intellectual**" is widely used in the world, derived from the Latin: Intelligentia (intelligence, understanding). To answer the question "Who is Intellectual?". The majority of researchers agree that intellectuals have characteristics that make a difference in society. They are a special class, converging their own specialized characteristics, such as: High level of education, expertise in field; good moral qualities, conscientiousness; creativity and very complex labor. In particular, the most important

value of intellectuals is the intellectual products which were emphasized in Resolution No. 27-NQ/TW dated August 6, 2008 of the Party on Building intellectual contingents in the period of accelerating industrialization and modernization of the country. Accordingly: "*Intellectuals are intellectual workers who have a high level of education in a certain professional field, have the ability to think independently, spread and enrich knowledge, create valuable spiritual and material products for society*".

Currently, sustainable development is applied in the world; digital economy, circular economy, green growth are the development models that many countries choose. Shifting to renewable energy, green energy will be a clear trend in the coming period. Along with that trend, Vietnam is also promoting the industrialization and modernization associated with the development of the knowledge economy, the role of intellectuals is increasingly strongly reflected in the fields of socio-economic life of the country.

+ **In politics**: The Vietnamese intellectuals are the pioneering force in theoretical research and practical review to provide objective scientific arguments with great value, high persuasiveness, practicality, feasibility and reliability for the Party and National State in the planning of the country's development path at the macro level as well as in each specific field. In addition, Vietnamese intellectuals also actively participate in the leadership, management and administration of the country; thereby, contributing to improving the leadership capacity of the Party and governance of the State, improving the quality and efficiency of the political system.

+ **In economics**: Intellectuals are a special labor force leading in research, application, development of natural sciences, social sciences, technology transfer, and innovation of production lines in order to improve the efficiency and productivity of economic sectors, help accelerate the industrialization and modernization of the country, contribute to the

implementation of sustainable development goals, and determine the success of national construction and defense.

+ **In culture and society**: Intellectuals play a key role in creating works, cultural and artistic works of high value, contributing to preserving, preserving and promoting the good traditional cultural values of the nation; at the same time, through international cultural exchanges and cooperation activities, contributing to making the culture of the country become modern, rich and progressive, as well as promoting Vietnamese cultural values to international friends and absorbing and spreading the cultural quintessence of humanity into Vietnam. Vietnamese intellectuals play a great role in improving the people's intellectual level, orienting good values for human development, with their knowledge, they have solved many problems that society requires in a scientific and correct way, contributing to social stability, promoting the development of all aspects of society, from economy to ideology, from domestic to foreign affairs, defense, security...

In conclusion, in all areas of social life, intellectuals are always diligent in researching, creating, overcoming all difficulties and challenges to achieve great achievements for the development of the country. The development models of "knowledge economy", "circular economy", "Farmers - State - Scientists - Entrepreneurs", "Constructive government", "Digital government",... have clearly shown the great role of intellectuals.

**2.2. The current situation of training, fostering and using Vietnamese intellectuals**

*2.2.1. Training and fostering of intellectuals*

The education and training sector has played a vital role in the implementation of the task of improving intellectuals, training and fostering intellectuals, contributing a significant part in the national construction and defense in recent years.

University of Science of Vietnam National University in Vietnam National University play a role as a pioneer and leader in the education of the country, has piloted the training of

talented bachelor of science, other training institutions, and a number of major universities, such as Vietnam National University, Ho Chi Minh City, Hanoi University of Education, Hanoi University of Science and Technology... have opened talented and high-quality bachelor training programs to train advanced human resources, which are suitable for Vietnam's conditions and meet the ability to integrate internationally. The initial success training talented human resources model at undergraduate and graduate levels has suggested the idea of developing and piloting a synchronous and continuous process through many stages: discovering, training, fostering and using talented human resources in the fields of leadership, management, science and business technology in industrialization and modernization context. The quality of higher education is still low and does not meet the skill needs of the labor market, leading to the fact that the number of graduates is difficult to get a job at large companies. International investors in Vietnam all say that the lack of skilled engineers, workers and highly qualified management is a major barrier to business in Vietnam. Students and graduates have professional capacity that is not suitable for the requirements of businesses and services; foreign languages and soft skills such as industrial manners, the ability to work in teams, groups, and start-up skills are still bad. According to the GIZ Business Survey in 2020, hard skills and working attitudes are the factors that need to be improved to make a big difference between the requirements of enterprises and the existing competencies. The implementation of high-quality vocational training (key vocational development, high-quality vocational schools, and international pilot training and ASEAN levels under the transfer program...) is still slow. According to the Global Competitiveness Report 2018, Vietnam ranked 84/137 countries in terms of university graduates students and 79/134 in innovation capacity; the research outputs are behind those of Thailand and Malaysia.

A great concern is the fact that intellectuals is not suitable for the trained profession, as well as for the trained professional qualifications and skills. Statistics in 2021 show that 81.1% of workers have college degrees, 60.4% of workers have intermediate qualifications, 23.8% of workers have university or higher qualifications that require technical qualifications/skills lower than the trained technical qualifications (by degree/certificate). On the other hand, about 35.1% of workers work in jobs that require a higher level of technical expertise/skills than their degree. This is also an inadequacy in the process of training and fostering intellectuals in Vietnam today. According to the World Labor Organization (ILO) (2020) and ADB (2019) on skills and job mismatches in the period 2012 - 2019 show that the level of suitability between employment and training level of Vietnamese workers is decreasing, while the job status with higher requirements than training level or lower requirements than training level is increasing. Domestic postgraduate training institutions have been providing highly important human resources in teaching and scientific study, economic and social development, partly improving people's lives, and maintaining national security and sovereignty. The majority of doctors and masters of domestic training are lecturers and research staff of postgraduate educational institutions and research institutes, including NGOs which are non-governmental organizations. The rest of them work in the state management of local ministries. However, the quality of master's and doctoral training is still limited, so there has not been a mutual impact in terms of benefits, and great interest in postgraduate training that affects the training quality, there are many dissertations and doctoral theses of humanities and social sciences that are still "disturbing"; many dissertations, doctoral theses in history, political theory are also illustrative of documents, there is no new analysis, one-way solitude leading to the status of protection in the drawer; There are many doctors after the

defense is finished, do not continue to go into specialized research, but return to leadership and management.

The Vietnamese Communist Party and State have made great efforts in training scientific, technological, leadership and management intellectual staff, so hundreds of students, and researchers have had a chance to study abroad in recent years under programs and scholarships funded by foreign governments or organizations every year. The Government approved Project 322 - "Plan to train scientific and technical staff at foreign establishments by the state budget" in 2000, which recruited and sent 5,833 attendants, including 2,951 doctors, 1,603 masters, 260 interns and 1,019 universities between 2000 to 2013; In addition, Project 165 - "Training overseas leaders and managers by the state budget" founded by the Central Organization Board spent hundreds of billions of VND per year to send researcher, graduate students and undergraduate students to study abroad., Project 165 has sent 1,080 staff attending master's and doctoral degrees programs, including: 671 staff studying for master's and doctoral degrees (including 202 PhD degrees and 469 master's degrees); 409 master's degrees are followed transnational education program in December 2020. Over 550 short-term training for 13,803 overseas staff were organized, and 1,699 staff were trained in foreign language programs (such as English, French, Chinese, Lao, Cambodian). 282 staff participated in medium-term training courses in Japan, the US, the UK, and France organized by the Vietnamese Communist Party and State.

### 2.2.2. Appreciation of intellectuals

It can be said that the Party's policies on using intellectuals have been reflected in the Party's reform period resolutions through previous research, however, the policies on using intellectuals are unclear. Because we do not have a standard definition of talents, talented people and "untalented" people having the same regime is quite difficult. The leaders and managers get a higher salary than that of

scientists and experts, whereas professors, doctors and masters still enjoy the same salary as lower staff. Material and spiritual benefits must first be taken into account in order to make use of intellectuals and talents. If these two types of benefits cannot be solved, neither can intellectual talent flourish. Policies attracting talents and highly qualified human resources operating in industry fields are still egalitarian, not meeting the demand for highly qualified intellectual labor, leading to a temporary working situation. Housing and welfare policies have not been effectively used to attract talented intellectuals, especially abroad training intellectuals. For that reason, it leads to the worrying "brain drain" phenomenon.

Thus, the problem of using talented intellectuals in Vietnam is in a vicious circle, talking more and doing less. Making use of talented intellectuals is only in resolutions and policies, it has not come to practical, not into the subconscious of leaders and managers. Vietnam lacks a meritocratic strategy and practical meritocratic policies. In general, there are no appropriate remuneration mechanisms and a good working environment for intellectuals to promote their talents, especially in public administration areas, so talented people are not used effectively. This has led to the leaving of scientists in the state working environment to private enterprises. This can also explain the fact that many abroad students want to stay in the host countries after finishing their studies, because they will face many difficulties in life and scientific research activities if they return to Vietnam.

Thus, the training, fostering and application of intellectuals in our country in recent years has still been limited, has not really met the requirements of innovation and international integration of the country. Many intellectual guidelines and policies are still inconsistent and slow to come to life. The organization and implementation of training, fostering and using the weak intellectuals. Lack of a basic and long-term strategy in the planning of training and fostering of intellectuals. In order to keep up

with the development and change of the current world, especially with the fourth industrial revolution, it is more urgent than ever to make strategic decisions in building and developing intellectuals.

## 2.3. Solutions to train, foster and employ Vietnamese intellectuals

*Firstly, it is necessary to develop specific policies to train, foster and develop intellectuals.*

Starting from the overarching viewpoint that "people are the center, both the driving force and the goal of development", our Party has consistently and persistently implemented the viewpoint: "For intellectuals, promoting their capacity and wisdom, expanding information, promoting democracy, and using talents. Encourage intellectuals and scientists to invent and create. Protection of ownership and remuneration deserve the contributions of intellectuals in the development of the country". On that basis, our Party and State need to develop many mechanisms and policies to prioritize the development of intellectuals and implement them in practice, bringing good results in the past time, such as policies to train and foster intellectuals; policies to create an environment to promote the role of intellectuals; policies to use, remunerate and honor intellectuals and policies to attract Vietnamese intellectuals abroad. Associated with those guidelines and policies is the effort in renovating the management mechanism, increasing investment in education and training, science and technology, culture and arts, etc. that has contributed to promoting the potential and internal strength of intellectuals in practical activities.

Facing the requirements of the general development trend of the increasingly deepening international integration process, the 13th Party Congress paid special attention to building a contingent of intellectuals and attracting talent. The Resolution of the 13th Party Congress also determined: that there is a breakthrough mechanism to attract and use talents, therefore, in the policy system of

developing intellectuals, the talent development policy must be considered a breakthrough. From that requirement, it is necessary to create a fundamental change in the training and fostering of intellectuals both to ensure the quality of mass training and to develop mechanisms and policies to effectively implement talent training in order to improve the quality of intellectuals and develop talents for the country. In particular, attaching importance to developing specific strategies and policies to detect, train and foster young intellectuals who have made contributions to practical activities, intellectuals of ethnic minorities and female intellectuals. Encourage intellectuals to regularly improve their professional qualifications, arouse strong patriotism, national self-reliance, and aspiration to lead the country to prosperous and happy development. In that sense, in the coming time, it is necessary to urgently promulgate the "National Strategy for Intellectual Staff Development in the period 2021-2030, with a vision to 2045" and "National Talent Development Strategy".

This is a key task and a key solution to build and develop human resources in general and intellectual human resources in particular to meet the requirements of national development in general and the impact of the 4.0 industrial revolution in particular. Accordingly, it is necessary to quickly improve the education system in the direction of openness, integration, promotion of stratification, channelization, organization and rearrangement of the education system, especially higher education and vocational training. Overcoming inconsistencies in the scale of training, the structure of industry, occupation and regional structure; associating training with scientific research and technological application. Further focus on developing the automation industry, investing in deep research groups in the fields of digital, information technology, software technology, satellite communication, digitalization, new energy, new materials, biotechnology and integration between them.

Currently, the quality of knowledge and the structure of the team are inadequate. Therefore, the renovation of training, fostering, recruiting, arranging and using intellectuals is an urgent requirement. Renovating the training and retraining in order to create a source for the intellectuals, improve the quality of the existing intellectuals, to be able to build an intellectual team with sufficient quantity, strong quality and reasonable structure, meet the requirements of CNH and OS, and promote the development of the locality and the country. Renovating training strategies, fostering intellectuals, defining specific plans and purposes, each stage in a scientific, appropriate and effective way should not be delayed. Special attention should be paid to the areas that the country and localities are lacking and unbalanced, it is necessary to pay attention to the structure, especially the age, to overcome the "ageing" situation in the current intellectuals. In order to be able to provide highly qualified human resources for society, from which there can be a team of intellectuals in particular, high-quality human resources in general, it is necessary to innovate and improve the quality of postgraduate training. Gradually integrate forms and methods of training according to international standards from primary to university levels both in the public and private sectors, to ensure suitability, upgrade the education system, and train current and future intellectuals. Promote international cooperation in education and training, create favorable environments and conditions to attract foreign talented and experienced teachers and scientists, overseas Vietnamese to participate in the process of training and research on science and technology at Vietnamese higher education institutions; continue to send Vietnamese students abroad to study, train and foster. Implementing a combination of support policies from the state budget with the mobilization of social resources; calling for foreign investment, attracting world-class universities and vocational schools to operate in Vietnam.

*Secondly, there should be a breakthrough in mechanisms and policies to attract and reward talents.*

The attraction and appreciation of talents have always been a matter of concern and have been raised for many years. In particular, at a time when many cadres, civil servants and public employees leave the public sector due to many different reasons - including work pressure, and income inadequacies - the effective implementation of policies to attract and value talents is more urgent than ever. The problem posed to Vietnam with the desire to rise to riches must focus on building a breakthrough strategy in the use of talented intellectuals to meet the current globalization requirements. Therefore, it is necessary to develop a mechanism for detecting, training, fostering and using talented intellectuals, making high-quality intellectual resources have "martial arts and literature application". In building a policy mechanism, it is necessary to create healthy competition, create a consensus between management leaders and talented intellectuals, not create confrontation and antagonism, but create a counterweight to create many true talented intellectuals in all fields of socio-economic life.

In order to attract and utilize talented intellectuals in the process of building and developing the country, our Party and State need to take some specific measures as follows:

+ *The Party and the State need to agree on a correct awareness of the importance of talents and the urgent requirements of discovering, attracting and valuing talents in the construction and* protection of the socialist Vietnamese Fatherland; soon formulate strategies and policies to use talents, and organize the implementation in the spirit of great national solidarity. It is also the orientation for cultural development, especially the culture of dealing with talented intellectuals, forming a mindset and lifestyle in cadre personnel work, in order to encourage and motivate potential and talented people to really develop.

+ The *Party and State need to renew their thinking in the method of meritocracy*. People with political acumen, leadership talents, executive organizations foster and train them to be leaders and managers; people who are deeply knowledgeable in professional skills foster and encourage them to develop the path of research and advice... Talented people who are willing to work in the public sector or return from abroad to contribute must create a suitable working environment so that they can promote their talents and have the opportunity to contribute. At the macro and micro levels, there must be policies to support housing for talented intellectuals. This can be done by localities, some places have done well in the past time. Currently, with the actual salary and cost of living, it is very difficult for intellectuals to ensure a normal life, especially young intellectuals. Next, it is also necessary to have a worthy remuneration regime to attract talented people. The remuneration here includes material (salary, bonus,...) and spiritual (encouragement, honor,...). When there is a worthy remuneration, talented people will find themselves to establish themselves, establish a career and serve the development of the country.

+ *It is necessary to identify specific talent and ethics criteria, quantify the standards to have a clear basis in detecting, recommending, introducing, assigning and arranging work*. At the same time, special attention is paid to the role of the leader in detecting, attracting and valuing talents. The head must first of all be virtuous, talented, clear-hearted, bright, innovative in cadre personnel work, "meritorious", putting the interests of the country and the nation first and foremost. In life, "countless people", in each person, there are always two sindes, good and bad. In order to encourage the good, the good sprouts and blooms like spring flowers, while the bad fades away, it is necessary to have a wise vision, and a generous heart, and to appreciate and promote talents.

+ *There should be a remuneration regime and working environment for talented intellectuals to promote their talents*. The State needs to have a balanced system of policies that is multifaceted and specific: creating favorable conditions for scientific activities, improving the remuneration system (both material and spiritual), at the same time with an effective and accurate control system. We often say "welcome the gentleman" or "spread the red carpet to welcome talents", but without the above policy system, the recruitment of talents is just a slogan. Especially when the current salary hierarchy strongly discourages people from doing good work, let alone talented people or talents. More importantly, our Party and State need to create favorable conditions, a good working environment, and advanced management methods to maximize each person's strengths.

## III. CONCLUSIONS

It can be affirmed that the development of Vietnam in economic, social and cultural terms in the new era requires the full exploitation of intellectual wisdom, and this is a scientific and very sensitive issue. The Vietnamese Communist Party and State have paid attention to attracting, gathering, train Vietnamese intellectuals. Our country's intellectuals have played an important and active role in providing scientific arguments for the planning of the lines, guidelines and policies of the Party and the State, gradually improving the scientific and technological level of the country, rising to reach the level of the region and the world, as a driving force in industrialization and modernization era. It shows that developing the intellectual team, attracting talented people, fostering the management leadership team is no longer a "task" but a mandatory requirement, even a "self-need" to develop the country. In particular, in a new situation, namely the requirements of the knowledge industry revolution, digital industry, digital economy, digital society and digital management, the role of intellectuals needs to be "put in the right position" to maximize their talents, capacities

and qualities, making a worthy contribution to the construction and defense of the country in a fast and sustainable direction.

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# THE ROLE OF ECO-ETHICS EDUCATION IN HUMAN RESOURCE TRAINING FOR GREEN ECONOMIC DEVELOPMENT IN VIETNAM

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**Abstract**

*Currently, environmental problems such as droughts, floods, tsunamis, depletion of natural resources, air and land pollution, etc., and especially climate change, are increasing, happening, has been directly affecting human survival. Therefore, calls for people to think and act practically to protect the environment are becoming increasingly urgent. National, regional, and global environmental protection activities today are not only at the level of formal movements but have become a key content in the policy-making of each country. To protect the environment towards sustainable development, we need the consensus of the entire society, all levels and sectors as well as each individual. We need to promote the role of many different resources, in which education and training of human resources with ecological ethics for sustainable development is one of the important resources. Therefore, the article contributes to clarifying some general theoretical issues about human resources, concepts, characteristics, roles of the green economy, and the concept of ecological ethics education in training human resources for sustainable development. transition from the traditional economy to the green economy.* On that basis, the author analyzes the role of human resource training for green economic development and the role of ecological ethics education in human resource training for green economic development in Vietnam. Finally, the author proposes some basic solutions to strengthen ecological ethics education in training human resources for green economic development in Vietnam.

*The research uses methods of analysis, synthesis, deduction, and induction... to clarify the role of ecological ethics education in training human resources for green economic development in Vietnam.*

**Keywords**: Ecological ethics, ecological ethics education, Human resources, Green economy, Sustainable development.

## 1. QUESTIONS

Sustainable development is one of the biggest challenges facing the world today. Humanity in general and Vietnam in particular are facing serious problems related to the environment such as climate change, environmental pollution, ecological imbalance, and resource depletion... Understanding and implementing sustainable development is an urgent requirement to maintain the existence and development of people and society at present and in the future. To achieve the goal of sustainable development, the world is gradually shifting from a traditional economy to a green economy. This requires Vietnam to change the way it produces, consumes, and manages resources to participate in new trends and compete in the international market. Vietnam is a member of many international agreements related to environment and sustainable development. To comply with commitments and ensure integration in the region and the world, Vietnam needs human resources knowledgeable about environmental issues and the green economy. Educating human resources to have correct and ethical awareness of environmental protection and green economic development is a key task in the current period. Ecological ethics education is one of the key solutions to accomplish this task. Research on

the role of ecological ethics education in training human resources for green economic development in Vietnam has practical significance, not only bringing benefits to the country but also contributing to the development of green economy sustainability of the global environment and economy.

## 2. THE ROLE OF HUMAN RESOURCE TRAINING FOR GREEN ECONOMIC DEVELOPMENT

The concept of human resources appeared and became an important part of management and economics. During the industrial revolution of the late 18th and early 19th centuries, companies and manufacturing plants increased and required a focus on more efficient management and use of labor. This led to the emergence of the concept of human resources to describe human assets in the work environment. Currently, there are many different views on human resources. The United Nations Development Program (UNDP) believes that human resources are all the knowledge, skills, experience, capacity, and creativity of people, which are related to individual development. individuals and the country (Central Institute for Economic Management Research, 2004, P.8). The World Bank believes that human resources are the entire human potential including the mental, spiritual, and physical strength that each individual possesses. In Vietnam, authors Tran Van Phong and Le Thi Hanh believe that human resources are all people of working age who are capable of participating in a country's labor, including physical strength, mental capacity, and talent (Tran Van Phong, Le Thi Hanh, 2023).

Thus, human resources are all individuals or groups of people with knowledge, skills, and creativity used to carry out the goals and tasks of the organization, achieving development and success in the environment, or specific activity. The concept of The Green Economy was mentioned by a group of environmental economists including David Pearce, Anil Markandya, and Edward Barbier in the report "Blueprint for a Green Economy" sent to the

United Kingdom Government in 1989. In the context of crisis global ecological crisis, in 2008, the United Nations Environment Program (UNEP) mentioned this concept and considered green economic development as an important solution to sustainable development. The green economy was internationally agreed to be used at the United Nations Summit on Sustainable Development in June 2012 in Rio De Janeiro, Brazil.

The green economy is an economic system in which business activities, production and consumption, investment, and natural resource management are carried out sustainably and in harmony with the protection of natural resources environment, eradicating hunger, reducing social inequality, and ensuring economic development. The Green economy puts sustainability and environmental protection at the heart, trying to minimize negative impacts on the environment and natural resources during economic development.

The green economy includes some basic characteristics as follows:

*First,* Use natural resources sustainably and effectively to reduce environmental pollution; Encourage recycling and reuse of products and resources to minimize waste and resource depletion; Use renewable energy such as solar or wind power to produce electricity, replacing traditional energy sources such as coal, oil... helps reduce greenhouse gas emissions released into the environment; Applying digital technology and artificial intelligence to optimize resource use and environmental management...

*Second,* Encourage the development of industry and clean technology to create a sustainable production and consumption system, reduce negative impacts on the environment, and meet the needs of society in maintaining economic development.

*Third,* Support the development of green economic sectors such as organic agriculture, renewable energy, public transportation, resource management, etc.. Encourage consumption of clean products and services

through marketing and education, promoting to consumers their health and environmental benefits.

*Fourth,* the green economy not only focuses on environmental protection but also focuses on creating job opportunities and improving people's quality of life, contributing to building a sustainable economy, and ensuring fairness and equality.

*Fifth,* the green economy creates a harmonious combination of economic growth, environmental protection, and social justice. This economy focuses on and generates sustainable profits, without harming the environment and inequality, promoting long-term development and improving people's lives.

The Green economy is becoming an important international trend, especially in the current context of climate change challenges and the need to protect the environment. Promoting the green economy can help solve many major environmental problems, promote sustainable use of natural resources and reduce negative impacts on the environment, improving the quality of human life by creating a healthy working environment, creating more jobs, and ensuring social security, ensuring sustainable development.

To have such an economy, Vietnam urgently needs to build green human resources. Human resource training plays an important role in promoting and developing the green economy, specifically:

*First,* training human resources for the green economy plays a decisive role in the success of Vietnam's industrialization, modernization, and international integration. In the current context of environmental degradation, to successfully carry out the cause of industrialization, modernization, and international economic integration requires many different resources such as capital, science and technology, financial resources. natural resources... in which human resources are the most important factor. It is people with their strength, talent, intelligence, and personality that determine the effectiveness of exploiting, using, and developing other resources. Other resources,

although diverse and abundant, will sooner or later be exhausted due to human exploitation, and only human resources are an endless resource that can never be exploited. Human resource training for the green economy helps create a workforce capable of creativity and innovation, with the knowledge and skills to develop and apply new solutions in green economic sectors such as technology. Industry, agriculture, green services... In the current context of international integration and fierce competition, having green human resources helps enhance competitiveness and international integration. Countries that have human resources with knowledge of green economy can easily cooperate with other countries, attract foreign investment, or develop international green projects and programs.

*Second,* human resource training for the green economy is a decisive factor for economic growth. First, training a quality workforce to meet the requirements of sustainable economic development, innovating leadership, management, science and technology, and technical improvements in the economic field; Second, training forces to directly promote progress in green science and technology, develop key economic sectors and economic sectors using green technology; Third, promote the development of science and technology and green techniques, improve the competitiveness of Vietnam's goods and services; Fourth, provide the government, socio-political organizations, and businesses with officials, managers, experts, and workers with knowledge of the green economy and the ability to integrate internationally, absorbing modern scientific and technological achievements, advanced economic management methods in the world, devising policies and strategic plans to promote economic growth.

*Third,* training human resources for the green economy is a condition to shorten the lag distance and achieve rapid growth, creating conditions for the transition from traditional industries to green industries, and helping to reshape the economic structure. In Vietnam, the proportion of trained workers aged 15 and older is low at 24.1% in 2020; in 2021 is 26.1% (General Statistics Office, 2021, P. 158), so to overcome difficulties,

Vietnam needs to develop human resources, especially high-quality human resources to increase human resources quickly in quantity and improve the quality of human resources with standards of professional qualifications, professional skills, and ethical qualities consistent with the new economic trend - an economy oriented towards sustainability.

## 3. THE ROLE OF ECOLOGICAL ETHICS EDUCATION IN DEVELOPING HUMAN RESOURCES FOR THE GREEN ECONOMY

Ecological ethics education appears in the context of the global environment and climate change becoming increasingly serious. Today, in the educational programs of many countries, ecological ethics education has become an important content. This is considered an effective solution for addressing increasing environmental challenges.

In Vietnam, there are many different views on ecological ethics education. Author Nguyen Thi Hoai believes that ecological ethics education is a purposeful activity aimed at building ecological ethics. In this process, educational forces use specific means to influence learners to form ecological awareness and ethical standards. The ultimate goal is to help them form the right attitudes and behaviors when dealing with the natural environment (Nguyen Thi Hoai, 2006, p. 174 - 175).

Authors Doan Thi Thoa and Pham Viet Thang believe that "Eco-ethical education is a lifelong learning process aimed at creating a citizen who is knowledgeable, skilled, committed and voluntarily participates in responsible actions towards nature, contributing to ensuring environmental health and sustainable development of the community".

Thus, it can be understood that ecological ethics education is a purposeful activity from the educational subject to the educational object to equip a deep awareness of environmental and ethical issues to form emotions, beliefs, attitudes, and ethical behavior towards the natural environment, protecting and maintaining life on the planet.

Ecological ethics education in human resource training for green economic development in Vietnam includes three basic contents: ecological ethical consciousness education, ecological ethical relationship education, and behavioral education of ecological ethics.

*First,* Educating ecological-ethical awareness. Ecological consciousness is the awareness and understanding of ethical issues related to the environment and life on the planet, including the thinking, values , and ethical behavior of an individual or society for the environment. *Ecological consciousness focuses* on assessing the impact of humans on the environment, awareness of the importance of environmental protection, discovery and exploration of ways and methods to maintain the balance and sustainability of nature. Educating ecological ethical awareness aims to create human resources with knowledge, awareness, and ethical behavior related to the environment. *Ecological ethical consciousness* includes ecological ethical knowledge, emotions, beliefs, and will. Educating ecological ethical knowledge for human resources includes a system of knowledge about the structure, functions, roles of the environment and ecosystem, cycles of nature, the role of biodiversity, knowledge about sustainable development; current state of the environment, causes and impacts of environmental pollution, climate change, ecological crisis on human life and society; measures and skills to respond to environmental challenges; resource management skills; knowledge about products and environmentally responsible consumption practices; knowledge about renewable energy sources; The Party's viewpoint system, the state's laws on environmental protection;... This knowledge is an important foundation for future workers to make responsible actions and decisions towards the environment. *Educating ecological ethical sentiments* includes educating love for nature and positive moral emotions such as compassion, gratitude, responsibility, and respect for natural elements such as rivers, mountains, and water. plants, trees, animals... encourages the ability to understand and empathize with other people and living creatures in the environment as well as with those affected by environmental issues;

Educate the spirit of personal responsibility in protecting the environment and be willing to give up actions that harm the natural world. *Eco-ethical belief education* is the process of helping learners build confidence in human abilities in environmental protection. The content of ecological ethical belief education includes educating belief in the power of individual action to change the environment in a positive direction; Encouraging belief that people can build a world of sustainable development through environmental protection measures by individuals, organizations, and the entire society; At the same time, through learning and awareness of ecological ethical issues, people can change their thoughts and actions to protect the environment; Educating belief that protecting environment is the right and responsibility with everyone... Educating the belief in ecological ethics creates a positive ecological mindset and belief in the possibility of positive change in the environment. *Eco-ethical will education* is the process of educating learners to develop the will and determination to take ethical actions related to the environment including educating the determination to take action to protect the environment regardless of the environment in challenging circumstances; Encourage actions to protect the environment, regardless of whether others support it or not; educate determination and confidence in the ability to carry out actions to protect the environment, etc..

*Second,* Ecological ethical relationships. Ecological ethical relationships are beneficial relationships between humans and nature. In this context, it is necessary to educate future human resources to clearly understand the relationship between humans and the natural world. Humans and nature have an organic relationship, so every human decision and action affects the environment and vice versa; educate about the content, principles, and role of environmental justice and empathy for communities affected by environmental issues.

*Third,* Educating for ecologically ethical behavior. Ecological ethical behavior is the highest expression of ecological ethics.

Ecological ethical behavior is governed by ecological ethical standards such as respecting, loving, and protecting the natural environment; Protecting biodiversity; Practicing an ecological and humanistic cultural lifestyle. Based on ecological ethical values and standards, learners adjust their ecological behavior. Ecological behaviors need to be educated for human resources such as the cleanliness of living and learning places; Dispose of trash in the right place, saving energy and resources, using environmentally friendly products and services, using public transportation, participating in social activities, volunteering to protect the environment, propagate to relatives, friends, and society the need to protect the environment, etc..

Ecological ethics education plays a very important role in training human resources for green economic development in Vietnam.

*First,* Ecological ethics education contributes to perfecting the personality of human resources to promote green economic development. The Communist Party of Vietnam affirms: "Train people in the direction of ethics, discipline, and a sense of civic responsibility; have life skills, work skills, foreign languages, information technology, digital technology, creative thinking and international integration (global citizen) (Communist Party of Vietnam, 2021, p. 232 - 233). Ecological ethics education is a part of social ethics, contributing to the formation and development of the perfect personality for the future workforce. In the current ecological environment crisis, ecological ethics education helps build learners' awareness and moral responsibility towards the natural environment. Eco-ethical education with values such as respect for the environment, social justice, and personal responsibility... contributes to the development of moral qualities and social awareness for human resources, especially high-quality human resources.

*Second,* Ecological ethics education contributes to increasing the effectiveness of environmental protection and promoting green economic development. Ecological ethics education helps future workers clearly understand the important

role of the environment and ecosystem in human life and society; Encourages learners to develop ethical thinking, helping them evaluate their behavior and make smart and environmentally responsible decisions; Eco-ethical education in training human resources with knowledge and skills related to sustainability and green economy. These workers will be able to promote and participate in green industries and businesses, promote innovation and sustainable development, and encourage teaching about how to conduct business sustainably, responsibility and respect for the environment. This helps build a team of conscious and socially responsible green entrepreneurs and leaders, promoting green economic development; Eco-ethical education can convey to learners the principles and methods of green economic development, encouraging future human resources to innovate and invest in environmentally friendly industries and projects. Besides, ecological ethics education can encourage human resources to research green technology such as new solutions to reduce pollution, optimize resource use, and create green products and services. Finally, people trained in ecological ethics can apply knowledge and values of ecological ethics in daily life activities such as saving energy, and using recycled resources... at the same time, volunteering to participate. Participate in community activities and programs related to environmental protection or participate in social projects and initiatives to promote the development of the green economy.

*Third,* Ecological ethics education helps train human resources for comprehensive development. Ecological ethics education not only helps learners understand the environment but also develops many important aspects of their comprehensive development. *Firstly,* encourage the development of creative thinking and problem-solving abilities such as finding solutions to environmental challenges, forming a sustainable mindset, and encouraging the evaluation of the impact of decisions and behavior of individuals on the long-term environment and society; *Second,* develop teamwork and social cooperation skills to solve

environmental and social problems; *Third,* Encourage sharp and understanding of diverse aspects of the environment and life, develop comprehensive thinking and the ability to adapt to the rapidly changing world; *Fourth,* developing critical thinking helps learners think and evaluate environmental issues carefully, analyze and make the right decisions in resource management and environmental protection; *Fifth,* develop social skills for future human resources through educational forms of extracurricular activities; Sixth, contribute to educating future human resources to be responsible for the environment and society. They learn how to contribute to solving environmental and social problems. This creates individuals capable of participating in green economic development and helping to create innovative solutions to environmental challenges.

*Fourth,* Eco-ethical education in training human resources for the green economy contributes to realizing socio-economic development policies and goals. In the 10-year Socio-Economic Development Strategy 2021 - 2030 approved at the 13th Party Congress, Vietnam has determined its policy of developing a green economy, with little waste, and mitigating greenhouse gas emissions. Transforming the growth model associated with restructuring the economy towards green growth and sustainable development (Communist Party of Vietnam, 2021, p. 206 - 261). Vietnam has favorable conditions for green economic development such as rich natural resources and rapid growth of industry and services. However, to exploit this potential sustainably, we need to train human resources with environmental awareness and the ability to contribute to economic sustainability. Human resources educated in ecological ethics are often better able to manage environmental risks and can make decisions that bring long-term benefits to society.

In the current context of environmental degradation, more and more investors and consumers are demanding that businesses operate in a sustainable and environmentally responsible manner. More and more policies and regulations require businesses to comply

with environmental standards. Training human resources with ecological ethics helps Vietnamese businesses meet this requirement and maintain competitiveness in domestic and international markets. At the same time, Vietnam needs to train a workforce with ecological ethics and green economic awareness to create a highlight and build a positive image for the country's economic development, helping attract investment capital and international cooperation, creating business opportunities and jobs for workers, enhance green economic development.

Eco-ethics education often encourages respect and appreciation for diversity in communities and nature, helping to create diverse human resources capable of promoting creativity and dealing with difficulties and challenges in the green economy. At the same time, diverse human resources can improve efficiency and effectiveness in production and consumption; Individuals with diverse experiences and knowledge can offer many perspectives, ideas, opportunities, and many different solutions and options to solve and deal with complex situations of the green economy. Besides, they can participate in political decisions related to the environment and green economic development, helping to shape policies and guide decisions that are visionary and sustainable.

Thus, ecological ethics education in training human resources for the green economy not only helps protect the environment but also plays an important role in the process of building a sustainable, responsive economy and society's future socio-economic development goals.

## 4. SOME SOLUTIONS TO IMPROVE THE EFFECTIVENESS OF ECOLOGICAL ETHICS EDUCATION IN TRAINING HUMAN RESOURCES FOR THE GREEN ECONOMY IN VIETNAM

*First,* The Party and State need to pay more attention to ecological ethics education in general, and ecological ethics education in human resource training at secondary schools and colleges, especially universities in particular. The Party and State need to develop strict policies and legal systems related to ecological ethics education; Strengthen propaganda, dissemination, and education of laws related to environmental protection, bringing laws to life; propagate, educate, and raise awareness of the entire society about the role and significance of environmental protection, building the green economy, disseminating good practices and practical actions on lifestyle, Green consumption, harmony with nature, connection with traditional values, etc..

*Second,* The Ministry of Education and Training needs to develop a common and unified program framework for ecological ethics education. Based on the common program framework, human resource training institutions deploy specific ecological ethics education content, suitable to their conditions, training majors, and student characteristics. For example, for students majoring in natural resources and environment, it is necessary to turn ecological ethics education into a subject, with specific assessment methods prescribed. For students with other majors, schools need to integrate ecological ethics education content into general subjects, industry foundations, majors, and soft skills subjects.

*Third,* Training a team of teachers and educational managers with knowledge of ecological ethics education and green economy. The Party, State, Ministry of Education and Training, Ministry of Natural Resources and Environment need to provide and support ecological ethics education programs at educational establishments from preschool to university level; Provide funding to develop courses, provide teaching materials, and train lecturers with expertise in ecological ethics education.

*Fourth,* Higher education institutions, colleges, intermediate schools, and vocational school systems need to expand and deploy the construction of school models according to green standards and criteria to serve training and teaching. At the same time, teachers need to build an interesting and interactive learning environment by using creative teaching methods and forms such as group discussion,

problem-solving, and extracurricular activities,... In addition, human resource training establishments for the green economy need to promote research and development of green technology, and need policies to support material conditions for scientists…

*Fifth,* Educational institutions need to build close cooperation networks with green businesses and environmental organizations to design training programs that suit the needs of the green labor market. At the same time, creates conditions for learners to have the opportunity to participate in environmental projects and activities.

## 5. CONCLUSION

For Vietnam in particular and humanity in general to maintain survival and development, it is necessary to protect and preserve natural resources and develop a green economy towards sustainable goals. Ecological ethics education plays a very important role in training human resources for green economic development in Vietnam. Ecological ethics education helps learners realize the important role of the environment in human life, helping to develop the thinking and skills necessary to participate in solving global problems such as climate change, and environmental degradation... They will become a human resource for the green economy, promote sustainable development, and build a bright future for the next generation. Therefore, investing in ecological ethics education not only benefits individuals but also contributes to the country's sustainable development goals. This is an important step to build a green and prosperous future for Vietnam.

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# THE IMPACT OF INDUSTRIALIZATION AND MODERNIZATION ON ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT IN VIETNAM TODAY

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**Abstract**

*The paper presents the history and connotations of the concept of sustainable development and environmentally sustainable development; Analyzing the impact, especially some consequences of the process of industrialization and modernization lacks scientific and systematic research and does not promote the perspective of sustainable development on the environment in Vietnam. Currently. From there, we propose a number of main and feasible solutions for sustainable development, especially environmental sustainability in the process of industrialization and modernization of the country.*

**Research purpose:**

*Analyze the impact of the process of industrialization and modernization on the environment, thereby proposing some solutions for sustainable environmental development in Vietnam today.*

**Research motivation:**

*Industrialization and modernization are inevitable for all developing countries. The influence of industrialization and modernization in the 20th century has caused environmental pollution and ecological imbalance, and at the beginning of the 21st century, humanity is suffering heavy consequences.*

**Research design, approach, and method:**

*The author follows the principle of unity between theory and practice; principles of objectivity, comprehensiveness, history-specificity, etc.. At the same time, the author uses material dialectical method, generalization and abstraction, analysis and synthesis, induction and deduction.*

**Main findings:**

*Clarify the concept of sustainable development, environmentally sustainable development; Assess the negative impact of industrialization and modernization on environmentally sustainable development in Vietnam today and propose some solutions.*

**Practical/managerial implications:**

*The research results are proposed to be used as a reference for propaganda and education to raise awareness of people and the entire society about sustainable development and environmentally sustainable development.*

**Keywords**: Sustainable Development; industrialization and modernization; environment; The impact of industrialization and modernization on the environment.

## 1. SET UP A PROBLEM

It can be said that Marx and Engels were the ones who laid the foundation for the view of *environmentally sustainable development* by promoting the relationship between humans and nature, considering it as the basis and foundation for working conditions and human life. According to them, "the natural world... is the inorganic body of humans. Humans live by the natural world…. Humans are a part of the natural world'" [Marx & Engels, 1995]. Engels said: "We absolutely do not dominate the

natural world like an invader dominating another people, like someone outside the natural world, but on the contrary, we ourselves, with all our flesh and bones, blood and mind belong to the natural world. We differ from all living creatures in that we are aware of the laws of nature and can use those laws correctly" [Marx & Engels, 1995]. Marx-Engel's views serve as a message to all humanity that we must preserve the natural environment, because it is a common home. If that home is destroyed somewhere, everyone must suffer the consequences equally.

In the modern era, industrialization and modernization are an inevitable process, conforming to the rules of all developing countries. Especially in Vietnam, from a backward agricultural country to socialism, industrialization and modernization are an objective necessity that must be implemented. Recognizing that problem, the Communist Party of Vietnam has proposed policies and guidelines and led our people to industrialize and modernize the country. During that process, we achieved many positive results, but besides that, during the implementation process, in many places, due to being too hasty in the industrialization process or placing too much importance on economic benefits, we did not pay enough attention to environmentally sustainable development that affects people's lives both now and in the future. Therefore, in this article, the author clarifies the concept of sustainable development, environmentally sustainable development and the effects, especially the negative effects of industrialization and modernization on environmentally sustainable development in Vietnam today.

## 2. RESEARCH CONTENT

## 2.1. Concepts of "sustainable development" and "environmentally sustainable development"

The concept of "sustainable development" first appeared in 1980 in the work "World Conservation Strategy" published by the "International Union for Conservation of Nature and Natural Resources" (IUCN), which

stated: "Human development cannot only focus on economic development but must also respect the inevitable needs of society and the impact on the ecological environment" [Nguyen, 2005]. This announcement mainly emphasizes the sustainable development of ecology, calling on the world's people to conserve natural resources for long-term purposes.

In the 1987 Report "Our Common Future", the United Nations' World Commission on Environment and Development (WCED) affirmed: "Sustainable development is a type of development that meets the needs of the present without compromising the ability of future generations to meet their needs" [Pham, 2019]. In this report, the concept of "sustainable development" emphasizes the aspect of effectively using natural resources and ensuring a long-term living environment for humans. The connotation of the concept of "sustainable development" as mentioned above was reaffirmed at the Earth Summit on Environment and Development held in Rio de Janeiro (Brazil) in 1992 and the World Summit on Sustainable Development held in Johannesburg (Republic of South Africa) in 2002.

Currently, sustainable development is both the motto of action and the survival goal of humanity. When promoting the concept of sustainable development, the "World Commission on Environment and Development" (WCED) also said that "sustainable development" is a development process that has a balanced and harmonious combination between 3 aspects: (1) Economic development; (2) Social development and (3) Environmental protection. Sustainable development needs to achieve certain goals at the same time, but must also adhere to basic principles. Those principles are that "sustainable development" is a process that operates in a balanced and synchronous manner between three aspects: (1) Sustainable economic growth, prosperous society; (2) Ensuring social justice and progress, political stability, preserving cultural diversity and (3) Green, clean, beautiful environment, sustainable natural resources [Pham, 2019].

Thus, environmentally sustainable development - one aspect of sustainable development - is a green, clean, beautiful environment and sustainable natural resources. Environmentally sustainable development requires: Economical but effective use of resources, especially non-renewable resources; Exploiting resources and building infrastructure that does not exceed the ecosystem's carrying capacity; Protect ecological balance and biodiversity, preserve the ozone layer; Control and minimize the greenhouse effect; Minimize waste discharge, overcome water, air, land and food pollution [Nguyen, 2005]; Restore and improve environmental quality; preventing fires and deforestation; Reasonable exploitation and economical use of natural resources. In other words, it is necessary to uphold the 3R principle: Reduce, Reuse, Recycle.

**2.2. Specifically demonstrating the influence of industrialization and modernization on sustainable environmental development in Vietnam today**

To build the premises for socialism, the Communist Party of Vietnam has proposed a policy of industrialization and modernization of the country. The 7th National Party Congress affirmed: "Industrialization is a process of a fundamental and comprehensive transformation of production, business and service activities and socio-economic management from using manual labor to widely use labor with advanced and modern technology, means and methods, creating high social labor productivity" [Dang, 1994].

In today's era, industrialization must be associated with modernization, otherwise industry will quickly become outdated. Vietnam must carry out industrialization associated with modernization as determined by specific circumstances. Currently, many countries around the world have completed the process of industrialization and achieved great achievements, while Vietnam has just begun this process. Therefore, we must promote industrialization and modernization to quickly catch up with advanced countries in the world, thereby realizing the goal of leapfrogging and

shortening development time. Documents of the 9th National Party Congress affirmed: "Promoting industrialization, modernization, building an independent and self-reliant economy, turning our country into an industrial country; …" [Dang, 2001].

Industrialization and modernization in our country are carried out according to the principles of Party leadership, State management, and working people's ownership. The goal of industrialization and modernization is to maintain national independence and build socialism, improving people's lives. Every step of industrialization and modernization is associated with progress and social justice. The process of industrialization and modernization in Vietnam has basic characteristics: 1) Combining traditional technology with modern technology, taking advantage of rapid modernization at decisive stages. 2) Industrialization and modernization are carried out under the conditions of a market economy with state management, taking socio-economic efficiency as the basic standard. 3) Industrialization and modernization is the cause of the entire people and all economic sectors, in which the state economy plays the leading role. 4) Industrialization and modernization are associated with an open economy. 5) Science and technology are identified as the foundation and driving force of industrialization and modernization. 6) Industrialization and modernization must take the promotion of human resources as the basic factor for rapid and sustainable development [Doan, 2005].

Under the leadership of the Communist Party of Vietnam, the management of the state and the mastery of the people, the process of industrialization and modernization in our country has achieved great achievements such as: making Our country's economy has grown rapidly, turning our country into a developing, middle-income country; shifting the economic structure and labor structure towards industry; In the economy, the industry has an increasingly greater contribution; Awareness of environmental protection and sustainable

development has made clear progress. However, in the process of industrialization and modernization, many levels, sectors and localities have been too hasty in applying investment policies; overemphasizing immediate economic benefits; Lack of economic, social and environmental planning from the perspective of sustainable development, so we have had to pay quite a high environmental price such as:

Firstly, environmental and ecological pollution: Reality shows that our country's environment is polluted in both air, water and soil. The air is polluted by smoke and emissions due to the excessive use of fossil fuels. Water is polluted by factories discharging waste directly into natural water sources without treatment. Toxins from wastewater exist in solid, liquid, and gas forms, making water sources more seriously polluted. Wastewater flowing from landfills seriously pollutes receiving water sources. The process of industrialization and urbanization has polluted the land. Lead is the most common soil contaminating ingredient, heavy metals and toxic chemicals seep into the soil, greatly impacting the ecosystem and biodiversity.

Second, indiscriminate waste disposal: The process of industrialization and modernization of heavy industries in our country has caused great impacts on the environment. According to data from the National Assembly's Science-Technology-Environment Committee, there are only 60 industrial parks with centralized wastewater treatment stations (accounting for 42% of operating industrial parks). Every day, industrial parks release about 30,000 tons of toxic waste into the environment. Most clusters, sites, and industrial parks have not met environmental standards. Promoting the process of industrialization and modernization of rural agriculture is a great driving force for craft villages to develop. According to statistics, the country has nearly 1,500 craft villages that have created 11 million regular and irregular jobs. However, due to spontaneous production and the use of outdated technology interspersed in residential clusters, most craft villages pollute the environment [Thanh, 2021]. Reality shows

that the management and treatment of urban solid waste is still limited, and the water environment in some urban areas is quite seriously polluted. Air quality in large cities shows signs of deterioration; Waste in rural areas, environmental pollution in craft villages, and industrial factories are on the rise.

Third, exhausting natural resources: The reality of our country today shows that resources are being exploited and used indiscriminately. Deforestation, mineral resource exploitation, and wildlife hunting occur in many places. These things have had a negative impact on the environment and directly affect people's lives now and in the future. Illegal cutting down of forests, first of all upstream forests, causes land erosion, drought, and constant floods. Hunting wild animals causes some species to become extinct and many species are at risk of extinction, causing ecological imbalance. Exploiting iron, oil and gas... indiscriminately and using them wastefully has depleted resources. Currently, our country's natural resources are shrinking and becoming increasingly serious. According to calculations by the General Geological Association, the remaining years of exploitation of some mineral industries that have contributed greatly to Vietnam's development in recent times will not be many. For example, the remaining exploitation time of oil and gas is 56 years, barite is 21 years, tin is 19 years, lead, zinc is 17 years and gold is 21 years. Our reserves of mineral resources are very small, very lacking [Thuy, 2023]. The 13th Congress of the Communist Party of Vietnam (2021) affirmed: "State management of natural resources, environment, and adaptation to climate change in some aspects is still lax... The tendency to pursue profits and immediate benefits in resource exploitation is slowly being overcome... Environmental quality in some places continues to deteriorate;… Natural ecosystems and biodiversity continue to decline,… waste recycling and garbage treatment are underdeveloped and outdated…" [Dang, 2021].

Although the above presentations do not cover all the effects of industrialization and modernization on the environment, they also show an inevitable requirement for Vietnam to implement sustainable development, especially environmentally sustainable development. To ensure environmentally sustainable development, we need to synchronously implement many solutions, including: Innovating the Party's content and leadership methods for the process of industrialization and modernization; Building a complete environmental legal system and organising effective law enforcement; transitioning to a sustainable growth model; Propaganda and education to raise awareness of people and the whole society about sustainable development and sustainable development of the environment. In other words, Vietnam must harmoniously solve the problem of environmental protection with economic growth requirements in implementing industrialization and modernization of the country.

## 2.3. Propose solutions to minimize the impact of industrialization and modernization on environmental pollution

To minimize the current phenomenon of environmental pollution in Vietnam, in our opinion, in the coming time we must synchronously implement the following basic solutions:

Firstly, strengthen administrative and criminal sanctions for violations of environmental laws. This is a basic and prerequisite measure that is important in preventing early and remote attacks on factories, enterprises, export processing zones and mineral exploitation companies and enterprises. Because attacking the economy is the most effective measure for subjects, production, and businesses related to profit. If we do so, the discharge of environmental pollutants will certainly be reduced. Along with this work is strict monitoring of vehicles and outdated technologies that release dirty gas and water into the environment.

Secondly, basic training of human resources to control environmental pollution such as environmental bachelors and environmental police is currently lacking and weak in Vietnam. I think that in the coming time, there needs to be a connection between the Ministry of Natural Resources and Environment, the Ministry of Education and Training and the Ministry of Public Security in in-depth training of this human resource. Specifically, investment in the School of Chemistry and Life Sciences of Hanoi University of Science and Technology, Hanoi University of Natural Resources and Environment and Ho Chi Minh City University of Natural Resources and Environment, as well as other environment faculties at other universities. When there is a human resource with deep environmental expertise, surely the control of resources and the environment will be more effective and efficient.

Thirdly, expand, specialize and improve the effectiveness of ecological ethics and professional ethics education for students, especially students with majors related to the production and processing of dangerous products, opportunity to pollute the environment, including Hanoi University of Science and Technology, because this is a large human resource training facility for engineers to supply factories, enterprises, and export processing zones throughout the country.

Fourthly, strengthen the signing of commitments on environmental protection between the Ministry of Natural Resources and Environment, the Environmental Police and factories, enterprises and export processing zones with high risk of environmental pollution to enhance responsibility for environmental protection, environmental protection of these subjects. In addition, there needs to be a mechanism to promptly praise, reward and encourage those subjects who are conscious of environmental protection. Widely propagate in the community "World Environment Day" [Since 1972, the United Nations General Assembly has decided to choose June 5 as "World Environment Day" (World

Environment Day - WED).] (June 5 every year) to contribute to raising awareness about the ecological environment.

## 3. CONCLUSION

Although the world is very rich, diverse, and complex, it ultimately boils down to two basic elements: nature and humans. Those two factors interact dialectically, regulate each other, and obey common, objective laws. Humans exist in the natural environment, nature is an indispensable condition and a material basis for the human labor process. Because, "the worker cannot create anything without the natural world, without the visible world outside, which is the material in which his labor is deployed and the product produced." [Marx & Engels, 1995]. Since the appearance of humanity, especially since the formation of industrial production, nature has had a history that is much different from the nature that existed before. Nature, after having humans, has been corrupted, becoming "artificial nature" or nature that has been exploited and molded.

The history of human social development has proven that every time labor tools are improved, the relationship between humans and nature changes. Due to the influence of industrialization and modernization, the twentieth century has caused the most environmental pollution and ecological imbalance in history, and at the beginning of the twenty-first century, humanity is suffering severe consequences. In Vietnam, during the process of industrialization and modernization of the country, under the leadership of the Communist Party of Vietnam, we have achieved great achievements that have gradually transformed our country from a backward agricultural country to an industrial country. But there are also many levels, sectors and localities with a subjective desire to accelerate the process of industrialization and modernization or because they overemphasize immediate economic benefits without systematic, scientific research, does not promote the concept of sustainable development, so it has caused negative effects

on the natural environment such as polluting the environment and ecology; indiscriminate discharge of waste; exhausting natural resources, etc.. The natural environmental problems mentioned above have had a direct and long-term negative impact on people's lives both now and in the future. Engels reminded that human freedom is limited, humans are only free within the framework of awareness and operate according to the inevitable laws. Therefore, "we should not be too proud of our victories over the natural world. Because, every time we achieve a victory, every time nature takes revenge on us" [Marx & Engels, 1995]. It is because of that fear of "revenge" that we need to live peacefully with the natural environment, ensuring the long-term existence of everything there. In other words, we must promote the concept of sustainable development, especially environmentally sustainable development in the process of industrialization and modernization of the country.

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# PRESIDENT HO CHI MINH'S VIEWS ON ATTRACTION AND USE OF TALENTS

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**Abstract**

*Absorbing the quintessence of human culture and inheriting the tradition of attracting and respecting talents in the nation's history, President Ho Chi Minh, the genius leader, has developed and raised new heights in a strategy for attracting and appreciating talents. As an exemplary example, Ho Chi Minh has gathered many talents and intellectuals from different socio-political positions to donate their abilities to the revolutionary cause. This article aims to contribute to clarifying Ho Chi Minh's views on attracting and appreciating talents. His above views are precious lessons for the Party, State, and localities to apply and set forth guidelines and policies on attracting and using talents to meet the needs of high-quality human resources for industrialization and modernization today.*

**Research purpose:** *Studying Ho Chi Minh's views on attracting and appreciating talents and making some recommendations to improve the attraction and use of talents in Vietnam today.*

**Research motivation:** *Studying Ho Chi Minh's views on attracting and appreciating talents will clearly show the big contribution of talents to the revolutionary cause. Currently, in our country, there are shortcomings and difficulties in attracting and using talents. Therefore, the situation of brain drain is alarming. From the research results, the study recommends continuing to apply Ho Chi Minh's perspective to improve the effectiveness of building and implementing policies to attract and utilize talents to meet the requirements of high-quality human resources during the period of accelerating industrialization and modernization of the country.*

**Research design, approach, and method:** *To carry out this research, historical methods, logical methods, and synthetic methods have been used to study President Ho Chi Minh's views on attracting and appreciating talents.*

**Main findings:** *Researching President Ho Chi Minh's views on attracting and appreciating talents to clearly see the big contribution of talents to the revolutionary cause of national liberation, especially his views on appreciation and trust of talents, assigning jobs based on each one's ability, policies to treat talents, and creating a favorable environment for talents to express their abilities, so that proposes recommendations to make the work of attracting and appreciating talents in Vietnam more effective nowadays.*

**Practical/managerial implications:** *By clarifying the views of President Ho Chi Minh on attracting and respecting talents in the revolutionary cause, the research is a source of documents for State Agencies to refer to and develop guidelines and policies on attracting and using talents in the current period.*

**Keywords:** attracting, appreciating, Bac Ninh, Ho Chi Minh, talents.

## 1. INTRODUCTION

The tradition of attracting and appreciating talents is a continuous stream in our nation's history. The famous saying of Than Nhan Trung of the Le Dynasty, "Talent is the vitality of a nation" is still valid. Regarding to talents in Vietnam, it is not a new issue, but currently, the problem of talent in general, especially the attraction and use of talents in particular, is still topical, urgent, and recognized by the Party, the State, scientists, and experts. Continuing to study President Ho Chi Minh's views /on attracting and appreciating talents has important theoretical and practical significance.

From the research results, recommendations are made to improve the effectiveness of the mission of attracting and using talents, contributing to research in the development of the National Strategy for attracting and exploiting talents that our Party and State urgently implement in the current period.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Researching on talent issues in general and Ho Chi Minh's views on attracting and appreciating talents in particular are very diverse and interesting to the Party, State, and many scientists. The authors have studied many different approaches, such as the concept of talent, the basis of formation, the basic content of Ho Chi Minh's opinion on talent, and the value of applying Ho Chi Minh's viewpoint on talent.

The article was developed by the author with the following scientific hypothesis:

Firstly, attracting and using talents from Ho Chi Minh's viewpoint is the most important content of his revolutionary leadership career. Ho Chi Minh's viewpoint on attracting and taking advantage of talents was inherited by the Party and State and applied to setting out major guidelines and policies for the work of attracting and using talents to meet the needs of high-quality human resources and talents for the country.

Secondly, the current policy of attracting and using talent in our country still has limitations in terms of thinking and awareness; the talent policy is not strong enough, and the working environment is not favorable for attracting and employing talent at home and abroad.

## 3. METHODOLOGY

Based on the methodology of justifying materialism, historical materialism, and Ho Chi Minh's thought, the author researched, discussed, and interpreted the views on attracting and using talents in an objective and comprehensive way and in the relationship between the revolutionary cause of national liberation, industrialization, and modernization of the country nowadays.

## 4. RESULTS AND DISCUSSION

The article focuses on researching President Ho Chi Minh's typical views on attracting and appreciating talented people; The Communist Party of Vietnam's application of attracting and appreciating talents; Recommendations to improve the effectiveness of attracting and utilizing talent today in Vietnam.

President Ho Chi Minh's views on recruiting and appreciating talents.

*First, seeking and developing talents.*

To utilize talent, first of all, there is the stage of seeking and developing talent. It can be affirmed that the national historical tradition of seeking talents in the country to fight the Yīn invaders was promoted in the 6th Hung Vuong period. Inheriting this precedent, President Ho Chi Minh always aspires to find talents to serve the revolutionary cause. By the time we gained the government in August 1945, in order to bring the country out of the situation of "thousands of pounds hanging by a hair", the need to find talents became so urgent. On November 14, 1945, he posted the article "Talent and National Construction" in the National Salvation newspaper: "Only by winning the resistance war can we achieve success in constructing our country.

Constructing the country achieved success, and the resistance war was won soon. "In order to construct our country successfully, we need talents."[1, p. 22]. By now, all we need is diplomacy founding, economic construction, military construction, and educational construction. So, among our compatriots who have the ability and initiative in those fields and are willing to help the country, please send a detailed plan to the government. Thus, it's a way of self-nomination to supply talent to help people and save the country. On November 20, 1946, he published the article "Getting Talented and Virtuous People", in which he pointed out: "The country needs to be built; it needs sages. Among the twenty million compatriots, there mustn't be a shortage of talented and virtuous people."[1, p. 19]. According to him, in the process of working and producing, we would find talents in flocks and herds. He asked localities to "immediately investigate the talented and virtuous men who are good for the country and people to report to the government." Within one month, local agencies must report fully." [1, p. 19]. It's the way that

localities recommend geniuses to the government. The two methods of *self-nomination* and *nomination* have ameliorated the ability to seek, get, and attract talents who are living domestically and abroad, coming back voluntarily to serve the purpose of resisting war and constructing our country. Two articles, "Talent and Building the Nation" and "Getting Talented and Virtuous People" by President Ho Chi Minh, are likened to the "Edict of Seeking Sage" in the Quang Trung era. Based on his point of view, the Party and Government have implemented measures to seek, attract, and use talents to serve the revolutionary cause.

*Second, really trust and respect talents.*

Seeking, getting, and attracting talent is a persistent process, and the next stage is to enforce policies to help them exude all their abilities. President Ho Chi Minh was soon aware of the matter and paid attention, respect, and trust to the talents. In articles and speeches, he emphasized the point of view: "We must respect talents and respect cadres" [2, p. 313]. The revolutionary cause was composed of many factors, including the contribution of intellectuals, so he really trusted, loved, and respected the intellectuals without separating them in or out of the Party. In order to not leave out any talent, he said, "We should collaborate with people outside the Party. It is narrow-minded thinking that prevents us from exploiting talents" [2, p. 278]. From his point of view, intellectuals and talents outside the Party were attracted to and respected; they really believed in Uncle Ho, the Party, and the Government to devote the best. Some typical talents who are intellectuals, not party members, have been selected, appointed, and assigned important responsibilities, such as Minister of Home Affairs Huynh Thuc Khang and Minister of Education Nguyen Van Huyen. The revolutionary practice has shown that intellectual talents outside the Party who are respected and trusted by Uncle Ho are worthy of his belief.

*Third, the way of exploiting talents.*

Inheriting strategy "Staffing is similar to using wood" of our ancestors in history. By the time the Democratic Republic of Vietnam was founded, President Ho Chi Minh had deployed the plan of seeking and exploiting them. He said that although we don't have a lot of talent in the country, only by choosing and distributing wisely will talent increase more and more. In order to use talents effectively, Ho Chi Minh gave the following points of view:

*Depending on the ability to use people*

This is a very important point of view in staffing talents for professional capacity positions, thereby exuding the qualities to create the highest efficiency for the assigned work. In October 1947, he pointed out clearly the point of view in the article "Correct the Working Style": "When promoting a cadre, it is necessary to clearly determine whether he is close to the masses, has the public's trust and admiration, or not. Considering carefully what he's up to, if we don't exploit his abilities, work will stagnate. If the promotion is not careful, it is inevitable to bring people who can only talk but don't know how to act into leadership positions. This is very harmful." [1, p. 118]. He also said it's necessary to be clever in using cadres because it leads to the success or not of the revolutionary cause: "Nobody's perfect. Therefore, we should make use of personnel skillfully, correct their shortcomings, and promote their strengths. In some cases, we make use of personnel in the wrong way. For example, ordering a blacksmith to make cabinets or enjoining a carpenter to forge knives. As a result, both of them were confused. If you know how to staff according to ability, then all men could get success." [2, p. 314]. He emphasized that the careful and correct analysis of the ability of geniuses when they are respected would develop the ability to dedicate and contribute: "staffing is similar to using wood," and "the success depends on the way of staffing" [2, p. 320]. He treated the talents in a flexible, tolerant, nonrigid way so that they could be promoted: "In using talents, should we base them on the public interest instead of hard conditions, as long as they are not against people's rights? We use big talent to handle big deals and some small ones for small deals. If you have the ability to do something, you will be placed in that job" [3, p. 43]. It can be seen that the way of "skilful in exploiting talent,

staffing depends on the ability" has expressed his concept of the art of using talents from the early days of the resistance war for national salvation.

*Empowering talents:* As mentioned above, after seeking, getting, and attracting talents, Ho Chi Minh analyzed and assessed objectively and realistically the capacity to constitute talents for a suitable position. The "big talent, small talent" that he said shows a very flexible, pliable way of staffing so that talents can express their forte. When he assigns jobs to talents, he really respects them, places his trust in them, and empowers them. The task of the revolution is impossible without the participation of the entire population, cadres, and talents in important positions. When the national resistance war started for a time, President Ho Chi Minh called for talented people to participate in the resistance war to construct the country. They were really trusted, arranged, assigned by Uncle Ho, and assigned important tasks for the country, such as scientist Ta Quang Buu holding the position of Minister of National Defense and Hoang Minh Giam holding the position of Minister of Foreign Affairs. The talented people who are trusted, assigned, and empowered by him have made great efforts to devote their talents and contribute their energies to the revolutionary cause.

*Reviewing cadres objectively and comprehensively*

President Ho Chi Minh has directed: "The Party should rear and educate cadres like a gardener cultivates precious trees. We must respect talents, respect cadres, and respect each useful man for our common career." [3, p.492]. In order for cadres to be truly useful to the revolutionary cause, cadre evaluation must be reviewed regularly. Cadres reviewing is the most difficult and complicated matter, and it is easy to encounter problems, so it is necessary to be objective, fair, and comprehensive in order to draw valid conclusions about their virtue and ability. In order to avoid erroneous and subjective assessments of cadres, Ho Chi Minh said: "Considering cadres, it is not only their appearance but also their characteristics. Not only one case, one moment at a time, but the

process and the way he deals with each matter. Someone takes part in and works enthusiastically when the revolutionary movement is rising, but when the revolutionary movement gets small troubles, they become confused." [2, p. 318]. In order to get the cadres reviewed in the right way, according to him, we need understanding about our staff: "Experience tells us: every time we overhaul talents, on the one hand, new talents are found; on the other hand, corrupt people also emerge." [2, p. 314]. While assessing and using talents, one must resolutely fight against narrow-mindedness, division, and factions within the Party and the Party's staffing. He pointed out that, because of narrow-minded disease, we don't know how to exploit talents [2, p. 278]. If the disease of factions and division is on, it would cause harm to the Party.

*Fourth, promulgating appropriate policies on talents.*

After the August Revolution in 1945, the country was in a situation of "thousands of pounds hanging by a hair", the finance was exhausted, and President Ho Chi Minh was concerned about the salaries of intellectuals. In the reception for the Vietnam Education Federation on November 8, 1946, he said: When the financial situation is abundant, the government needs to be interested in teachers in all levels of education immediately who are responsible for training talents for the country. Applying President Ho Chi Minh's viewpoint on the remuneration package for talents and intellectuals, the Party has gradually built a mechanism and policy on remuneration, using talents to suit each period of the country. The Party always respects intellectuals based on their quality, ability, and results of contributions, as well as promulgating special policies for the country's talents. Promulgating useful and powerful policies to attract and exploit talent not only has a strong attraction and impact on talents but also has an important meaning in attracting and using sustainable talent for the country and localities. One of the typical localities that soon applied the views of President Ho Chi Minh, the Party, and the State on attracting and exploiting talents is Bac Ninh. Since the year 2000, Bac Ninh has built and

promulgated regimes and policies to recruit and utilize talents who are local people and out of Bac Ninh to work. The Bac Ninh province has recognized that the matter of training, fostering, attracting, and using talents is a major policy in the socio-economic development strategy and is the responsibility of all levels, sectors, people's organizations, and localities in the province. Bac Ninh always attaches importance to building and promulgating preeminent remuneration policies to recruit and utilize talents. Recently, the People's Council of Bac Ninh province issued Resolution No. 02 in 2021 on regulations and policies for teachers, administrators, and experts, in which the remuneration and support regime is as follows: "Teachers who are professors, associate professors, and PhDs located outside Bac Ninh are recruited to work in Bac Ninh High School for the Gifted and have commitments a long-term (at least 10 years) will be supported with housing costs of 1 billion VND". [4]. Let's look at the comparison table of meritocracy in Bac Ninh province in some typical years:

**Table 1.** Talent treatment regime in Bac Ninh province

| No. | Year | Apply for | Remuneration (VND) |
|-----|------|-----------|--------------------|
| 1 | 2000 | Master | 10.000.000 |
| | | Doctor | 20.000.000 |
| | | Professor, Doctor locates outside the province | 15.000.000 |
| 2 | 2012 | Master | 20.000.000 |
| | | Doctor | 40.000.000 |
| | | Professor, Doctor locates outside the province | 70.000.000 |
| 3 | 2021 | Master | 20.000.000 |
| | | Doctor | 100.000.000 |
| | | Professor, Doctor locates outside the province | 1.000.000.000 |

*Source: Bac Ninh Provincial Committee*
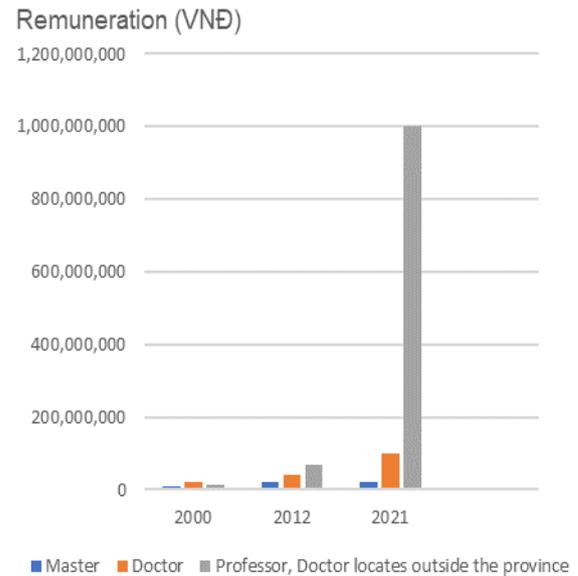


**Fig. 1.** Talent treatment regime in Bac Ninh province.

Thus, it can be affirmed that, with the determination of the entire political system, Bac Ninh province soon applied the viewpoints of President Ho Chi Minh and the Party and State on recruiting and exploiting talents, contributing to the implementation of the policy of attracting and using talents from the grassroots, harmonizing the country in promoting the development and promulgation of the National Strategy project on attracting and using talents in the current period.

*Fifth, create a favorable, comfortable working environment for talent.*

Soon after the Democratic Republic of Vietnam was founded, it immediately entered the resistance war and national construction period. President Ho Chi Minh often creates a favorable, comfortable working environment for intellectuals and talents so that they can focus their energy and intelligence on research and invention, not being distracted by small, odd, petty matters. He used to talk to the talented Tran Dai Nghia: In case you have trouble that affects your work, you can tell me at once.

A favorable, comfortable working environment is a decisive factor in attracting and utilizing talents. Ho Chi Minh used to state clearly: "Abet, allow tacitly, wink at one's relatives and friends, without the ability to be favored to management positions, ignore state service to parentage matters." [3, p. 65]. In the article

"Correct the Working Style" written in October 1947, he said: Long ago, it was not easy to behave; now, behaving has become more and more complicated. To overcome the condition of disunity, restraint, and envy for talents, according to him, the responsibility of the leader and manager is considered very important. If the leader is fair-minded and staffing in the right way, small talents can also turn into big talents; in the case of feeble-minded people, big talents would be shrinking. He said, "If favoritism, clannism, and deference are on, there will be no obedience and wrongdoing in the party, which will lead to guilt to the party and guilt to the compatriots." [2, p. 321]. Leaders who are fair-minded, based on their abilities to staff in the right way, are going on and on. In order to uphold the responsibility of management leaders, according to him, it is necessary to maintain a report on the promotion and use of talents: "In order to avoid the waste in exploiting talents, we need to correct the way of leading; for example, it is mandatory for officials in each sector to report clearly about the way of exploiting talents" [2, p. 281]. Thus, in order to respect talent, it is necessary to have a suitable leadership style, to create a democratic environment with equal opportunities for working, to encourage and promote creativity, to appreciate the personality, to tolerate counterarguments to find out new things without jealousy and envy, so that talents can be fully developed, devoted to the career, and to develop all abilities.

*Sixth, educating, training, and fostering talents*
The process of seeking, finding, attracting, appreciating, educating, training, and fostering talents is a closed process. In order to exploit and create talent sources for the future, it is necessary to have synchronous strategies and policies for educating, training, and fostering talents and intellectuals. Due to his soon grasping of the matter, President Ho Chi Minh paid attention to the caring and nurturing of talents for the revolutionary career. In 1930, he issued the slogan, "Practice education for all people". In the Democratic Republic of Vietnam's first session, President Ho Chi Minh raised urgent tasks, some of those are the

problem of ignorance and illiteracy: "Ignorance is one of the cruel methods used by the colonialists to rule us" and "An ignorant nation is a weak state" [3, p. 7]. He clearly said, "Ignorant is foolish; foolish is cowardly" [5, p. 125]. Therefore, he said everyone should compete enthusiastically in studying to make our nation a wise nation. The goal of comprehensive education is to develop comprehensive people: "It is necessary to pay attention to all aspects, such as revolutionary morality, socialism, enlightenment, culture, technology, workers, and producing" [6, p. 647]. Emphasizing moral canonical revolution, he said that morality is the grassroots of revolutionaries, a condition for approaching talent: "Everything succeeds or fails; the key is because the cadres are imbued with the morality and manners of the revolutionary or not" [7, p. 36]. For the young people, Ho Chi Minh was concerned: "Educating the young is an extremely necessary and important matter; the plan of education must be comprehensive, diverse, and suitable to the desires of young people." [8, p. 99].

**The application of President Ho Chi Minh's views on attracting and appreciating talents of the Communist Party of Vietnam.** Based on Ho Chi Minh's viewpoints on attracting and exploiting talents, the Party, the State, and localities have applied these principles to develop and promulgate major undertakings and policies on attracting and exploiting talents, initially meeting the needs of human resources and talents in the country. Especially since launching the cause of national innovation in 1986 until now, the Communist Party of Vietnam has affirmed that attracting and appreciating talented people is a major and consistent policy, attaching importance to finding, training, fostering and having outstanding policies to attract and utilize talented people at home and abroad. However, the policy of attracting and exploiting talents has some shortcomings and is not strong enough to attract talents, such as the priority policy of "respect and preference" instead of "respect"; the working environment is not really favorable; there is no consensus on the concept and criteria for assessing talents; and the

National Strategy on attracting and exploiting talents has not been constructed and promulgated. The situation of brain drain in Vietnam is alarming. It has a negative impact on the effectiveness of attracting and exploiting talents for the rapid and sustainable development of the country and its localities.

**Some recommendations to improve the effectiveness of attracting and appreciating talent today in Vietnam.**

Today, in order to improve the efficiency of attracting and exploiting talents from the Ho Chi Minh viewpoint in the country, the author recommends solving the following problems:

Firstly, it is necessary to continue to strongly innovate thinking to change the perception of the role, position, and importance of talent and the work of attracting and appreciating talent.

Second, it is necessary to publish an orthodox viewpoint of the country on specific concepts and criteria to identify talents in each field.

Third, urgently build and promulgate a national strategy on attracting and employing talents strongly, so that it may be attractive for talents at home and abroad.

Fourth, create a favorable, comfortable working environment for talents to express their abilities and contribute to the country.

Fifth, distribute outstanding policies, specializing in attracting and exploiting talents.

## 5. CONCLUSION

President Ho Chi Minh's viewpoint on attracting and exploiting talents has big theoretical and practical significance. It is a valuable experience lesson and guideline for the party, state, and localities to continue research and apply to develop and soon promulgate the National Strategy on attracting and exploiting talents. Especially in the period of accelerating industrialization and modernization, the requirement to attract and utilize talent has become more and more urgent. Recently, in the 13th Party Congress (2021), it was affirmed to be a consistent policy: "Focus on training high-quality human resources, detecting, and fostering talents; issue outstanding policies to attract and utilize talents and experts both at home and abroad" [9, pp. 220 – 221].

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# PROMOTE HUMAN RESOURCES IN THE PROCESS INDUSTRIALIZATION AND MODERNIZATION OF THE COUNTRY

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**Abstract**:

*The cause of industrialization and modernization of the country led by the Communist Party of Vietnam (CPV) is a profound and comprehensive revolution in all areas of social life to achieve the goal: Rich people, Strong, democratic, fair, and civilized country. Achieving the above goal requires our entire Party and people to have a comprehensive strategy for human resource development because it is a decisive endogenous resource. However, besides the strengths and advantages that create positive change, during the process of operation and development, Vietnam's human resources also reveal certain shortcomings, affecting speed and effectiveness. result of the country's industrialization and modernization process.*

**Keywords**: Human resources, industrialization, modernization, promoting human resources.

## INTRODUCTION

Throughout history, the use, exploitation, or regeneration of human resources has always been a matter of survival for each country and nation. However, there was a time when some countries or localities did not have appropriate ways to exploit and use them, so human resources were not promoted effectively. Along with the current development trend, the role of human resources is increasing. Humans are both the subject of socio-historical development and the creator of the material and spiritual cultural values of humanity. Therefore, continuously enhancing the active, self-aware, and creative role of humans is not only the premise and driving force but also the goal of social change and development.

## CONTENT

### 1. Overview of Vietnam's human resources

Human resources are the collection of abilities and potentials of each individual as well as the community that has created, is, and will create strength to promote social development. Human resources include both quantity and quality of human resources. In recent years, the reform process in our country has achieved many important achievements in all areas of

social life. In increasingly stable and developed socio-economic conditions, the material and spiritual lives of the majority of people have improved, and workers have been freed from the constraints of many unreasonable mechanisms, promoting ownership, creative dynamism, and being more proactive in finding jobs has created great motivation and a premise for us to successfully carry out the process of national innovation, creating momentum for deep integration, international economy, well implementing the 4.0 revolution and digital transformation/digitization in all fields.

According to the national census, Vietnam's total population in 2019 was 96,208,984 people, of which the male population is 47,881,061 people (accounting for 49.8%) and the female population is 48,327,923 people (accounting for 50.2%). With this result, Vietnam is the 15th most populous country in the world.

According to a survey by the General Statistics Office, the most populous region in Vietnam is the Red River Delta with about 22.5 million people, followed by the North Central Coast and South Central Coast with about 20.1 million people, third. is the Southeast with 17.8

million people, and fourth is the Mekong Delta with about 17.2 million people. The least populated region is the Central Highlands with about 5.8 million people. According to the 2019 Interim Population and Housing Survey (IPS), 34.4% of Vietnam's population lives in urban areas and 65.6% resides in rural areas. The average sex ratio in 2019 was 99.1 males/100 females.

The 2023 labor force participation rate is 75.4%. The level of labor force participation of the population in urban and rural areas is still significantly different, with a gap of 10.7 percentage points (urban: 68.6%; rural: 79.3%). The labor force participation rate in urban areas is lower than in rural areas in all age groups, with the largest difference recorded in the 15 – 24 year-old group (urban: 43.0%; rural: 65.1%) and the group aged 55 and over (urban: 36.5%; rural: 52.4%). This shows that people in rural areas enter the labor market earlier and leave the market much later than in urban areas. This is a typical characteristic of the labor market with a high proportion of labor participating in the Agriculture sector.

Of the total number of people joining the workforce in 2023, about 15 million people have been trained with degrees and certificates (from elementary level and above). The trained rate of workers in urban areas reached 39.9%, 2.5 times higher than that in rural areas (15.9%).

Thus, it can be seen that the labor force is in the working age due to the large population, and young population structure, with basic training to grasp and apply scientific and technical advances in work. job. From the right policies and measures in building and developing human resources of our Party and State in recent years, Vietnam has truly entered the golden population period since 2007. This is an opportunity great opportunity to turn our country into a modern, developed industrial country. According to forecasts of the General Statistics Office: the golden population period will last for about 34 years and end in 2041.

## 2. Positives and limitations of promoting Vietnam's human resources

On the positive side, first, Vietnam is in a period of golden population structure with more than 63 million people (accounting for 69.5% of the population) of working age, bringing many advantages in human resources for development, socio-economic development. The working-age population is quite large. In addition, the labor productivity of Vietnamese people has continuously increased over the years. Calculated by period, Vietnam's labor productivity in recent times has improved significantly in the direction of increasing steadily over the years, with an average increase of 3.9%/year in the period 2006 - 2015. Efforts to increase labor productivity in recent times have contributed significantly to gradually narrowing the relative gap between Vietnam's labor productivity and ASEAN countries.

Second, training and vocational training in Vietnam are initially linked to the needs of businesses and the labor market; The structure of training occupations is gradually adjusted according to the structure of production and business occupations; which has opened many new training occupations that the labor market needs and occupations that serve the restructuring of the agricultural and rural economy and create jobs for workers...

Third, Vietnam has developed a fairly large team of science and technology staff. Many Vietnamese economists and scientists have absorbed and accessed many of the world's modern scientific and technological advances; Many Vietnamese workers and laborers through labor export and foreign experts have had greater access to modern machinery and equipment and industrial working style. Vietnamese workers are considered to have the advantages of being intelligent, diligent, skillful, intellectually and educationally quite high compared to the national income level, and quickly absorbing scientific and technical advances and technology, world's technology.

Thus, it can be seen that the strengths of human resources are: There are many working-age forces due to the large population, and young population structure, with basic training to grasp and apply advances, science and technology into work.

Besides the great achievements that have been achieved, human resources in Vietnam in recent

years have also revealed limitations, which can be summarized as follows:

*One is*, not yet aware of the role and position of humans as the center of socio-economic development. Promoting human resources plays an important role for each country. Recognizing that people are the central resource of development has a strong impact on the development of other resources in society, from which at each level of management from macro to micro, come up with solutions, appropriate methods to develop this resource. Human resources, which are considered the goal and driving force of all socio-economic activities, were affirmed very early in the document of the 6th National Congress, but this awareness has not yet been established, permeated and thoroughly grasped at all levels of the Party Committee and government. In reality, the concept of human issues in development is still simple, "putting people at the center of development" in many localities is still just an orientation and not clearly expressed in action, specific movement.

*Second,* lack of conditions to promote the creative capacity of human resources. Due to the low level of socio-economic development, the people's material and spiritual life still faces many difficulties; Lack of investment capital and lack of materials in production are still common. In addition, technical facilities and technology are outdated, and labor tools are rudimentary and manual. Recent research shows that the proportion of mental labor in our country only accounts for 7.9%, while mechanical and simple labor accounts for 92.1%. This, on the one hand, negatively affects labor attitudes, socio-economic development and lifestyle, and industrial style in the production process; On the other hand, it causes workers to lack the basic conditions to develop awareness in a modern direction, and not effectively promote positivity and creativity in the process of industrialization and modernization. Besides, the downside of the market mechanism is daily and hourly hurting workers, creating a divide between rich and poor, leading to differences in living standards and lifestyles. Underemployment - the factor that directly and most strongly impacts the

process of promoting human factors is still quite common, this makes workers without the conditions and basis for comprehensive development.

*Third,* In the management and use of people, we have not yet built a reasonable mechanism for combining different types of benefits to create motivation to further promote the positive and creative activities of workers. Benefits are the basic motivation, strongly impacting all human activities in a specific historical time. In reality, we have skillfully applied the relationship between different types of benefits such as material - spiritual, individual-social, ethnic - class... thus encouraging the highest role. Activeness and creativity of all classes of people in the revolutionary process of national liberation, national unification, industrialization, modernization, and international economic integration. However, we have not paid attention to the material needs and personal interests of workers. There are times and places where personal interests have been identified with individualism, so the social positivity of workers has not been strongly promoted; Individual roles are blurred, individual talents are not encouraged, and individual personalities are not recognized.

*Fourth,* Political ideological, cultural, scientific, and technical education is still limited. This is a factor that has a strong and direct impact on the process of forming and developing the personality of Vietnamese people in recent years. Besides the important achievements that have been achieved, the work of political ideology education also has notable limitations: The content of political ideology education is duplicated, inconsistent, and not practical. The principle of unifying theory and practice has not been respected. Cultural, scientific, and technical education has not kept up with the level of countries in the region and is still low in scale and limited in quality and effectiveness. Therefore, from the perspective of labor, education, and training in our country have not met the need to provide high-quality labor for the country's development. On the other hand, national traditional education has not received due attention and has not demonstrated criticism

and filtering in the transmission of traditional values. The remnants of old countercultural ideas have not been harshly condemned.

*The year,* A large number of officials in state administrative agencies and public service units have not met the requirements and tasks. Resolution No. 26-NQ/TW dated May 19, 2018, of the 7th Plenum of the 12th Central Committee clearly stated: "...overall, the staff is large, but not strong; The situation of both surplus and shortage of staff occurs in many places; The connection between levels and sectors is still limited. The ratio of young officials, female officials, and ethnic minority officials has not met the set target. There is a lack of good leaders, managers, scientists, and leading experts in many fields. The capacity of the staff is not uniform, their presence is limited and weak; Many officials, including senior officials, lack professionalism and do not work according to their expertise and strengths; Foreign language proficiency, communication skills, and the ability to work in an international environment are still limited. Many young officials lack bravery and are afraid of training. A large number of cadres have faded their ideals, lost their will, worked superficially, are afraid of difficulties, are afraid of suffering, and degraded in political ideology, ethics, and lifestyle, showing signs of "self-evolution", and "self-transformation". Some leaders and managers, including strategic-level officials, lack role models, have low reputations, capacity, and quality are not up to par with their tasks, are bureaucratic, distant from the people, and individualistic, entangled in corruption, waste, negativity, and group interests. Many managers of state-owned enterprises lack education and training, lack Party spirit, take advantage of loopholes in mechanisms, policies, and laws, intentionally commit violations, profiteering, and causing loss of capital and assets. of the State, causing serious consequences, subject to party discipline and handling according to the law. The situation of running for position, running for power, running for age, running for planning, running for rotation, running for degrees, running for rewards, running for titles, running for

crimes..., including high-ranking officials, is slowly being prevented, repel".

Limitations in the quality of human resources This is clearly shown in the comparison that Vietnam's labor productivity is much lower than that of some countries in Southeast Asia: only 7% of Singapore, 17.6% of Malaysia; 36.5% of Thailand; 42.3% of Indonesia; 56.7% of the Philippines and 87.4% of Laos...".

Thus, along with the achieved results, human resources and promoting the Vietnamese human factor in building and developing the country over the past time have not yet met the requirements, there are still many limitations and weaknesses that need to be overcome. This limitation is due to the following main reasons:

*One is that* human resource education and training still have many shortcomings. Education and training have not become a top national policy or a driving force for development. The quality and effectiveness of education and training are still low compared to requirements, especially university education and vocational education. Investment in education and training is not effective. Policies and financial mechanisms for education and training are not appropriate. Not paying enough attention to ethical education, lifestyle, and working skills... Therefore, our country's human resources are still limited and do not meet the requirements.

*Second,* it has not created a favorable environment for maximizing the Vietnamese human factor. Policies to promote human factors seem to exist, but these policies are difficult to put into practice. Many people who studied abroad did not return home because they could not find a suitable job; no favorable working environment; The salary regime still has many shortcomings; etc.. With the intellectual team, there is still a lack of democratic environment in scientific research; The working class still has many difficulties in material and spiritual life due to low wages and frequent lack of jobs; Farmers are the people who benefit least from the achievements of innovation. For businessmen, there are still many disguised "ask-give, subsidize" mechanisms and policies that hinder them;

A large number of young people cannot find jobs... These shortcomings have hindered the promotion of the Vietnamese human factor in building and developing the country.

*Third, the* reform of cadre work has not had a breakthrough. Staff evaluation is still the weakest step over many terms but there are no specific criteria and scientific solutions to overcome it. The situation of running for position, running for power, running for age, running for qualifications,... has not been stopped or repelled. Incorrect assessment of staff leads to failure to correctly determine the requirements and criteria for training, fostering, using, and remunerating staff. Therefore, many truly talented, virtuous, and conscientious people have not been recruited or employed. Limitations and shortcomings in personnel work are a weakness that hinders the promotion of Vietnamese human factors.

## 3. Some awards promote human resources to meet the requirements of the public process of industrialization and modernization

*First,* The Party and State have relatively comprehensive and synchronous cadre mechanisms and policies from resource planning, training, fostering, rotation, evaluation, use, remuneration, etc.. Cadre work is implemented according to the principle: "Evaluate and use the right staff based on the standards and processes that have been supplemented and perfected, taking actual work efficiency and people's trust as the main measure." weak. Do not appoint officials who are not virtuous, talented, or opportunistic. Strictly implement regulations on dismissal, dismissal, and resignation for leaders and managers. Promptly replace officials with weak qualities and abilities, those who fail to complete their tasks, and whose reputation declines. The development path is increasingly rich, beautiful, and powerful.

The 13th Congress of the Party advocates attaching importance to education and training to develop people to meet the new requirements of the revolutionary cause, "Pay more attention to moral education, personality, creative capacity and values." core, especially educating the spirit of patriotism, pride, national self-respect, national traditions and history, and a sense of social responsibility for all classes of people, the younger generation; preserve and promote the fine national cultural identity of the Vietnamese people; Arousing the desire to develop a prosperous and happy country and firmly protect the socialist Fatherland of Vietnam. Integrating knowledge, ethics, aesthetics, and life skills education with physical education, improving the stature of Vietnamese people".

Along with that, the 13th Party Congress affirmed the role of science in human resource development: "Social sciences and humanities, political theoretical sciences actively contribute to providing arguments for building establish guidelines and policies; protect and develop the Party's ideological foundation; build and develop the economy, culture, society, and people of Vietnam and protect the Fatherland"; implement "Strengthening research and application of medical science, developing scientific disciplines to serve the protection and care of human health"5.

Thus, the viewpoint of the 13th Party Congress on people and human resource development, especially high-quality human resources, is a comprehensive and up-to-date system that meets the requirements of human resources in the future. The new context of globalization and international integration is increasingly profound. Our Party affirms that people are both the goal and the driving force of socio-economic development. Therefore, the core issue is to implement the strategy of education and training of human resources, developing people and high-quality human resources in a comprehensive way including physical, mental, and spiritual strength. The mission of education and training is to bring people to achieve values consistent with cultural characteristics and new requirements placed on Vietnamese people to successfully carry out the cause of construction and development. The country follows a socialist orientation.

*Second,* continue to promote education and training innovation. *Converting* traditional education to modern education is not easy, but it cannot be done without doing it, and must be done drastically right now; innovation from the primary school level up to form Vietnamese

people with patriotism and national pride. Education must help guide society, using tradition as a premise and strength to adapt to changes in world progress, especially the 4.0 industrial revolution. The 13th Party Congress stated clearly: "There are plans, mechanisms and solutions to properly handle the relationship between preserving and promoting cultural values, national traditions and history in building people and developing people." economic and social development". Implementing "Building Vietnamese people for comprehensive development, closely linked and harmonious between traditional values and modern values". In addition, the Government needs to encourage and create conditions for the formation of an education system based on the business model, linking training in fields that society and businesses need, especially a skilled workforce. Highly skilled and professional, while encouraging creative activities of workers to adapt to all conditions; Cultivate self-reliance, self-reliance, and creative exploration along with focusing on attracting high-quality human resources, a team of scientists, inventors, and foreign experts to teach, communicate, and interact in labor and education in our country. To build and promote human resources as both the driving force and the goal of Vietnam's revolutionary cause, as well as a long-term strategy and great perspectives on innovating cadre work, we need To do a better job of educating and training people comprehensively, there must be close coordination between the family, school and social environments to form, develop and perfect human personality. Building a Vietnamese people rich in patriotism, compassion, humanity, and comprehensive development,... with "both rosy and professional" officials who are virtuous and talented enough at the strategic level to lead the country contributing to strengthening the people's confidence in the revolutionary path and orientation that the Party and President Ho Chi Minh have chosen. In which, cadres are the decisive factor, cadre work is the key step, and building strategic-level cadres is the top task; Preventing and combating the deterioration of political ideology, ethics, lifestyle, and

manifestations of "self-evolution" and "self-transformation" internally to move our country firmly forward.

*Third,* must truly select virtuous and talented officials to serve the people and develop the country. Therefore, right from the selection and appointment stage, it must be done seriously, objectively, transparently, fairly, and impartially, with emphasis on appraisal work, implementing a bottom-up process, and gathering opinions. Survey widely among the people in the place of residence; Organize and expand recruitment examination forms, especially for leadership and management positions with strict procedures and by set standards and requirements, thereby selecting truly capable staff., enthusiastic about work. Doing well in the recruitment exam will avoid the situation of "impartiality" or "familiarity" when recruiting and appointing. On the other hand, in the process of appointing and reviewing applications, we should not attach too much importance to the issue of qualifications and type of training, it is important to pay attention to necessary factors such as practical capacity, skills, management qualities, revolutionary ethics, enthusiasm, passion for work, positions held, etc.. Besides, in the policy of rotating cadres combined with the arrangement of several leadership positions, Non-local religion must be deployed drastically and widely throughout the country.

*Fourth,* The Party and State affirmed that great national unity is a long-term strategy for the revolutionary cause. Therefore, mechanisms and policies have been regularly improved, ensuring equality, respect, solidarity among ethnic groups, and harmonious settlement of relations between ethnic groups. Taking care of education and training of human resources and staff of ethnic minorities... Thanks to that, we have highly promoted the human strength and wealth of ethnic minorities in the cause of construction and preservation, defend the Fatherland.

*Fifth,* The Party and State regularly pay attention to perfecting policies on beliefs and religions, promoting good cultural values and ethics of religions. Pay attention to and create conditions for religions to operate according to

the charters and regulations of religious organizations recognized by the State, according to the provisions of law. Therefore, in general, the positive contribution of religious believers to the country's socio-economic development has been promoted. Focus on solving pressing issues such as: Improving the material and spiritual life of the people, ensuring that not only survival needs are met, but also health needs are met, human development and creativity; create jobs for workers, put people into practical activities; create favorable physical and mental conditions for promoting the positive and creative potential of all classes of Vietnamese working people.

Thus, to effectively build and promote human resources to meet the requirements of industrialization and modernization in our country in the current period, it is necessary to ensure the effectiveness and synchronization of the above solution system.

## CONCLUSION

The cause of comprehensive innovation, including innovation in thinking, has created a new way of looking at people, it has objectified the importance of the human role in social development. Vietnamese people are both the subject and the driving force that determines the success of the country's industrialization and modernization. Human development is the highest cultural value and the goal of the cause of socialist-oriented innovation. The development of a socialist-oriented market economy with state management and the expansion of international exchanges in recent years has had a profound impact on Vietnam's human resources in terms of quantity, quality, and social structure - class, career structure, and personality value orientation. Current human resources have certain strengths and advantages but are also limited and cannot meet the increasing requirements of the international economic integration process. Therefore, continuously enhancing the active, self-aware, and creative role of the human factor is an indispensable requirement of the development and innovation of our country in the current period.

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# PROMOTING THE HUMAN FACTOR FOR SUSTAINABLE DEVELOPMENT IN VIETNAM ACCORDING TO HO CHI MINH'S POINTS OF VIEW

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**Abstract**

*According to President Ho Chi Minh's perspective, human beings are the most valuable asset, the decisive factor for the success of the revolutionary cause. Therefore, it is necessary to take care of and promote human factors, utilize comprehensive and effective measures to maximize human resources, and create motivation for the sustainable development of the country. Nowadays, sustainable development has become a global strategy, and human resources have become the central force, the basis for harnessing all resources. However, in Vietnam, the quality of the workforce is not high; there is a lack of skilled labor, and competitiveness in the international market is still limited. It is essential to continue studying and applying Ho Chi Minh's viewpoint, firmly maintain the goal of placing humans at the center, promote democracy and the "master" role of people in society, educate Vietnamese people for comprehensive development, and enhance the positive, proactive, and creative nature of individuals to achieve the sustainable development of the country.*

**Keywords**: human factor, sustainable development, human development.

## 1. INTRODUCTION

Human resources are the sum of the potentials and abilities of each individual and community that create the power to promote social development. In terms of structure, human resources include both quantity and quality of human resources. According to Marxism-Leninism, humans are products of nature and society. People are the most important factor in the productive forces that contribute to social development. "In its realism, human nature is a synthesis of social relationships" (Marx & Engels, 1995). Human resources play an important role in relation to other resources. Therefore, in social development, the role of human resources is always placed in a central position. Human resources play an important role in stimulating and promoting the potential of other resources such as capital, natural resources, physical-technical facilities, science - technology,... In other words, human resources are the influencing and decisive factor in the exploitation, use, protection, and regeneration of other resources. No matter which development path is chosen, human resources are always valued to promote the socio-economic development of each country.

The 4.0 industrial revolution is creating opportunities and challenges, requiring the Party and State to gain the right strategies and policies to develop the country's economy and society quickly and sustainably. To achieve this goal, one of the key tasks is to focus on "building and promoting human resources". Meanwhile, for a long time, the issue of promoting human factors and human resources has been mentioned by President Ho Chi Minh with profound and comprehensive content, revolutionary and scientific. Not only appreciating the position and role of people and seeing the inevitability of promoting human factors, Ho Chi Minh also built a system of comprehensive and correct solutions for promoting human factors. The human factor plays a decisive role in the success of the cause of national liberation, the establishment and development of socialist Vietnam. These viewpoints are valuable orientations and instructions for Vietnam to promote its human resources to serve the cause of establishment and sustainable development of the country today.

In Vietnam today, there are already some scientists who are interested in researching how to utilize human resources for nation-building and protection, for the renovation process, and for the overall development of the country. However, the number of comprehensive and systematic research projects applying Ho Chi Minh's viewpoints on human resources'

potential for sustainable national development remains quite limited. Therefore, this article will focus on studying, analyzing, and systematizing Ho Chi Minh's perspectives on harnessing human potential. From this, it will propose some directions and solutions to leverage human factors and resources to contribute to enhancing the effectiveness of sustainable development in Vietnam today.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

After entering the reform process, the Party and State paid attention and oriented to promoting human resources. Many documents and resolutions were issued and focused on a number of contents such as: building the comprehensive development of Vietnamese people; developing Vietnamese culture and people in the new era; building the Vietnamese human value system... The Communist Party of Vietnam is always steadfast in its view of building and developing the Vietnamese people comprehensively, meeting the requirements of rapid and sustainable development of the country. Specifically, since the 6th Congress, the Party has clearly pointed out: "respect people, promote the creativity of all classes of people, and direct that creativity into the cause of building a new society" (Communist Party of Vietnam, 1986). The 9th Party Congress more specifically identified a number of contents to build the Vietnamese people such as: "comprehensive development of politics, ideology, intelligence, morality, physicality, creative capacity, sense of community, compassion, tolerance, respect for love, a cultured lifestyle, harmonious relationships in family, community and society... inheriting the nation's revolutionary tradition, promoting the spirit of patriotism, the will to be self-reliant and self-reliant to build and protect the Fatherland" (Communist Party of Vietnam, 2001). In particular, the Party's resolutions include Resolution No.33-NQ/TW on *"Building and developing Vietnamese culture and people to meet the requirements of sustainable development of the country"* in 2014 issued by 9th Central Conference, session XI. The resolution continues to affirm the building of a comprehensively developed Vietnamese people, with four core values of mind - virtue - body - beauty, imbued with national spirit, humanity, democracy, and science.

In the documents of the following Congresses until the recent 13th Congress, the requirements and standards on building and promoting human factors have always been supplemented and gradually improved by the Communist Party of Vietnam. One of the development perspectives in the *"10-year Socio-Economic Development Strategy 2021 - 2030"* identified by the 13th Congress is: "Maximizing the human factor, considering people as the center, the most important subject, resource and goal of development" (Communist Party of Vietnam, 2021).

The Party and State have paid attention and oriented to research and apply the content and values of Ho Chi Minh's ideology on promoting human resources in the current work of building and protecting the Fatherland. Many scientists have researched and learned about promoting human factors and human resources to build and protect the country these days. They have researched promoting human factors and human resources in many fields with the role of economic development, building a new culture, building a socialist rule of law state, or Integration and development, etc.. These are valuable documents, showing the current state of human resources in Vietnam, the attention of leadership and the direction of the Party and State to the issue of promoting human resources as shown through every period. However, there has not been any comprehensive and systematic research on applying Ho Chi Minh's point of view on promoting the human factor to develop the country in a sustainable way so far.

From Ho Chi Minh's point of view, people are the center of the cause of building and developing the country. "There is nothing more precious than the people. In the world, there is nothing stronger than the united force of the people" (Ho Chi Minh, 2011). Therefore, we must take care of and promote the human factor, implementing "For the sake of ten years, we must plant trees, for the sake of 100 years, we should cultivate people." (Ho Chi Minh, 2011). Since then, he has proposed solutions to

promote the human factor, mobilize the strength of national unity into synergy, and bring victory to the struggle for national liberation as well as the construction and development of the country.

Ho Chi Minh's point of view is determined to be the guiding foundation for the Party and State in building and implementing development strategies. However, up to now, besides the achievements, there are still many limitations and inadequacies in the quality of our country's human resources. For example, human resources are large but not strong. They are large in quantity (due to a large population) but limited in quality. They are extremes of excess and deficiency. They are developed but not truly sustainable, etc.. Meanwhile, to sustainably develop the country, the human factor is always the center, the driving force of all motivations. To achieve sustainable development, we must develop human resources to meet the increasing requirements of integration and development. Therefore, it is necessary to continue to research fully, systematically, and comprehensively on applying Ho Chi Minh's point of view on promoting the human factor to contribute to the effective implementation of the sustainable development strategy in Vietnam today.

## 3. METHODOLOGY

The research is based on the methodology of Marxism-Leninism and Ho Chi Minh's point of view to implement research goals and tasks. In addition to using methods such as analysis, synthesis, historical research, logic, comparison, forecasting, etc., this article combines interdisciplinary methods of social sciences to analyze and clarify Ho Chi Minh's viewpoint on maximizing human potential. It addresses the current situation and the issues raised in the development of human resources in Vietnam. From this analysis, the article proposes directions and solutions to enhance the effectiveness of sustainable development in Vietnam today, based on Ho Chi Minh's perspective.

The data used in the article are synthesized and compared based on statistics from state management agencies (Government Resolutions, Annual Statistical Yearbooks from the General Statistics Office, etc.). Through this, the article evaluates the current situation and proposes directions for leveraging human potential in sustainable development, following Ho Chi Minh's viewpoint.

Researching and proposing solution orientations to contribute to improving the effectiveness of sustainable development in Vietnam today has been researched over the period from when Vietnam started the reform process until now, the vision is by 2030 (Based on Resolution No.33-NQ/TW of the Party in 2014 on "*Building and developing Vietnamese culture and people to meet the requirements of sustainable development of the country*" and Decision No.622/ Decision-TTg of the Prime Minister in 2017 on "*National action plan to implement the 2030 Agenda for sustainable development*").

## 4. RESULTS AND DISCUSSION

### 4.1. Ho Chi Minh's points of view on promoting the human factor in the nation's revolutionary cause

People are the most precious capital, both the goal and the basic driving force, the decisive factor in the victory of the Vietnamese revolution. President Ho Chi Minh does not use the term "human factor" but often uses phrases such as "people's strength", "people's strength", "people's talent", "people's force",... but in essence, in His thoughts always emphasize the role of the human factor in the Vietnamese revolution. The role of humans is the role of the masses, the true creators of history, not "a few heroic individuals". According to President Ho Chi Minh, "power and force reside in the people", the people are always placed in the highest position, the position of master and master. The people are the masters, but the people also carry out the work of mastery. The people are both the subject and the object, the force, the driving force, and the goal of the Vietnamese revolution.

President Ho Chi Minh said that anything is done by people, material wealth in society is created directly by the people's labor; It is thanks to the labor of workers and farmers that society continuously develops. He explained that the scientific basis for that role comes from "having the people's force, no matter how big

or difficult, a task can be done". People are the great and decisive driving force for all victories of the Vietnamese revolution. He said: "If it were ten times easier, no people would accept it; "It's a hundred times more difficult to get the materials done than it is" (Ho Chi Minh, 2011), the human factor is the most important resource, the resource of all resources.

In short, if the revolutionary cause is to be successful, it must promote the strength of people and the people: "If the roots are strong, the tree will be durable, and the building of victory will be built on the foundation of the people" (Ho Chi Minh, 2011). Ho Chi Minh's truth "Nothing is more precious than independence and freedom" is the expression of human goals closely linked to national sovereignty: Without people, there will be no independence and freedom; The struggle for independence and freedom is to liberate the nation, and ultimately to liberate people.

*People are a unity of qualities and abilities, we must take care of and promote the human factor, and we must know how to "use people".*
President Ho Chi Minh highly appreciated the role of virtue, considering morality as the root and foundation of revolutionaries and people in general. However, he did not absolutize the role of morality or lower it or separate it from talent, but "virtue" always goes hand in hand with "talent". If you have virtue, you must have talent. The greater the talent, the higher the virtue. Virtue and talent blend together in the personality of a revolutionary. But among them, morality is the basis and condition to promote and develop the talents of revolutionaries. President Ho Chi Minh said that each cadre and party member, along with noble revolutionary qualities, must also have ability, because only with ability can they successfully complete their assigned tasks. "Just like a river, there is a source for water; without a source, the river dries up. A tree must have roots, without roots the tree will wither. Revolutionaries must have ethics, without ethics, no matter how talented they are, they cannot lead the people" (Ho Chi Minh, 2011).

He also repeatedly emphasized: "To build socialism, there must be socialist people. Socialist people must go completely without individualism" (Ho Chi Minh, 2011). Socialist people must be people with passionate patriotism, moral purity, and excellent talent, both "morality" and "talent", absolutely will not be people People who only know how to be greedy and plunder for themselves, trampling on the common interests of the collective, society, and those around them for their own benefit.

During his entire career, as head of the Party and State, Ho Chi Minh established basic views on employing people, using and promoting the human factor. In the letter "Finding talented people" dated November 20, 1946, with very sincere and respectful words, he wrote: "Construction requires talented people. Among the 20 million compatriots, there is certainly no shortage of talented and virtuous people. I'm afraid that because the Government cannot hear and see everywhere, that talented and virtuous people cannot come out" (Ho Chi Minh, 2011). According to President Ho Chi Minh, using people essentially promotes all the potential of the human factor to create synergy for the great national unity bloc to solve revolutionary tasks. President Ho Chi Minh advocated promoting the human factor on the basis of using talented and virtuous people. Even though they are "talented people", "talented people", "good people, good people", they all have the same purpose for the benefit of the Fatherland, for the benefit of the nation. President Ho Chi Minh himself is an example of skilfully using talented people, including those outside the Party. He skilfully combined young officials with old officials, rewarded and punished fairly, and knew how to use a team of people capable of working for the common good, not cliques and gathering around flatterers.

Implement a combination of measures to promote human factors. President Ho Chi Minh said that we must love each other and have tolerance towards people, understanding Marxism-Leninism as having to "live together with meaning". In his "Letter to the Southern People" in 1946, he emphasized: "Although the five fingers are both short and long, they come together in the hand. Millions of people have

different interests and thoughts but they are all descended from our ancestors. Therefore, we must be extremely lenient. We must admit that everyone has more or less patriotism" (Ho Chi Minh, 2011). According to him, no one is perfect and can avoid shortcomings. We must sympathize, forgive, be generous and tolerant. Therefore, it is necessary to listen and respect people's opinions. Do not use your own opinions or thoughts to impose or exclude the opinions and thoughts of others. Ho Chi Minh loved people, sympathized, believed absolutely in people, in the strength of the people, and determined to strive to liberate people became the first premise to be able to promote the human factor.

As the highest leader of our Party and State, President Ho Chi Minh together with the Party and Government planned and established a relatively complete policy system that covers all areas of life, society. In particular, these are social security issues to truly bring benefits to the nation, freedom, prosperity, and happiness to the people. In economics, Ho Chi Minh emphasized policies to develop production and wages must be reasonable. In terms of society, he believes that it is necessary to implement a human-oriented social policy system, harmoniously resolving the relationship between individual interests and collective interests, between private interests and common interests. It is necessary to pay attention to these people with difficult circumstances recognized by state policy and meritorious services to the revolution and to implement equal rights for women, equality between urban and rural areas, plains and mountainous areas, etc..

One of the measures that President Ho Chi Minh frequently used and used very effectively to promote the human factor is to practice democracy, strengthen moral and legal education, and promote the spirit of democracy. He affirmed: In order for the people to believe, the people to follow, for the people to support, for the human factor to be promoted, we must pay attention to the material and spiritual lives of the people, practice widespread democracy,

Practicing democracy is the universal key that can solve all difficulties" (Ho Chi Minh, 2011). However, "Democracy is supported by Law", the most important premise to ensure human rights is to institutionalize it in the Constitution, the law and to bring the law to life. He reminded that "Cadres are the root of works", the party needs to take care of educating revolutionary ethics, training them to become heirs to building socialism that is both "morality" and "talent". Ho Chi Minh also believed that in order to promote the human factor, we must first pay attention to the cause of "growing people", constantly pay attention to educating and training the young generation, the future owners, the "pillars" of the country.

**4.2. Solutions to promote human factors towards the goal of sustainable development**
***Maintaining the goal of considering people as the center of the sustainable development strategy, promoting democracy and the "mastery" role of people in society***
In Ho Chi Minh's point of view, people play the role of a great driving force of revolution and must take care of and promote the human factor. People are the center of the cause of liberation, construction and development of the country. Inheriting Ho Chi Minh's viewpoint, continuing the strategic goals outlined by our Party and State, the "National Action Plan to Implement the 2030 agenda for sustainable development" includes 5 viewpoints. The goal has 3 viewpoints: the goal is to aim for people, promote human factors, and ensure sustainable development of Vietnamese people. The first, foremost, and foremost goal requires placing people at the highest central position: People are the center of sustainable development. Maximize the human factor as the main subject, resource and goal of sustainable development; Create conditions for everyone and every community in society to have equal opportunities to develop, access common resources and participate, contribute and benefit, creating material and knowledge foundations and good culture for future generations. To implement No One Left Behind, it is necessary to reach the most

difficult first including children, women, the elderly, the poor, people with disabilities, people in remote areas and others. other vulnerabilities; Meet more and more fully the material and spiritual needs of all classes of people; build a strong and prosperous country, a democratic, fair and civilized society; build an independent and self-reliant economy and proactively integrate internationally for sustainable development of the country.

Thanks to implementing President Ho Chi Minh's teachings: "For the sake of 100 years, we should cultivate people", having reasonable guidelines and policies on human development, the intellectual level in our country is increasingly high. People's lives have clearly changed. People are given conditions to develop comprehensively, both physically and mentally. "The Human Development Index (HDI) reached 0.737, which is higher than in 2021 (0.726). The average monthly income per capita at current prices is estimated at 4.67 million Vietnamese dong, an increase of 11.1% compared to 2021. Specifically, in urban areas, it is 5.95 million Vietnamese dong, up 3%; while in rural areas, it is 3.86 million Vietnamese dong, up 8%. Compared to other countries in the ASEAN region, Vietnam's HDI is only behind Brunei, Malaysia, Singapore, and Thailand - countries with high HDI rankings globally" (General Statistics Office, 2022).

Besides, democracy must be promoted in society. Promoting democracy means promoting the role of the people as masters. People have the right to study, creative work, the right to contribute, the right to promote their own roles, etc.. If the people cannot promote their own role, we cannot talk about promoting the human factor. Promoting the human factor, in a sense, also means promoting the role of the people. However, promoting democracy must go hand in hand with maintaining discipline and fighting against formal democracy. The 12th Party Congress requires: Democracy must be fully and seriously implemented in all areas of social life; Institutionalize and improve the quality of forms of implementing direct democracy and representative democracy. On that basis, we can promote the human factor well for national development.

***Educating Vietnamese people for comprehensive development, meeting the needs of building and developing the country in the context of international integration***

According to statistics in 2022, "Vietnam has 50.6 million employed laborers. The percentage of laborers aged 15 and above who have received formal training and possess diplomas or certificates stands at 26.4%, slightly higher than the 26.1% recorded in 2021. The unemployment rate among Vietnam's labor force is 2.34%, while the underemployment rate is 2.21%" (General Statistics Office, 2022). "The proportion of laborers with formal training, diplomas, or certificates ranges from 35 to 40%" (Communist Party of Vietnam, 2021). Although Vietnam possesses a vast labor force, the quality of its workforce remains relatively low on the international competency scale. There is a shortage of skilled laborers, high-level technical workers and competitiveness in the international labor market remains limited.

Faced with that situation and based on Ho Chi Minh's perspective that considered the human factor as the primary goal of the revolution, the Vietnamese state identifies the human element as the foremost objective of the nation's sustainable development strategy. In implementing the sustainable development strategy, the human factor must be facilitated to maximize and comprehensively promote all aspects and specific fields. In particular, in the era of global trends, under the impact of the 4.0 technological revolution, Vietnamese people are increasingly demanding more bravery and intelligence.

First of all, if we want to promote the human factor and ensure that people are the goal and driving force of the revolution, people must be educated and oriented. According to Ho Chi Minh's point of view, it is necessary to educate Vietnamese people to develop comprehensively, to have ethics, knowledge, health, aesthetics and profession, and to be loyal to the ideals of national independence and socialism. In addition, it is necessary to form

and foster the personality, qualities and abilities of citizens to meet the requirements of the cause of building and protecting the Fatherland. Educational activities must be carried out according to the principle of learning combined with practice, education combined with productive labor, theory associated with the practice. Equipping with adequate knowledge and skills is the best luggage for every Vietnamese person to enter integration, become global citizens, meeting the goal of "no one left behind" as the program Vietnam's sustainable development goals have been set.

Human development is the goal of the revolution and the country's goal in the new era, so on October 25, 2017, Resolution No. 20-NQ/TW on strengthening the protection, care and improvement of health People in the new situation was issued. The goal of the Resolution is to show: Health is the most valuable asset of each person and the whole society. Protecting, caring for and improving health is the duty and responsibility of each person, the entire political system and the entire society, requiring the active participation of party committees and authorities at all levels. Investing in protecting, caring for and improving people's health is investing in development. This is the clearest demonstration of the fact that our Party and State always pay attention to the issue of promoting the human factor. To promote the human factor, there must be a foundation of healthy people.

President Ho Chi Minh said that: between people - goals and people - motivation have a dialectical relationship with each other. The more you care for people - good goals, the better people - motivation will be created. On the contrary, strengthening human power - motivation will quickly achieve revolutionary goals. From Ho Chi Minh's point of view, up to now, Vietnam is still continuing to implement many specific policies. With the spirit of "promoting the human factor", "making production explode", "releasing all production capacity" among the people... initiated by the 6th Congress of the Party, the country has gradually escaped from the socio-economic crisis. Our country has gone from famine to achieving the goal of "being well fed and

clothed", the people's lives have been improved both materially and spiritually, the position and strength of the Vietnamese people have been increasingly affirmed. Vietnamese workers are gradually being recognized in the international labor market.

However, from Ho Chi Minh's point of view, if we want to promote the human factor, we need to fight against counter-dynamics in people and organizations, that is, fight against individualism, such as: the habit of familiar, outdated traditions, remnants of old society, conservative, timid, not daring to speak, not daring to do, not daring to suggest opinions, in short, not daring to innovate and be creative. Furthermore, innovation and creativity are very necessary and important human development orientations when promoting the human factor in implementing sustainable development of the country today. Therefore, in human education and training, in testing, monitoring, and evaluation, it is necessary to actively and strictly combat manifestations of moral and ideological decline and individualism.

***Promoting the positivity and creativity of people in implementing the country's sustainable development strategy***

President Ho Chi Minh is a person who highly values creativity, considering people's creativity as an endless source of strength. Regardless of position or field, people must constantly be creative. Creativity is innovation and development. Therefore, in the current work of building and developing the country, it is necessary to educate people's awareness and positive, proactive attitude, so that each citizen is aware of his or her role and position as master, and actively Be proactive in learning, participating in production to enrich yourself and the country, avoid falling behind and being passive in a society that is constantly changing under the impact of the fourth industrial revolution.

Promoting the human factor means promoting the positivity, initiative, and creativity of each person, creating conditions for each person to develop comprehensively and maximize their individual talents and abilities. Especially promoting children's cognitive capacity (intellectual capacity, thinking, information

processing, etc.) and practical activities (capacity to live, work, behave, adapt, etc.) Vietnamese. Therefore, when promoting the capabilities of the human factor, we can promote the driving force for social development. To do so, we must properly evaluate each person's abilities. To properly evaluate each person's capacity, it is necessary to base it on the effectiveness and results of the work that person undertakes. On the basis of properly assessing each person's capabilities, solutions can be found to properly promote their strengths.

President Ho Chi Minh is revered by progressive humanity as a great cultural figure because of his outstanding achievements in the field of cultural and educational activities and creativity. With the concept "An ignorant nation is a weak nation", President Ho Chi Minh believed that ignorance is also an enemy that must be fought. He advocated that education must be developed to build socialism and to keep up with the common development of humanity. Clearly defining learning to work, to be a human being, to serve the Fatherland, serve the people and humanity, he often emphasized the task of ideal education, moral education of "diligence, frugality, integrity, righteous, public-minded, and impartial" and pointed out that: "A nation that knows how to be diligent, thrifty, and honest is a nation that is materially rich, strong in spirit, and a progressive, civilized nation" (Ho Chi Minh, 2011). If we want to promote the human factor and have a Vietnamese generation proactively creative in production and integration, the first foundation must be education for the young generation. "Fostering the revolutionary generation for the next generation is a very important and necessary thing" (Ho Chi Minh, 2011).

The new society is socialist, with modern science and technology and advanced technology. People must strive to improve themselves, especially in terms of professional qualifications to master and operate science and technology, and discover new achievements to build a new society. "Human history is created by workers. Workers create wealth, always improving production capacity" (Ho Chi Minh,

2011). Thus, it is necessary to strongly develop education - training and science - technology to, on the one hand, directly serve the cause of industrialization and modernization of the country; On the other hand, build intellectual potential - the core of high-quality human resources for the country.

In practice, Vietnam's workforce has continuously learned and leveraged the spirit of innovation, creativity, and quality improvement. "The labor productivity of the entire economy at current prices in 2022 is estimated at 188 million Vietnamese dong per worker (equivalent to 8,076 USD per worker, an increase of 615 USD compared to 2021)" (General Statistics Office, 2022). Particularly, the team of professionals in the science and technology sector has grown, and the quality of scientific products and inventions has been increasingly enhanced. Many products contribute to the development of a green economy, environmental protection, and aim for sustainable economic growth. "In 2018, the number of patents granted protective certificates was 2,574. After five years, this number nearly doubled, reaching 4,111 certificates in 2022" (General Statistics Office, 2022).

Therefore, continuing to apply Hồ Chí Minh's viewpoint, to harness the strength of the people and unleash their positive qualities in labor and production, it is essential to adequately address and fulfil the legitimate and practical interests of individuals. For each class, each person has economic, political, spiritual benefits, etc.. Among them, special attention is paid to economic benefits. Resolve harmoniously individual - collective - social - national interests. We all know that the profound motivation that motivates people to work is beneficial. Therefore, promoting the human factor requires satisfactorily and harmoniously addressing individual - collective - social - national interests. Of course we value legitimate personal interests but are against individualism. At the same time, we also oppose absolutizing collective interests while forgetting legitimate individual interests.

Besides, it is also necessary to pay attention to harmoniously resolving the relationship

between humans and nature. The downside of science, technology, and modern industry is the problem of environmental pollution. People need to be proactive in their relationship with nature and live in harmony with nature. Economic development goes hand in hand with ensuring ecological balance and environmental protection.

## 5. CONCLUSION

From Ho Chi Minh's point of view, people are always the central factor and driving force for the country's development. Today, no matter what field of activity for development, it is necessary to focus on research, finding solutions, and creating conditions for comprehensive human development. This is the decisive driving force for the sustainable development of the country. Promoting the Vietnamese human factor is a core factor in addition to the country's economic, political, cultural and social development. In the context of globalization and international integration, it is necessary to be deeply aware of the great role of human resources and steadfast in direction and solutions: maintain the goal of considering people as the center of the development strategy. lasting; promoting democracy and the "mastery" role of the people; Educating Vietnamese people for comprehensive development... Promoting the human factor for

sustainable development of the country is an inevitable issue. Promoting the human factor is a solid fulcrum and a condition for Vietnam to bring the cause of national innovation under the leadership of the Communist Party of Vietnam to victory.

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# SOLUTIONS FOR DEVELOPMENTS OF HIGH-QUALITY HUMAN RESOURCES IN VIETNAM

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**Abstract**

*Up to now, there are many different understandings of human resources. Here the concept of human resources is mentioned from the perspective of economic development, which is the population within a specified age group capable of participating in labor. This department is expressed in two aspects including quantity and quality of human resources. Accordingly, human resource development of a country is the change in quantity and quality of human resources to meet the socio-economic development requirements of that country.*

**Keywords:** high-quality human resources; human resource development; quality of personel; human factors; economic integration.

## 1. HUMAN RESOURCES AND THE CURRENT SITUATION OF HIGH-QUALITY HUMAN RESOURCES IN VIETNAM

Up to now, there is still no consensus on the definition of high-quality human resources. This comes from different approaches, but basically when referring to this concept, it refers to qualified workers for a specific occupation. High-quality human resources are human resources that must meet the requirements of the market, that is: to have professional knowledge, skills, attitudes, good working style, and responsibility for work.

Currently, countries are focusing on training and developing human resources to increase competitiveness and promote sustainable development of the country. Developing high-quality human resources is becoming a decisive factor for socio-economic development. Investing in developing high-quality human resources is an urgent requirement for all countries, especially for developing countries to quickly close the gap with developed countries in the world.

For Vietnam, this requirement has been recognized quite early, since the 6th Congress in 1986 with the policy of comprehensive innovation, including economic innovation. During the period of accelerating industrialization and modernization, the above awareness has been given more attention. At the 11th Congress (in 2011), the Communist Party of Vietnam clearly stated: *"Developing and improving the quality of human resources, especially high-quality human resources, is a strategic breakthrough and a decisive factor in promoting the development and application of science and technology, restructuring the economy, transforming the growth model is the most importantly competitive advantage, ensuring fast, effective and sustainable development"* [1]. This viewpoint marks a development step in the Party's awareness of the role of the human factor in the rapid and sustainable development strategy, considering the development of high-quality human resources as one of the three breakthroughs of the development strategy for the country in the new era.

The 12th Congress (in 2016) of the Communist Party of Vietnam continued to affirm the important role of high-quality human resources with the view: *"Industrialization and modernization in the coming period is to continue to promote implementing the model of*

*industrialization and modernization under the conditions of developing a socialist-oriented market economy and international integration associated with developing a knowledge economy, taking advantage of science, technology, knowledge and high-quality-human resources as the main driving force*" [2]. On that basis, the 12th Congress set out directions and tasks: *"Building a human resource development strategy for the country, for each industry and each field, with synchronous solutions, focusing on solutions for training and retraining human resources in schools as well as in the production and business process, focusing on improving professionalism and practical skills"* [3].

Inheriting the spirit of previous congresses, the XIII Congress (in 2021) continues to determine: *"Developing human resources, especially high-quality human resources; Prior to the development of human resources for leadership, management and key fields on the basis of improvement, creating a strong, comprehensive and fundamental change in the quality of education and training associated with the recruitment mechanisms, use and treat talented people, promote research, transfer applications and strongly develop science and technology and innovation"* [4]. The Congress also set out the requirement to *"Training people in the direction of ethics, discipline and a sense of civic and social responsibility; having life skills, work skills, foreign languages, information technology, digital technology, creative thinking and international integration (global citizen)"* [5]. This is a suitable policy, demonstrating new thinking and vision on human resource development, especially high-quality human resources to meet the requirements of rapid and sustainable development of the country in the new era.

From the above policies, up to now, Vietnam's human resources have made strong changes. Compared to other countries in the region and the world, Vietnam has an abundant labor force. In 2021, Vietnam's total population is 98.51 million people, of these, 50.5 million people are of working age, accounting for 67.7% of the population. The proportion of the population participating in the labor force in the age group 25 - 29 is the highest.

The quality of human resources in Vietnam has also significantly. According to the World Bank, Vietnam's human capital index (HCI) has increased from 0.66 to 0.69 in the 10 years from 2010 – 2020. Vietnam's human capital index continues to be higher than the average of countries which have similar income levels despite of lower public spending on health, education and social protection. Vietnam is one of the countries in the East Asia – Pacific region with the highest score on the human capital index [6].

According to the General Statistics Office, the rate of trained workers in Vietnam increased from 40% in 2010 to 65% in 2020. The rate of trained workers aged from 15 and older has continuously increased over the years, from 15.4% in 2011 to 24.1% in 2021. The increasing rate of trained workers makes the quality of Vietnam's human resources constantly improve. However, the number of high-quality products ready to meet the needs of large businesses is still limited. The quality of Vietnam's human resources is at a low level on the international ladder, with not enough specialized and highly skilled workers. Although the rate of trained workers has increased, the growth rate is very slow. Since 2011, this rate was 15.4%, by 2020, the rate of trained workers has only reached 24.1%, with an average growth rate over the period of only about 5% per year. Meanwhile, if compared with other countries in the region, this rate in Indonesia is 42%, in Malaysia this number is up to 66.8% [7].

## 2. SOLUTIONS FOR DEVELOPING HIGH-QUALITY HUMAN RESOURCES IN VIETNAM TODAY

The 4th Industrial Revolution is currently in its early stages, to make good use of opportunities and overcome risks, challenges, and problems of exploiting human resources, especially building and developing human resources. High-quality workforce is an extremely urgent issue for Vietnam.

Based on an assessment of the current situation of Vietnam's human resources and a correct understanding of the development trend of the world economy in the following years, at the XIII Congress (in 2021), the Communist Party of Vietnam identifies high-quality human resource development as one of three strategic breakthroughs. The connotation of high-quality human resources has also been more clearly defined, which is *"human resources for leadership, management and key areas"* and the needs to continue to develop high-quality human resources together with *"application and development of science and technology, innovation"*. Therefore, in the country's development orientation for the period 2021 - 2030, the 13th Congress has set out an orientation to create a breakthrough in developing high-quality human resources, attracting and appreciating talents.

To implement the above orientation, in the coming time, the development of high-quality human resources in Vietnam needs to focus on the following contents:

*Firstly,* raise awareness about the role, position and importance of high-quality human resources in the cause of national innovation, industrialization, modernization and international integration.

Although human resources in general and high-quality human resources are identified as important resources for national development, they have not been received adequate attention from all levels, sectors, localities and units. In investment policies and decisions of projects and works, investors often only care about land, capital, and technology, but pay little attention to human resources. Therefore, in the meantime, there needs to be solutions to propagate, educate, and raise awareness of high-quality human resources, which must be considered as the most valuable resource to ensure the rapid and sustainable development of the country. It is necessary to determine that developing high-quality human resources is the responsibility and obligation of the entire political system, the responsibility of leaders, managers, schools, businesses, families as well

as each individual. Thereby contributing to raising awareness and participation of the entire society, from management agencies to businesses, employers to individual workers.

*Second,* innovating education and training, improve the quality of human resources, especially high-quality human resources in both quantity as well as mental and physical strength.

Education and training are one of the factors that determine the quality of human resources, the most basic factor leading to the success of each country. Therefore, it is necessary to fundamentally and comprehensively innovate the national education system, making education and training truly an effective means to develop intelligence, raise people's intellectual standards, foster talents, and create high-quality human resources to serve the cause of national construction and development.

To have high-quality human resources with enough qualifications and capacity to meet the requirements of the new development period, Vietnam needs to truly consider education and training as a top national policy. Investing in education is investing in development, so it is necessary to build a learning society following the motto of lifelong learning, learning anytime, anywhere. Regularly innovating training content and programs in schools towards standardization, modernity and international integration. Focusing on equipping soft skills for learners; Promoting career guidance right from the high school level to help learners have the right direction, thereby determining clear motivation and learning.

*Third*, having remuneration policies to attract, use and promote the role of high-quality human resources in all fields.

In fact, in Vietnam, high-quality human resources mainly work for the public sector, with rights and obligations according to the law. However, the remuneration regime, mainly salary, is still in the general salary scale and table system for civil servants and public employees. Although salaries and benefits for civil servants and public employees have improved, they still cannot meet the increasing

demands of today's social life. In addition, salaries in the public sector compared to the private sector are still low, the payroll system is not suitable for job positions, is average and equal, and does not really create motivation to improve the efficiency of work results. It is also because salaries are not enough to cover life's demands that have led to a "wave" of civil servants and public employees quitting their jobs recently. According to statistics from the Ministry of Home Affairs, in the past 2.5 years, nationwide, nearly 40,000 civil servants and public employees quit their jobs and moved to the private sector, of which 16,000 people were in the Education sector, and 16,000 were in the Medical sector where ctually more than 12,000 people. Thus, wages are low, benefits are not guaranteed and do not reflect the true value of labor, causing many talented people, especially young people, to leave the public sector to work [8].

From the above reality, it is necessary to research and innovate the salary regime according to market principles; develop and implement remuneration regimes commensurate with work results, qualifications and abilities of employees. As the subject of management and use, the State needs to develop and implement policies to effectively train, foster, use and utilize high-quality human resources. The effectiveness and efficiency of the state apparatus are determined by the qualifications, capacity, moral qualities, and work efficiency of this human resource. Therefore, appreciating and using talented people must go hand in hand with appropriate remuneration, helping talented people truly feel secure to focus on their work, pouring all their enthusiasm and intelligence into performing assigned tasks.

*Fourth*, prioritizing the development of high-quality human resources for fundamental fields and industries.

Developing human resources, especially high-quality human resources closely linked to the development and application of science and technology, is considered as a strategic breakthrough and a decisive factor to restructure the economy, transforming growth models and competitive advantages, ensuring fast, effective and sustainable development. Implementing this breakthrough well will increase the nation's potential and strength, create synergy, and determine the success of building an increasingly independent and self-reliant economy in the context of integration. The international economy is increasingly deepening.

Foundation industries (as determined in Resolution No. 29-NQ/TW on continuing to promote industrialization and modernization of the country until 2030, with a vision to 2045 approved by the 6th Conference of the Central Executive Committee Party Central Committee term XIII issued on November 17, 2022) includes the following industries: metallurgy (prioritizing the development of alloy steel and special steel to serve the new generation machine manufacturing industry, especially for national defense and security); mechanical manufacturing (priority is given to develope mechanical manufacturing for the production of agricultural machines, cars, ships, construction equipment, energy equipment, electrical equipment, and medical equipment); chemicals (priority is given to the development of basic chemicals, petrochemicals, pharmaceutical chemicals, and fertilizers); energy industry (prioritizing the development of renewable energy and new energy industries); materials (priority is given to developing new materials); Digital technology (prioritizing the development of artificial intelligence, big data, blockchain, cloud computing, internet of things, electronics - telecommunications equipment, semiconductor chip design and manufacturing are the industries creating a material base for the socio-economic sector, playing a role in providing inputs, machinery tools, and means of production for other industries [10]. In the context that our country does not have enough conditions and capabilities, training and providing high-quality human resources for all industries and fields,

along with building a team of strategic-level officials with sufficient qualities, capacity and reputation, corressponding to the tasks required by the Government. Resolution No. 26-NQ/TW of the 7th Central Conference, term XII, needs to focus on fields and key fields of the economy to create a breakthrough in the quality of human resources.

## 3. CONCLUSION

The 13th Congress of the Communist Party of Vietnam in the 10-year Socio-Economic Development Strategy 2021 - 2030, with a vision to 2045, determined: *"Rapid and sustainable development relies mainly on science and technology, innovation and digital transformation"* [11] At the same time, steadfast in the path and goal of comprehensive development-sustainable development. Specifically, regarding economic development, ensuring guidelines and policies to develop a socialist-oriented market economy; In terms of social development, there are policies on social security, education and training, health care, culture, and human development; Ensuring the maintenance of environmentally friendly policies, focusing on appropriate management and exploitation of natural resources and having policies on exploiting clean energy sources associated with energy regeneration and environmental protection. *"Strive to be a developing country with modern industry and high average income by 2030, and by 2045 to become a developed country with high income"* [12]. This demonstrates great political determination, requiring outstanding efforts and high utilization of resources to achieve the above goal.

Among the resources that need to be mobilized, human resources will still be the decisive factor, because this is considered the endless, abundant, priceless, most precious, only creative and capable of generating resources. The value is many times greater than itself, in the social production process. The creative, positive and proactive ability of the human factor allows exploiting the limitlessness of production objects and technological processes.

Therefore, focusing on developing human factors and human resources is the guarantee for the future development and prosperity of the country.

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# MODERNIZING AND IMPROVING THE QUALITY OF EDUCATION IN VIETNAM THROUGH THE APPLICATION "DIGITAL TRANSFORMATION"

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**Abtract**

*In the field of education and training, digital transformation supports education and training innovation in the direction of reducing lectures to developing learner capacity, increasing self-learning ability, creating learning opportunities anytime, anywhere, personalizing learning, contributing to creating a learning society and lifelong learning. The explosion of IoT technology platforms, Big Data, AI, SMAC (social networks - mobile - big data analysis - cloud computing) is forming digital education infrastructure. Accordingly, many smart education models are being developed on the basis of information technology application, making access to a huge knowledge base in the network environment fast and easy... Maximum support for personalized learning (each person learns a curriculum and a unique learning method. This is done automatically by the information technology system); help the interaction between families, schools, teachers and students take place quickly and promptly*

**Keywords**: digitalization, education, training, digital transformation.

## CONTENT

In the field of education and training, digital transformation supports education and training innovation in the direction of reducing lectures to developing learners' capacity, increasing self-learning ability, creating learning opportunities anytime, anywhere, personalizing learning, contributing to creating a learning society and lifelong learning. The explosion of IoT technology platforms, Big Data, AI, SMAC (social networks - mobile - big data analysis - cloud computing) is forming digital education infrastructure. Accordingly, many smart education models are being developed on the basis of information technology application, making access to a huge knowledge base in the network environment fast and easy... Maximum support for personalized learning (each person learns a curriculum and a separate learning method, automatically implemented by information technology systems.

## I. OVERVIEW OF DIGITAL TRANSFORMATION AND DIGITAL TRANSFORMATION IN EDUCATION AND TRAINING

### 1.1. What is digital transformation?

Currently, there are many different definitions of digital transformation:

In terms of technology-business-customer relations, most define digital transformation as the process of using digital technologies to transform existing traditional and non-digital business processes, or create new processes and services, responding to market developments and customer expectations. This completely changes the way businesses manage and operate, as well as the way value is delivered to customers [8].

If digital transformation is considered as a tool to transform people's lives, it is a profound transformation of activities, processes, capabilities, business models and organizations to take full advantage of the changes and opportunities of the combination of digital technologies, as well as the rapid impact of digital transformation across society in a strategic and prioritised way, taking into account current and future changes [3].

Due to different approaches from different angles, the wording of the definitions of digital transformation is not the same. However, it can be said that the most common point is: digital transformation is the transfer of activities from the real world to the virtual world in the internet environment. Accordingly, people can access information more, faster, shorten

distances, narrow space, save time. Digital transformation has been an inevitable trend, taking place especially quickly, especially in the context of the Industrial Revolution 4.0.

In the current period, many countries around the world have been implementing national strategies on digital transformation, such as Australia, Denmark,... The content of digital transformation is very broad and diverse, but it can be attributed to some main contents, including: digital government (such as online public services, open data), digital economy (such as digital finance, e-commerce), digital society (such as education, healthcare, culture, arts,...) and digital transformation in key industries (such as: agriculture, tourism, electronics and telecommunications, diplomacy, electricity, transportation...).

## 1.2. Digital transformation in education and training

Digital transformation in the education and training industry, which means that the application of technology is also based on the purpose and organizational structure of the education and training institution and is applied in 3 main forms: (1) Application of technology in the classroom: classroom facilities, teaching tools; (2) Application of technology in teaching methods: Applying technology education trends, such as smart classroom, gamification, programming... into teaching; 3) Application of technology in management: Management and operation tools, teacher management tools, training management tools, enrollment...

Digital transformation in education and training focuses on three main contents: digital transformation in education management, digital transformation in teaching, learning, testing, assessment and digital transformation in scientific research. Namely:

- In educational management, including: digitizing management information, creating interconnected large database systems, deploying online public services, applying 4.0 technologies (AI, blockchain, data analysis...) to manage, operate, forecast, support decision-making quickly, accurately.

- In teaching and learning, assessment tests include: digitizing learning materials (electronic textbooks, electronic lectures, E-learning lecture repositories, multiple-choice question banks), digital libraries, virtual laboratories, deploying online training systems, building virtual universities (Cyber universities).

- In scientific research: focus on building large data centers to collect and accumulate sample data, experimental data in all fields. By jointly solving problems using shared datasets, scientific research works will be linked, promoting cooperation, sharing results, co-testing and developing scientific consulting networks.

## II. CURRENT SITUATION OF DIGITAL TRANSFORMATION IN EDUCATION AND TRAINING IN VIETNAM

On 03/06/2020, the Prime Minister signed Decision No. 749/QD-TTg approving the "National Digital Transformation Program to 2025 with orientation to 2030", emphasizing that education and training is one of eight priority areas for digital transformation. The Ministry of Education and Training also identified digital transformation as a breakthrough strategy, helping to improve the quality and efficiency of education and training to develop high-quality human resources for the cause of national construction and development. It also shows that the importance of digital transformation in the field of education and training plays a very important role, not only for the development of the education and training sector in particular, but also has a great impact on the development of the country in general.

To implement the above policy, the Ministry of Education and Training has issued a series of policies to promote digital transformation in education and training, such as: regulations on information technology application in management, operation, teaching-learning work; written permission to organize online training; promulgate regulations on distance learning at undergraduate and postgraduate levels; promulgate 1 number of regulations on management and operation using the database system of the whole industry... The Ministry of Education and Training creates requirements, digital transformation focuses on 3 main areas:

Teaching (such as: E-learning training, virtual reality training); Education management (such as: school management, property, information lookup...); Operating and managing educational enterprises.

With promoting incentive policies, the whole education and training sector has been digitizing and building a shared database, from the Ministry of Education and Training to education and training institutions in 63 provinces and cities across the country. Currently, the whole education and training sector has completed digitization and data identifiers for more than 53,000 educational institutions, 24 million students and 1.4 million teachers. At the same time, the Ministry of Education and Training has promoted the application of information technology in teaching and learning management and administration activities; building a sectoral database system on preschool and general education at 63/63 Departments of Education and Training, 710 education and training departments; Collected 22 million student records, 1.5 million records of teachers, staff, administrators and information about facilities and school toilets from 53,000 schools.

The statistical system on higher education implemented to date has collected about 1.3 million student records, 94,000 faculty records from 247 universities, academies, pedagogical colleges, pedagogical intermediate levels [5]. This is a very important database serving the management, direction and administration of the education and training industry. In addition, the Ministry of Education and Training also focuses on the development of digital learning materials. Currently, the digital learning materials of the Ministry of Education and Training has 5,000 E-learning lectures, nearly 7,000 doctoral theses, 2,000 TV lectures, 200 general textbooks, 200 virtual experiments and more than 35,000 multiple-choice questions [5].

In particular, in the context of the Covid-19 epidemic (2019-2022), students in some localities had to suspend going to school, 80% of high schools and 240 training institutions organized online teaching and learning; of which, 79 institutions managed completely online teaching [4]. It can be seen that, in addition to the negative effects of the pandemic, the Covid-19 epidemic has also contributed to building and strongly developing digital platforms, providing an online environment for teaching and learning, creating momentum to promote the digital transformation process in the education and training industry faster.

However, the digital transformation in the education and training industry today still faces many difficulties and limitations. Namely:

- The legal basis for digital transformation in schools is incomplete and synchronized with the State's legal system. In fact, the collection, sharing and exploitation of education management data and digital learning materials still lack an appropriate legal corridor, synchronous with regulations on: copyright, intellectual property rights, cybersecurity law on electronic transactions and sharing, provide information. At the same time, regulations of the State and the Ministry of Education and Training in the process of developing online teaching-learning programs, stipulating the duration of learning, quality accreditation, online teaching-learning examination and evaluation, recognition of online teaching-learning results (different from traditional teaching-learning) in schools; as well as stipulating conditions for organizing schools and classes in the network environment (including short-term, medium-term and long-term)... missing, not synchronous.

- The investment in digital transformation in education and training is limited. According to the report "Vietnam Information Technology Development and Application Readiness Index 2020", in 2020, among 17 ministries and ministerial-level agencies, the Ministry of Education and Training was ranked 8th in the ranking index of information technology human resources, down 1 place compared to 2018, 2019; The index of technical infrastructure ranked very low, at 15th place, down 1 place compared to 2018 [1]. This raises a warning that investment in information technology (the core issue of digital

transformation and building a digital environment) at education and training facilities is still very low. Along with that, facilities, network infrastructure, equipment (such as computers, cameras, printers, scanners), transmission lines, internet services... are lacking, outdated, not synchronous, many places have not met the requirements of digital transformation.

- Specialized digitized databases (learner data, teacher/lecturer data, learning materials...) require a large investment in human resources (including management and deployment personnel), as well as finance to ensure that digitization has not been paid enough attention. The construction of digital learning materials (such as e-books, e-libraries, multiple-choice question banks, e-lectures, e-learning software, simulation application software) is still developed spontaneously, without a system, it is difficult to control the quality of teaching and learning content.

### III. SOME RECOMMENDATIONS

In order to accelerate "digital transformation" in education and training, not miss the opportunities that the Industrial Revolution 4.0 brings to the education and training industry, the author proposes some recommendations as follows:

First, the State and the Ministry of Education and Training need to standardize the legal basis for digital transformation in schools; It is necessary to complete policies on the management and use of educational management databases (regulations on sharing and exploiting data via the Internet and social networking sites); Complete the legal corridor to promote the development of online teaching and learning via the internet; policies governing online courses, quality assurance of teaching-learning, etc.).

Secondly, it is necessary to raise awareness of the inevitability of digital transformation in schools and the sense of responsibility of actors (leaders, managers, teachers/lecturers, service staff and students...) participating in the digital transformation process, through mass media or collective activities in schools. From the right perceptions, the subjects will have appropriate strategies in management; in

teaching - learning, in accreditation, examination and evaluation of the quality of teaching-learning and scientific research.

Third, education and training institutions need to gradually complete and synchronize infrastructure and technical equipment to apply information technology for online teaching and learning and digital transformation. In order to implement, education and training institutions cannot go alone, but need the companionship, coordination and contribution of other departments and unions; combined with mobilizing socialization resources to join hands, such as: supporting terminal equipment and participating in providing systems and solutions to meet digital transformation requirements...

Fourth, In the digital transformation period, educational institutions not only focus on training professional knowledge, but also need to equip and retrain managers, teachers/lecturers, service staff and students in knowledge and skills in using technical equipment, software applying technology, understanding cyberinformation security, understanding the Law on Cybersecurity to operate in the digital environment; combined with training skills to exploit and effectively use open learning materials applications, ensuring access to the digital transformation process; need to continue to promote remote teaching and learning, allowing HSSV and online assessments; and use digital technology applications to assign assignments and check learners' preparation before going to class.

Fifth, promote the digitization of data channels, develop open learning materials. In order to implement online management and teaching activities for digital transformation, learning materials and management data need to be digitized, helping learners wherever they are? What time? Under what circumstances? then learning is also uninterrupted.... Therefore, schools need to invest in human resources (including management and deployment personnel), financial estimates to build a full digital learning materials warehouse in quantity, ensure quality, close to world knowledge, meet learning requirements,

research and reference of students at all levels of education, disciplines and subjects.

## CONCLUSION

Digital transformation in education and training is an inevitable and extremely important trend in the current period. Therefore, it requires all levels, sectors, schools and society, from leaders, managers, teachers/lecturers, service staff to students, families... all need to join hands, raise a sense of responsibility and participate in the digital transformation process. From the right awareness, the Ministry of Education and Training and schools will have appropriate strategies in management, in developing teaching-learning programs, in accrediting, testing and evaluating the quality of teaching-learning and scientific research. With the proposed solutions, the author hopes to contribute to the digital transformation process in the field of education and training towards development and close to the overall development of the advanced education system in the world./.

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# HIGH-QUALITY HUMAN RESOURCES DEVELOPMENT IN INTERGATION AND DEVELOPMENT PROCESS OF VIET NAM

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**Abstract**

*Human resources, especially high-quality human resources play an important role in the development of the economy and society. In a globalization circumstance with a strong development of "Industries 4.0", Vietnamese government was focusing on building highly qualified human resources to satisfy the need for development and globalization, concentrating human resources for industries with high technology content and added value, improving training quality to meet labor market requirements at home and abroad. However, over the past years, Vietnam has faced great challenges, high-quality human resources have not met the requirements of socio-economic development in the current international integration process. Therefore, it is necessary to have a system of solutions deployed synchronously to develop more high-quality human resources to meet the development requirements of Vietnam in the international integration process.*

**Keywords:** development policy, high-quality human resources, intergration process, Vietnamese Government.

## 1. INTRODUCTION

According to the results of the General Statistic Department, 1/10 of Vietnam's labor productivity is lower than that of developing countries in ASEAN such as Laos, Cambodia and less than 1/10 of Singapore. It is estimated that the average annual labor productivity in Vietnam increases by 3%, lower than GDP by 5% per year. This will make it very difficult for Vietnam to close the gap with Thailand and Malaysia. For example, if Vietnam wants to catch up with Thailand at the present time, it takes more than 20 years. The reason is that Vietnam is facing many difficulties while the quality of human resources in is too low. Therefore, Vietnam has signed a comprehensive and progressive Trans-Pacific Partnership (CP TPP) agreement (Bao Lam, 2017)[1]. CP TPP is a breakthrough for free trade among member countries. According to domestic and foreign economic experts, CP TPP will create favorable conditions for FDI

enterprises to have a team of good staff to develop their business, contributing to the development of Vietnam's economy. At the same time, solutions and applications of the Industrial Revolution 4.0 in the personnel training activities of enterprises are much needed, because human resources is a nuclear factor to promote growth with higher quality (Minh Ngoc, 2018) [7].

The improvement of education and training systems, improving the quality of human resources is an important requirement today. Perhaps all reforms must originate from reforming the training and education system to improve the quality of human resources. Now is not the time when carefree schools offer training programs based on their thoughts, frameworks or desires, but must be based on the needs of the labor market, training on demand and supply, training must be more practical oriented and carried out in a shortened time (Vu Tien Loc, 2018). It can be seen that the quality

of the labor force in Vietnam is still very limited. In which the rate of trained workers is still low, the shortage of skilled workers has not met the demand of the labor market and integration. In addition, the gap between vocational education and the demand of the labor market is growing. When considering the problem of unemployment in terms of technical expertise, the unemployment rate tends to increase among high-skilled workers (Phuong Chi, 2018) [15].

## 2. LITERATURE REVIEW

### High-quality human resources

Highly qualified human resources can be understood as a part of human resources, crystallizing the essence of the quality of human resources. It is a part of social labor with educational and professional qualifications, high technology, good labor skills, creative ability, especially the ability to quickly adapt, meet the requirements of practice, know how to apply the trained knowledge and skills to bring productivity, quality and efficiency in the manufacturing process, including the following types: high-level workers; experts and artisans; knowledge; senior technical workers; senior management workers (Van Trang, 2016) [16]. Characteristics of highly qualified human resources: Having a leading role and quick adaptation to the transformation of modern science and technology of the integrated economy; Moving quickly to knowledge activities, more creative than physical labor; Computer applications, information technology should improve competitiveness in the domestic and foreign labor market, creating unprecedented new possibilities for intellectual workers; There is a tendency to develop knowledge in many different areas and be able to participate in inter-training programs to meet new requirements of production, business and work (Van Trang, 2016) [16].

Highly qualified human resources are studied, approached from the job position, the level of training or self-accumulation, contributing effectively to society, the concept of highly qualified human resources that society. It

should be directed as follows: Highly qualified human resources include trained or self-accumulating workers, professional, high-tech, skilled labor skills, capable of adaptive integration with rapid changes of society, of science and technology, participation in labor with high efficiency, ability to contribute to the development of organizations and the whole society (Tuyet Mai, 2016) [15].

**International economic integration and linkage:** International economic integration, for developed countries, is a transition from an industrial economy to a knowledge economy under the impact of globalization and the Industrial Revolution 4.0. For developing and underdeveloped countries, it means effectively exploiting resources and comparative advantages to shorten the development gap (Nguyen Hoang Tien, 2018). International economic link is understood as the process of integrating economies with certain similarities into a unified bloc to: (1) achieve maximum benefits for each member and minimize disparities in development level (EU); Promote multi-dimensional and comprehensive economic relations, forming regional economic regions (EU, ASEAN, ECOWAS) and inter-regional (BRICS, OPEC). This is an ongoing economic process inevitably associated with the development needs of each country (Nguyen Hoang Tien, 2018). According to Nguyen Hoang Tien (2018), models (level) of international linkages (from low to high) are as follows:

(1) Free Trade Area (intra-regional trade) - an agreement to lower tariffs and non-tariff barriers among members (AFTA, ACFTA, NAFTA...).

(2) Customs Union (foreign trade) - unify the general tariff policy for non-member countries (EEC).

(3) Common Market (trade, investment, human resources, science and technology) - with four freedoms (EU).

(4) Monetary Union - ECB bank with general monetary policy and common currency (EURO zone).

(5) Economic Alliance - unifying economic policy, fiscal (tax) and general (interest) currency (EURO zone).

Taking the policy of proactive and active international integration, on April 10, 2013, the Politburo issued Resolution No. 22/NQ-TW on international integration (Resolution 22), which clearly defined the association. International integration will be widely deployed in many fields, especially, economic integration must be associated with the need to reform the growth model and restructure the economy. At the same time, in order to implement Resolution 22, the Government issued Resolution No. 31/NQ-CP dated May 13, 2014 on the Government's action program with specific objectives in the fields of information; issued Directive No. 15/CT-Tg dated July 7, 2015 of the Prime Minister's Cabinet on the continuation of Resolution 22. This shows that international economic integration is a consistent and internal focus on the Party's foreign policy and international economic cooperation in the process of national renewal. In fact, in the past period, Vietnam has been active and proactive in negotiating and signing new free trade agreements with partners. As of April 2016, Vietnam has participated in establishing 12 Free Trade Agreements (FTAs) with 56 countries and economies in the world, including 6 new generation FTAs as Vietnam Agreement - EU and TPP Agreement (Nguyen Hai Thu, 2016) [8].

**High-quality human resources development policy**

High-quality human resources is a component of general human resources, playing an important role in the cause of national construction and development. In the cause of national industrialization, modernization and international integration, developing high-quality human resources has become more important and urgent than ever. To acquire high-quality human resources who are qualified and capable of meeting the task requirements, the State must pay special attention to investment in training, fostering and retaining, construction and development of high-quality human resources. The state must have the right attitude and views on training, retaining, using and developing high-quality human resources. Without proper and reasonable attracting, training, developing, maintaining and usage policies, it is difficult to foster and build high-quality human resources to meet the requirements and missions in new stages. In each period of revolutionary construction and development of the country, it is necessary to have compatible high-quality human resources to meet the requirements of that period. This requires the State to have the right attitudes and views associated with the training, retraining, development and usage of high-quality human resources in accordance with the objectives and tasks of the current period. The policy of developing high-quality human resources is the most urgent need of the Vietnamese economy in its current shape, so the study of supplementing and improving policies to develop high-quality human resources is becoming a regular and must-have task of each government. (Tuyet Mai, 2016) [15].

In order to attract more foreign direct investment (FDI), Vietnam needs to pay attention to training high-quality human resources, accelerating administrate reform and developing and upgrading infrastructure, according to the European Chamber of Commerce (EuroCham). The organisation said European businesses have planned to expand their investment in renewable energy, hi-tech manufacturing and processing, and research and development (R&D) centre next year.

In a recent report, Savills Vietnam also emphasised the attractiveness of investment in high-value manufacturing industries in Southeast Asia and Vietnam. Compared to China, India, and other Southeast Asian countries, Vietnam is an attractive market for investment with relatively low risk. This creates an impetus for the capital flow of many technology companies, and businesses operating in other fields in the US to invest in Vietnam. According to HSBC Bank (Vietnam)

Ltd, Vietnam has become a hi-tech production centre in the world. Large groups such as Samsung and LG of the Republic of Korea, and partners of Apple and Goertek, Foxconn and Pagatron have poured tens of billion USD into Vietnam. Statistics from the Ministry of Planning and Investment, as of December 20, 2022, the total newly registered capital, adjusted capital, and capital contribution and share purchase hit nearly 27.72 billion USD, equivalent to 89% of the same period of 2021. Foreign businesses invested in 54 localities nationwide in 2022. Recently, Samsung officially launched an R&D centre worth 220 million USD in Vietnam. The firm intended to turn the country into a strategic R&D base. Dirk Hartmann, General Director of Tesa Site Hai Phong Co., Ltd, said when it selected Vietnam for its plant, the firm saw an attractive destination for investment thanks to the country's stable economic growth (VNA source) [17].

## 3. RESEARCH METHODOLOGY

To study this topic, our research group has used the method of analyzing the basic impact of human resources in Vietnam when participating in CP TPP; the opportunities and challenges of the Vietnamese government when participating in CP TPP to develop highly qualified human resources. The method of synthesizing is also in use to expose the main measures to take advantage of opportunities and addressing challenges of human resources facing CP TPP reality.

Our research objectives include: (1) to explore the opportunities and challenges of the Vietnamese government in human resources development when participating in CP TPP; (2) providing adequate solutions for the government. Through that, we made recommendations to solve the problem of highly qualified human resources when Vietnam joined CP TPP. Our research objects include: policies of the Vietnamese government on high-level human resources when participating in CP TPP.

## 4. RESEARCH RESULT AND DISCUSSION

Through the research process, we realize that the problem of human resources that Vietnam is encountering consists of the number of trained workers with very few qualifications, low quality and skills, and unreasonable labor structure, who are losing competitiveness in both the international and domestic labor market. In particular, we see that the main reason is that the training is still weak and prolonged, leading to the fact that the quality of human resources does not improve significantly. Although Vietnam has abundant human resources, they are lacking professionalism. In the current labor market, high-quality human resources and skilled workers are still of employers' great concern. The market is in desperate need of business management experts, programmers, technicians, intermediary managers who are financially and marketing savvy, highly skilled and eager workers. However, the supply of quality labor in the market is limited. Besides, Vietnam's human resources are facing the ongoing CP TPP admission process. This is an opportunity as well as a pressure to improve national human resources in the context of global and regional integration. Therefore, the Vietnamese government has decided to offer many ideas to improve the quality of human resources as follows:

*Firstly,* is the reform of the education and training system, this is a key task and a key solution to solve the current human resources problem. The government needs to complete an open, integrated education system, promote stratification, channeling, encourage lifelong learning and build a learning society. Renovating programs, popular textbooks, curriculum framework at university level and vocational education towards promoting creative thinking, self-study ability, increasing practice time, practice focusing on soft content and skills for learners to meet the requirements of enterprises and society, ensuring the link

between levels of study and education, between vocational education and higher education. Innovating teaching andlearning methods are to be applied at all educational levels. The next is renovating policies for teachers and education managers and improving the quality of research and application of modern science and technology specific for the Industrial Revolution 4.0 in education and training. Special attention should be given to reorganizing and perfecting mechanisms and policies for pedagogical schools nationwide.

*Secondly,* is to renew the state management apparatus for human resources development. For example, to form agencies responsible for collecting and building information systems on the supply and demand of human resources in the whole country in order to ensure thatthe supply meets the demand for human resources for socio-economic development. Renovating policies, mechanisms and tools for human resources development (working environment, employment policy, income, insurance, social protection, housing conditions and living and settlement conditions) and paying attentionto policies for high-quality human resources and talents are also important in the working agenda of the government.

*Thirdly*, is to ensure financial resources to develop human resources. The government needs to promote socialization to increase the mobilization of capital from both domestic and foreign partners and organizations.In order to achieve this, the government needs to effectively use foreign funding and have mechanisms and policies to allocate the state budget in a concentrated manner to spend on training support programs, developing human resources in remote areas…

*Finally,* for the purpose of proactive international integration, the government must create an environmentand favorable conditions to attract teachers, talented and highly experienced scientists from foreign countries and overseas Vietnamese to participate in the process ofuniversity human resources training

and scientific and technological research at Vietnamese higher education institutions.

In order to successfully implement the above solutions, it is necessary to promote propaganda, making cadres and civil servants of the entire political system at all levels, individuals, schools, enterprises and organizations to understand the role and responsibility of training and using human resources, turning human resources challenges into advantages for economic, social development and national status in the international arena.

The labor market in Vietnam is becoming very active and dynamic. Raising the level of human resources is more interesting to all related partners and organizations. However, improving the level of human resources that are currently still very weak and not enough for national development is a problem for the government as well as Vietnamese enterprises. This article provides a consistent view with previous studies that high-quality human resources in Vietnam are insufficient in number and poor in quality. Previous policies issued by the Government, and domestic and foreign enterprises have also partly solved the problem, but not completely. Human resources are still not enough to meet the actual demands of society.

Based on the policies formed from the above research results such as: improving the education and training system; renewing the state's human resources management mechanism; guaranteeing financial resources and creating conditions to attract foreign or Vietnamese knowledge abroad, this study not only points to the inadequacies of high-level human resources, but also adds a few policy can be implemented to solve the problem raised earlier.

In fact, to implement these policies, it will not be too difficult if our State pays more attention and cooperates with domestic and foreign enterprises to facilitate the implementation of these policies to create much-needed human

resources to meet the rising demand when utilizing opportunities from CP TPP.

Currently, the policies that the article offers are only based on theoretical research and have not been applied in practice, so there are unavoidable errors and shortcomings. However, it is certain that the above policies will bring benefits in raising the level of human resources and socio-economic development.

## 5. CONCLUSION AND RECOMMENDATION

It can be seen that Vietnam's participation in CP TPP will contribute to promoting the export of goods to major markets, especially those in the domestic market that have many production advantages such as agricultural products, seafood, food, textile and leather shoes. Moreover, with greater involvement in global value chains through cooperation and association with businesses in the bloc, Vietnamese brands also have the opportunity to increase recognition and reach out to the world. The challenge of Vietnamese labor is that competition will be the biggest threat while the availability of Vietnamese vocational education is still slow. Competition between Vietnam and other countries in the world in providing high-quality labor resources requires the quality of vocational education to be significantly improved towards approaching regional standards and so on. Pressure is put on the enhancement of the ability to recognize diplomas between Vietnam and other countries. The rate of trained workers in Vietnam is still low, the shortage of skilled workers has not met the demand of the labor market and integration. In addition, the gap between vocational education and the demand of the labor market is growing.

When considering the issue of unemployment in terms of technical qualifications, the unemployment rate tends to increase among high-skilled workers. In order to take advantage of opportunities from CP TPP, the Government of Vietnam has introduced a number of solutions to develop highly qualified

human resources, thereby improving the quality of human resources to ensure sufficient quantity and quality of workforce to participate in the economic integration process to make the country more developed in the international arena. In the reform of human resources training, the business role is very important. Enterprises in the current context are not just the order makers; the education industry's customers must also be the owners and investors of the education system. Besides, it is necessary to strengthen participation in the development of training programs and curricula and to organize the teaching, guiding the practice and assessing the learning results of learners at vocational education institutions as well as organizing training and improving vocational skills and training jobs for employees of enterprises. At the same time, there is a need to increase the expenses for vocational training activities of enterprises to be deducted when determining the taxable incomes according to tax law.

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# IMPROVING THE QUALITY OF LOGISTICS HUMAN RESOURCE TRAINING AT UNIVERSITIES IN VIETNAM

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**Abstract**

*This article delves into a comprehensive examination of the present condition of human resources in the field of Logistics within Vietnam. It illuminates the prevalent challenges and potential opportunities, offering valuable insights for stakeholders. Emphasis is placed on the pivotal role that universities occupy in influencing the trajectory of logistics personnel in the nation. Acknowledging the paramount importance of this role, the author introduces a series of strategic solutions designed to enhance the caliber and competencies of the country's logistics human resources. By addressing the identified challenges and leveraging the highlighted opportunities, these proposed strategies aim to contribute significantly to the development and refinement of the logistics workforce.*

**Research purpose:**

*The study aims to assess the current status of human resource training in logistics at universities, in order to propose more effective solutions for logistics workforce training.*

**Research motivation:**

*Improve logistics human resource training activities at universities.*

**Research design, approach, and method:**

*The study used secondary data in the period from 2011 to 2021 collected from the Ministry of Industry and Trade, Vietnam Logistics Business Association (VLA) with published studies and statistical analysis methods, to evaluate the contemporary status of human resource development within the logistics sector in Vietnam.*

**Main findings:**

*The results show that besides the initial successful achievements, the development of logistics human resources in Vietnam still has many limitations in terms of quantity, quality and training program.*

**Practical/managerial implications:**

*Some solutions are proposed to promote the development of logistics human resources in Vietnam in the future.*

**Keywords**: training logistics human resources, human resources, human resources in logistics, logistics personnel, student, university.

## 1. INTRODUCTION

According to the current report of the Ministry of Industry and Trade Vietnam in 2022, there is a significant scarcity of logistics personnel. Forecasting the demand up to 2030 reveals that the Logistics industry in Vietnam requires approximately 200,000 highly qualified employees who meet stringent criteria, encompassing skills, professional knowledge, and English proficiency. Unfortunately, the existing workforce falls short of these requirements, both in terms of quantity and quality. Logistics professionals are deficient in comprehensive knowledge, exhibit limited proficiency in Information and Communication Technology (ICT), and struggle to keep pace with the evolving landscape of the global logistics industry. Their proficiency in

professional logistics English is notably weak, with only around 4% of the workforce being proficient in the language. As a result, approximately 30% of businesses find it necessary to invest in additional training to bridge the communication and skills gaps within their existing workforce. These insights underscore the urgency of enhancing logistics education and training in Vietnam to create a more competent and adequately sized workforce to meet the future needs of the logistics service industry.

Currently, numerous studies by both domestic and international experts and scientists are focused on the development of logistics personnel, covering topics such as: Enhancing competencies in tourism and logistics, and redefining the role of human resources, Addressing human resource management challenges within the context of global supply chain management and logistics, Training programs for the growth of Vietnam's logistics workforce, and Solutions for human resources development within Vietnam's logistics industry, among others. The works show the serious research results of scientists on Logistics human resources and development solutions, improving the quality of Logistics human resources. However, there has not been any work focusing on analysis, and in-depth study on improving the quality of logistics human resources at universities in Vietnam.

The article's primary focus lies in the in-depth analysis of the present state of logistics workforce training at universities in Vietnam. This analysis serves as the foundation for the subsequent proposal of effective and tailored solutions to elevate the quality of education at these institutions. By shedding light on the strengths, weaknesses, and challenges within the current academic framework, the study endeavors to provide a roadmap for the necessary improvements that will directly impact the quality of logistics education and, in turn, the competence of the logistics workforce in Vietnam. The ultimate goal is to bridge the gap between academic preparation and industry demands, thus ensuring that graduates are well-prepared and readily adaptable to the ever-evolving landscape of the logistics sector.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Logistics

At the XIth National Assembly of the Socialist Republic of Vietnam, of the 7th Session, of June 14, 2005, passed the 2005 Commercial Law, which specifies the concept of Logistics services. Article 233, Section 4, Chapter VI of the Commercial Law dated June 14, 2005, stipulates "*Logistics services are commercial activities, whereby traders organize the implementation of one or more stages including receive goods, transport, warehousing, storage, customs clearance, other paperwork, customer advice, packaging, coding, delivery or other services related to the goods as agreed with the customer to enjoy the remuneration*".

The theory of management has affirmed that people are precious assets. In the field of Logistics, human resources are also the core factor determining the success or failure of the organization, management and operation process of Logistics enterprises. These human resources are resources that relate to the general population. It is an important part of the population and plays a vital role in creating material and spiritual wealth for society. Depending on the industry, the human resource requirements may vary, therefore, the size of human resources is also different. "*With an approach based on the human ability to work: Human resource is the labor capacity of the society, of all people with normal developed bodies who are able to work*". Thus, Logistics human resources are the labor capacity of society in the field of Logistics, which are all people who are capable of participating in labor in Logistics enterprises with normal physical health.

### 2.2. Logistics human resources

According to the United Nations, "Human resources is all the knowledge, skills, experience, capacity and creativity of humans that related to the development of each individual and the country". Thus, Human resources is considered as a source of capital

same as other types of physical capital: Money, technology, and natural resources.

High-quality human resources in the field of Logistics are people who have to meet the requirements of the market (*required by domestic and foreign Logistics enterprises*). Those requirements are: expertise in Logistics, economics, information technology, foreign languages; ability to find, create jobs and work safely, personal and teamwork skills; good working attitude and behaviors, responsibility for the work. The most special quality is the creativity to find appropriate solutions and to adapt to new, complex situations in the workplace.

## 3. METHODOLOGY

The study used secondary data spanning from 2011 to 2021, sourced from the Ministry of Industry and Trade and the Vietnam Logistics Business Association (VLA). It relied on published studies and statistical analysis techniques to evaluate the current state of human resource development in the field of logistics within Vietnam. The outcomes of the study reveal that, in addition to the initial achievements, the progression of logistics human resources in Vietnam continues to grapple with various limitations concerning quantity, quality, and training programs. In light of these findings, the study puts forward several recommendations aimed at fostering sustainable growth in the realm of logistics human resources in Vietnam for the future.

## 4. RESULTS AND DISCUSSION

### 4.1. Status of Logistics human resources in Vietnam

According to the data from the General Statistics Office, in terms of workforce scale, the majority of logistics enterprises in Vietnam have very small to small scales. Specifically, 40.22% of these enterprises have a workforce size of fewer than 5 employees, 31.67% have a workforce size ranging from 5 to 9 employees, 24.42% have a workforce size ranging from 10 to 49 employees, and 3.17% have a workforce size ranging from 50 to less than 300 employees. Large-scale enterprises represent only 0.52% of the total of over 29,694 enterprises in the industry.



| | 5000 people or more | 1000 - 4999 people | 500 - 999 people | 300 - 499 people | 200 - 299 people | 50 - 199 people | 10 - 49 people | 5 - 9 people | Under 5 people |
|---|---|---|---|---|---|---|---|---|---|
| % | 0.02 | 0.06 | 0.18 | 0.26 | 0.29 | 2.88 | 24.42 | 31.67 | 40.22 |
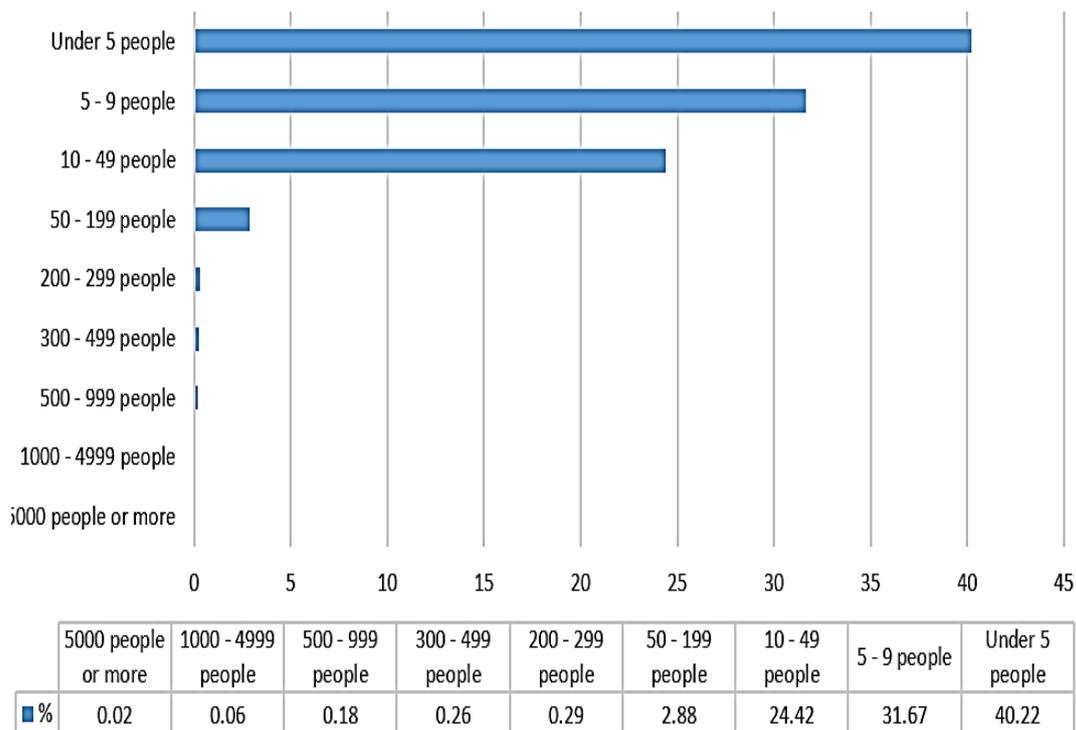
**Fig. 1.** Distribution of logistics enterprises by workforce scale
*(Source:Vietnam Logistics Report, 2021)*

According to the Vietnam Logistics Report 2021, the logistics workforce primarily focuses on road transportation, accounting for 82.3% of the registered businesses. The number of businesses providing other types of logistics services is significantly lower, and the corresponding share of logistics personnel engaged in these areas is also relatively low. Specifically, it breaks down as follows: 4.8% of registered businesses are involved in sea transportation services. 4.7% offer inland waterway transportation services. 2.8% are engaged in railway transportation services. 1.2% provide air cargo transportation services. 4.4% of registered businesses are in the freight forwarding business. 3.3% are involved in warehouse and storage services. 2.8% provide postal and delivery services. The businesses registered for loading and unloading services only account for 0.1% of the total.



| | Road transport service | Sea transport service | Inland waterway transport service | Delivery service | Geographic delivery service | Warehousing service | Railway transport service | Postal and delivery service | Air transport service |
|---|---|---|---|---|---|---|---|---|---|
| ▪ % | 82.3 | 4.8 | 4.7 | 4.4 | 3.3 | 2.8 | 2.8 | 1.2 | 0.1 |
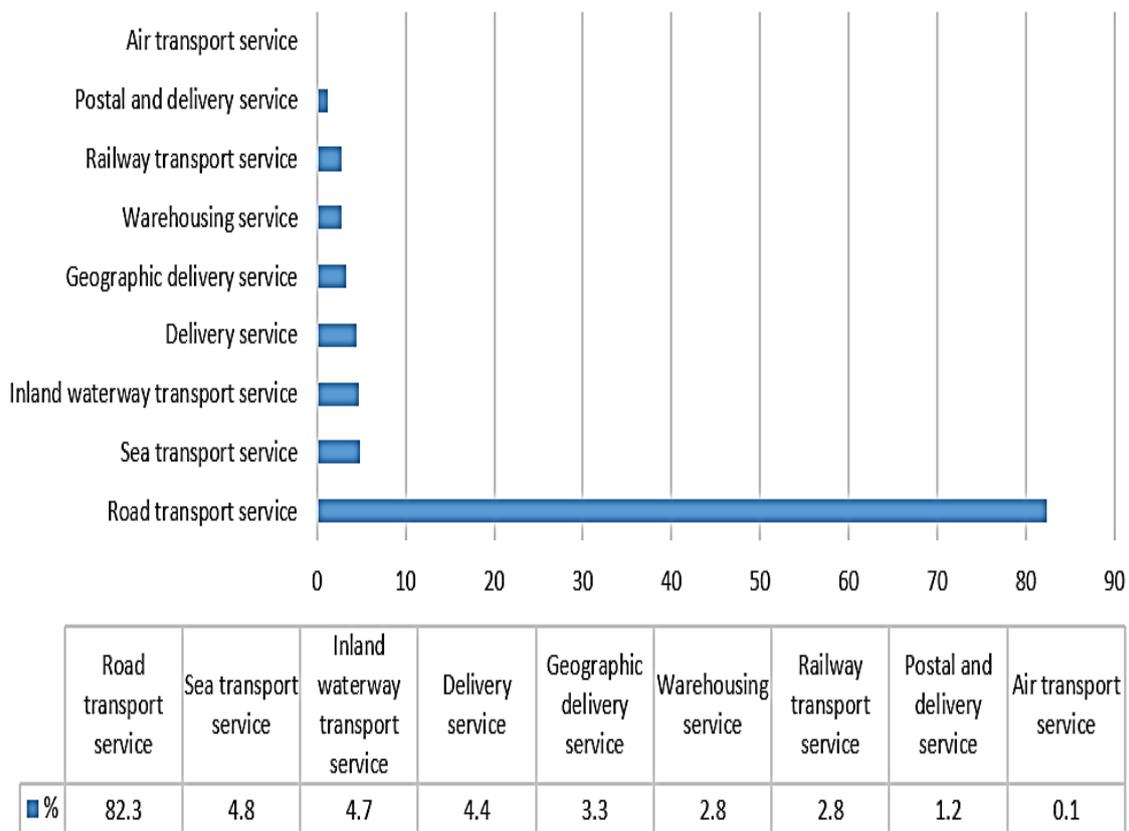
**Fig. 2.** Distribution of logistics businesses by service category
*(Source: Vietnam Logistics Report, 2021)*

According to the Ministry of Industry and Trade, the distribution of logistics workforce levels is currently trending towards a demand for higher qualifications and expertise for high-level personnel to meet job requirements. Specifically, for management and executive personnel, a significant 67.5% of them hold university degrees, 15.1% have postgraduate degrees, and 3.2% of this group possess international professional certifications. However, 14.3% of management and executive personnel have qualifications ranging from college-level or lower. The majority of these individuals are either private business owners or have advanced through the ranks due to their extensive experience in the industry. In the case of coordination and supervision personnel, the majority have been trained at the university level or higher, with 61.1% holding university degrees and 3.2% possessing postgraduate degrees. Additionally, 0.8% of coordination and supervision personnel at surveyed

enterprises have obtained international professional certifications. The number of coordination and supervision personnel with qualifications ranging from college-level or lower is significantly higher compared to management and executive personnel at 34.9%. Administrative office staff at logistics enterprises currently have an even distribution across intermediate, college-level, and university qualifications at 48.4%. A few have primary-level qualifications (2.4%) and postgraduate qualifications (0.8%). Technical and operational field personnel mainly have intermediate-level qualifications (41.3%) and college-level qualifications (25.4%), with the remaining holding primary-level qualifications (19.8%) and university qualifications (13.5%).

## 4.2. The current situation of Logistics workforce training

### 4.2.1. Logistics workforce training in Vietnam

The training of the logistics workforce in Vietnam is a multifaceted endeavor, with programs catering to diverse educational levels. These encompass a wide spectrum of training options, including short-term training, as well as programs at various educational levels such as elementary, intermediate, college, university, postgraduate, and international standard programs. This comprehensive approach ensures that individuals interested in pursuing careers in logistics have access to education and training opportunities that align with their aspirations and capabilities, ultimately contributing to the development of a skilled and adaptable logistics workforce in the country.

**Table 1. The levels of logistics human resources training in Vietnam**

| No | Education level | Time | Degree | The training audience |
|---|---|---|---|---|
| 1 | Training for a short time | | | |
| 1a | Technical Training - Professional | | | |
| 1b | Training to improve skills power | 200 hours | Certificates of Technical Proficiency Course Completion Certificates and Driver's Licenses. | Diverse, including personnel at all levels, from technical workers and operators to supervisor, managers, and leaders. |
| 1c | Compulsory professional training | | | |
| 1d | Reincarnation certification training | | | |
| 1e | Regular vocational training other | | | |
| 2 | Primary | 3 – 6 months | Certificate Elementary occupations | Technical and professional human resources |
| 3 | Intermediate level | | | Technical and professional human resources |
| 3a | Vocational | 1 – 2 years | Bing Intermediate | |
| 3b | Intermediate | | | |
| 4 | College | | | Human resources at technical, professional or coordination and supervision levels |
| 4a | Vocational college | 2 – 3 years | College | |
| 4b | College | | | |
| 5 | University | 4 years | Bachelor's Degree, Engineering Degree | Human resources at the coordination – supervision, management, leadership level |

| No | Education level | Time | Degree | The training audience |
|---|---|---|---|---|
| 6 | After university | | | Human resources managers & experts, business leaders |
| 6a | Masters | 1,5 – 2 year | Master's Degree | |
| 6b | Doctor | | | |
| 7 | Programs follow international standards | | | New human resources entering the profession; Learn more to improve skills; vocational professional learners; Learn more to improve skills; professional learners |
| 7a | Professional certificates | Under 100 hours | Certificate | |
| 7b | Professional degree | Minimum 220 hours | Diploma, Higher diploma | |

*(Source: Vietnam Logistics Report, 2021)*

### 4.2.2. Logistics workforce training at the university level

In 2017, the Ministry of Education and Training took a significant step by issuing Circular 24/2017/TT-BGDĐT on October 10, 2017, which provided a comprehensive list of tertiary-level educational programs at the university level. Notably, within this circular, the field of Logistics and Supply Chain Management was categorized under the Industrial Management group. This categorization played a pivotal role in fostering the development and expansion of logistics and supply chain management programs at educational institutions throughout the country. As a result, many universities embarked on the journey to establish and offer logistics and supply chain management programs within the broader framework of the Industrial Management group. Simultaneously, some universities adopted a holistic approach by admitting and providing education in related majors within the following seven groups: Industrial Management, International Economics, National Business, Business Administration, Transportation Operations, Transportation Economics, and Maritime Sciences. This strategic alignment with various educational groups not only broadened the horizons of logistics education but also allowed students to explore an array of interconnected fields, fostering a more comprehensive understanding of the logistics and supply chain management domain.

From 2008 to the present, there has been a remarkable surge in the number of universities offering undergraduate programs in logistics in Vietnam. In 2008, the University of Transport and Communications in Ho Chi Minh City took a pioneering step by becoming the first university to admit students and offer a major in "Logistics and Multimodal Transport" in the country. By 2012, the Vietnam Maritime University followed suit, introducing a logistics major. At this stage, the combined admission quota for both universities was relatively modest, accommodating only 171 students. However, the subsequent five-year period, from 2013 to 2018, witnessed a significant expansion of logistics programs across the country. During this time, 15 universities initiated logistics programs, and the total admission quota expanded nearly ninefold to 1,533 students annually. Notably, the last three years have been characterized as a period of explosive growth in the training of logistics personnel. As of 2021, Vietnam boasts a total of 49 universities, out of the 286 nationwide, that admit students and provide education in the field/major of logistics. The combined admission quota for these programs now stands at 4,100 students, with approximately 7,000 students actively enrolled in these programs. This remarkable proliferation of logistics education underscores the increasing recognition of the importance of the logistics sector in the country's economic landscape and the growing demand for skilled logistics professionals.

At present, logistics programs at universities are being implemented through various approaches, including: Regular training programs (standard programs adhering to the regulations on the maximum tuition fee for public universities). High-quality programs (with conditions ensuring higher quality and standards compared to the corresponding regular programs). Advanced programs (taught in English, may integrate international certifications in the field of logistics and supply chain management). Talent programs (designed for students with outstanding admission and academic results). Integrated programs where both a Vietnamese university and a foreign university confer degrees (training takes place in Vietnam and leads to a degree granted by both a Vietnamese university and a foreign university, or solely by a foreign university).

The universities and colleges currently offering logistics programs are divided into two groups:

- Courses related to logistics and supply chain, including: Logistics Overview, Logistics Management, Supply Chain Management, Logistics and Supply Chain Strategic Management, Purchasing Management, Warehouse Management, Transportation Management, Logistics Service Enterprise Management, Logistics Infrastructure, Logistics Information Systems, and Legislation related to logistics.

- Other related courses such as Foreign Trade Operations, International Transportation and Insurance, Freight Forwarding and Customs Declaration, International Payments, International Business, and Specialized English for Logistics. These logistics-related courses are taught to two main groups: students majoring in logistics and students from other majors who take relevant logistics courses as part of their curriculum.

However, university-level logistics workforce training still exhibits certain limitations that affect the quality of logistics personnel. Specifically, most university programs in logistics provide only basic knowledge about international trade, freight forwarding, transportation, and supply chain management.

They tend to focus on a few logistics areas to leverage the existing resources of the institution, which does not ensure scientific rigor, systemization, and continuity across educational levels. Instructors teaching logistics programs are often not extensively trained, lacking specialization and practical experience. Many of them transition from other fields, and their practical knowledge is somewhat limited.

The existing array of educational materials in the field of logistics within current educational institutions is relatively diverse and abundant, mainly due to the utilization of open-source resources by most universities. However, a noteworthy observation is that only a limited number of institutions undertake the task of compiling their own textbooks to precisely meet the specific teaching and learning demands of logistics courses. This presents an opportunity for universities to craft materials that are tailored to the evolving needs of the logistics sector and the educational objectives they wish to achieve. Moreover, it is essential to recognize that many institutions face a notable deficiency in specialized infrastructure that would enable students to gain practical experience and engage in logistics activities. The lack of such infrastructure often serves as one of the primary reasons why graduates encounter challenges when attempting to transition seamlessly into real-world logistics roles within businesses. Therefore, it becomes imperative for universities to prioritize the development and accessibility of such infrastructure to bridge the gap between theoretical learning and practical application, thereby better preparing students for their future careers in the logistics field.

However, it's worth noting that only a few universities have taken the initiative to establish simulation models of logistics enterprises, and the integration of software for simulating and optimizing logistics operations within businesses has not yet become a widespread practice in the curriculum. Furthermore, cooperation between universities, colleges, and businesses in the training process remains

limited. This includes soliciting input from businesses in the design of educational programs, organizing student visits to businesses for practical exposure, conducting internships, providing guidance on projects related to real-world business scenarios, and delivering customized training based on the specific demands of the business sector. Enhanced collaboration in these areas can significantly contribute to aligning educational offerings with industry requirements, ultimately producing a workforce better prepared to excel in the dynamic field of logistics.

### 4.2.3. *Logistics workforce training at the postgraduate level*

Regarding postgraduate education, on October 10, 2017, the Minister of the Ministry of Education and Training also issued Circular 25/2017/TT-BGDĐT, announcing the list of educational and training programs for master's and doctoral degrees in the Industrial Management group.

Currently, only a few universities such as the National Economics University, Ho Chi Minh City University of Transport and Communications, Ho Chi Minh City University of Technology, Hong Bang International University, and FPT University offer master's degree programs in the field of Logistics and/or Supply Chain Management through collaborative programs. In addition, in recent years, there has been a growing interest in researching master's theses and doctoral dissertations related to the field of logistics at various educational institutions nationwide. This is a positive sign for the training and advanced research in this field, contributing to the enhancement and development of logistics professionals in Vietnam.

### 4.3. Recommendations

To improve the quality of logistics human resource training at universities, the author proposes a number of oriented recommendations as follows:

Firstly, curricular Alignment: Universities should take the first step by updating their curricula and training content to align with international standards. This can be achieved through collaboration with organizations like

FIATA and Au4Skills to introduce internationally recognized training programs. Furthermore, specialized English language training for logistics and the development of soft skills among students is critical to ensure they are well-rounded and competitive in the global logistics arena.

Secondly, modernization of Training Methods: Traditional training methods that lack interaction and practicality need to be replaced. These outdated approaches risk leaving graduates ill-prepared, leading to the need for retraining or even job termination. To address this, universities should diversify training methods, combining centralized education with distance learning, offering both long-term and short-term programs, and integrating classroom training with practical experience in real businesses.

Thirdly, faculty Development: Universities should encourage faculty to gain practical experience by working alongside logistics professionals in real-world business environments. Instructors should be motivated to obtain international certifications in logistics to enhance their knowledge and expertise. Collaboration with industry professionals as instructors can help establish knowledge standards and provide advanced training for educators.

Fourthly, infrastructure Investment: Significant investments should be made in developing technical infrastructure that aligns with the training requirements for logistics personnel. This includes ensuring a sufficient supply of up-to-date curriculum and reference materials, providing access to practical experience, and offering necessary equipment, machinery, and software simulation systems that closely emulate real-world business practices.

Fifthly, career Counseling and Support: Enhancing career counselling services is vital to guide students towards logistics career paths that match their interests and skills. Promoting open communication, providing support, delivering career education, and offering incentives such as scholarships, teaching resources, and learning support are crucial to attracting and retaining high-quality individuals in the logistics industry.

Sixthly, collaboration and Knowledge Sharing: Universities should foster collaboration among themselves to create a community for sharing educational materials, teaching resources, and establishing networks connecting instructors and students. This network can incorporate e-learning platforms and establish connections between educational institutions and businesses, promoting alignment with the sharing economy trend in the economy. Such collaboration can be instrumental in addressing the evolving demands of the logistics sector and enhancing the overall quality of logistics education.

## 5. CONCLUSION

To ensure the thriving and progressive growth of the training industry, it is essential to establish robust connections and partnerships between the government, educational institutions, and businesses. These collaborative relationships are pivotal in directing the development of new talent along an optimal trajectory, with several significant benefits. They lead to substantial time savings, as students are equipped with the skills and knowledge required by the job market right from the start of their careers. This, in turn, ensures that graduates are readily employable without the need for extensive additional training. Among these key stakeholders, universities play an extraordinarily important role. They serve as the educational backbone, molding and shaping the future workforce. Through their strategic alignment with government policies and engagement with industry needs, universities can develop curricula that are both relevant and practical. By introducing students to real-world applications, practical experiences, and industry-relevant skills, universities contribute significantly to the preparedness of graduates for their roles in the dynamic and competitive logistics field. Thus, the role of universities in the training ecosystem cannot be overstated, as they are instrumental in ensuring that new talent is not only readily employable but also poised for success in the logistics industry.

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# IMPROVE THE QUALITY OF HUMAN RESOURCES IN THE BANKING SECTOR IN THE CONTEXT OF DIGITAL TRANSFORMATION AND CLIMATE CHANGE IN VIETNAM

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**Abstract**
*Based on the assessment of opportunities and challenges for human resources in the banking sector today in Vietnam, the authors propose recommendations to improve the quality of human resources in the Vietnamese banking sector, in the context of digital transformation and climate change, for the State Bank, commercial banks and higher education institutions.*

**Research purpose:**
*Proposal and recommendations to improve the quality of human resources in the banking sector, in the context of digital transformation and climate change in Vietnam*

**Research motivation:**
*Announcing the research results of the author group on the basis of addressing the current situation, opportunities, and challenges for human resources in the Vietnamese banking sector.*

**Research design, approach, and method:**
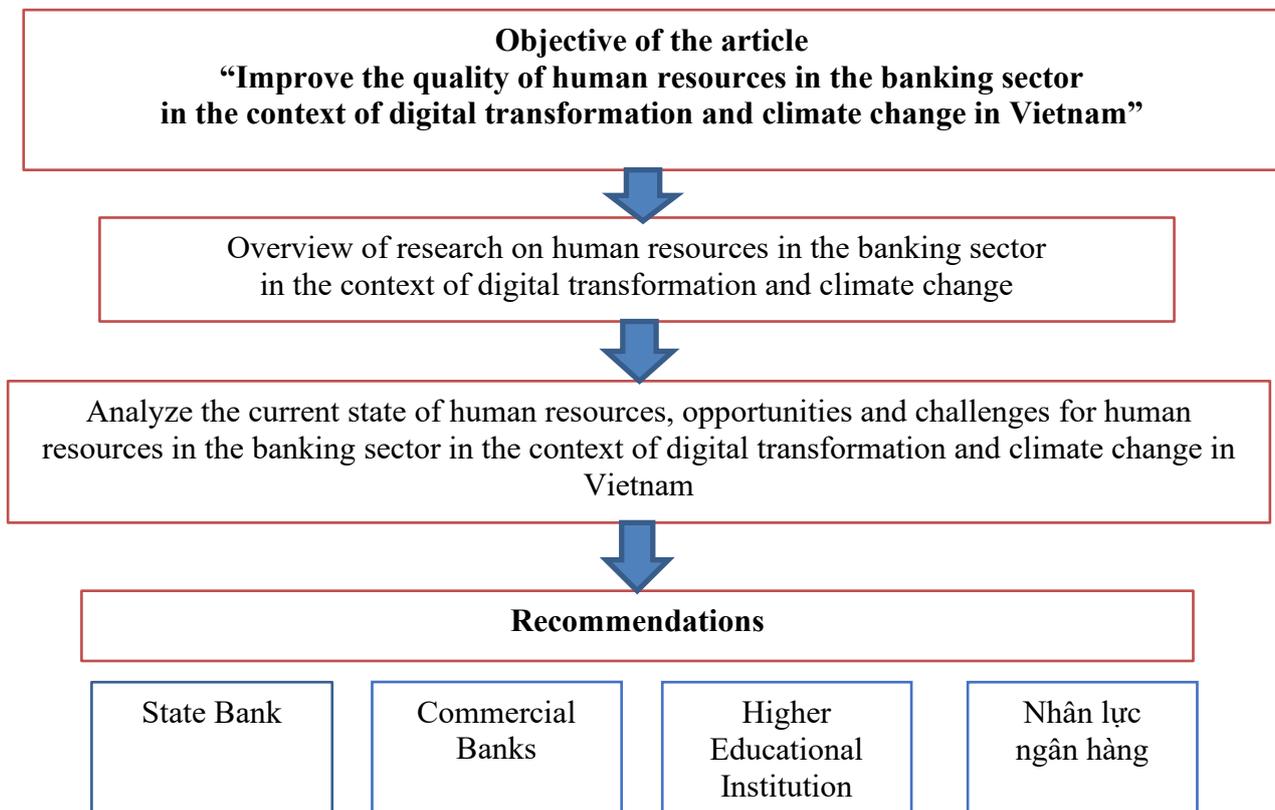
**Main findings:**
*- Digital transformation and climate change in Vietnam have brought about fundamental changes in the structure and quality of the Bank's human resources with higher and more diverse requirements;*
*- It presents both great opportunities and challenges for human resources in terms of quality necessitating a reduction in quantity, structural changes, and quality improvement.*
*- The current state of human resource quality in Vietnamese Banks has not yet met the needs of digital transformation on both the macro and micro levels.*
*- This situation calls for a comprehensive, synchronized, and systematic solution to change the perception of strategic thinking regarding the banking sector development plan, improving training quality with specific implementation actions.*
*- Human resource training and fostering activities are the sole methods to tackle these changes successfully, with training frameworks and various methods, and activities. Only the drastic and synchronous joint action of the entire system from the State Bank, commercial banks, higher education institutions, and bank staff will be able to fulfill the stipulated tasks and established objectives.*

**Practical/managerial implications:**
*Proposal and recommendations to improve the quality of human resources of the Vietnamese banking sector, in the context of digital transformation and climate change, for the State Bank, commercial banks, and higher education institutions*

**Keywords**: human resources in the banking sector, digital transformation, climate change, Vietnam.

## 1. INTRODUCTION

According to United Nations forecasts, by 2050, climate change could cause losses of up to 4% of total global economic output. Vietnam is one of the countries that will be severely affected by climate change. At COP26 and COP27, the Government of Vietnam launched a roadmap to reduce greenhouse gases and committed to bringing national net emissions to "zero" by 2050. Banks are identified as an important financial supply channel of the economy, Vietnam will continue to promote the central role of the banking system in "greening" investment capital flows for sustainable development goals aimed at responding to climate change.

Banks not only have to deal with risks from climate change but also have to promote sustainable financial projects and products. The bank plays an important role in providing financing for green and environmentally friendly projects, such as solar power projects, green construction, and clean energy research and development.

Besides, the digital transformation process is having a strong impact on every organization and business in the world; including the banking sector. To become a digital bank,

banks' human resource needs are increasingly changing. The way of working in banking also requires new skills and competencies. Bankers must adapt to using new technology, perform complex data analysis, and have a deep under standing of technical issues. The way of interacting with customers must also change, with the increase of online transactions and access through mobile applications.

It can be seen that banks simultaneously face the dual challenges of digital transformation and climate change. They must consider how to use technology to improve performance and how to take advantage of opportunities to support sustainable development, ensuring that banks not only meet current market requirements but are also prepared for The future is full of challenges and opportunities.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The research group has found a great number of studies on digital transformation and climate change in the banking sector. In this paper, we review some representative studies regarding human resources in the banking sector during the era of digital transformation and climate change.

The study by M. Rathi Meena, and Dr. G. Parimalarani (2020) pointed out that banking human resources can help accelerate digital transformation. To achieve that, bank employers must encourage the workforce to participate in the creation and adoption of innovative working methods. Additionally, employers must also make sure that they recruit suitable talent and provide the workers with the necessary training. Due to digital transformation, the banking sector will create great employment opportunities for many technology-related jobs. Digital transformation in the banking sector will promote human resources to improve and develop a diversified set of skills.

Conversely, in a study on Indian banking human resources, scholars Ms. Priyanka Kadur, and Dr. Supriya R (2022) concluded that digital transformation could threaten the organization's goals and reduce overall work performance. The main causes of this problem identified by the scholars are workload, customer support, lack of support, lack of cooperation, and work pressure among employees.

On the other hand, under the pressure of climate change, the consequences for the banking sector are widespread and of significant magnitude. According to Gai and Kapadia (2010), environmental and financial risks due to climate change mutually interact and influence each other. In a recent study by Xinwu (2023), it was revealed that substantial fluctuations in climate patterns could have the effect of reducing the Conditional Value at Risk (CoVar) of commercial banks, resulting in the devaluation of assets within the banking system. Additionally, the authors displayed the deleterious impact of climate change on related industries and investor behavior. This, in turn, leads to the direct depreciation of physical assets and collateral values held by banks' customers. Consequently, the banking system witnessed a high level of asset volatility and non-performing loan ratio. YongPing Liu (2023) declared that climate warming pushed up non-performing loan ratios (NPL), which then increased systemic risks in the banking

sector. In the research, they confirm the statistically significant impact of climate change on banking systemic risks through a mediator variable NPL in the short run. Liquidity is considered to be significantly sensitive to climate change risks (Qiaoqi Lang, 2023). Its negative relationship showed that physical and transitional risks due to climate change can lead to the unexpected mass amount of withdrawal from customers and the maturity of some unsubsidized funds (e.g. guarantees), posing threats to the stability of the banking system.

Brandon Sutcliffe (2021) has pointed out three pivotal challenges confronting the banking sector under the pressures of climate change. Firstly, financial institutions encounter notable complexities when attempting to accurately assess the multifaceted risks associated with their physical infrastructure, workforce, and supply chain in the face of extreme climate events. Secondly, the absence of a standardized industry framework for the integration of climate risk into their risk management practices presents a formidable challenge. Thirdly, all industries nowadays, including banking, lack experts who are capable of both climate science and risk management. The author believes that the above three challenges are all related to the bank's senior human resources. This conclusion aligns with the findings of Austrindanney Sina Azhar (2023), which states that human capital is an indirect factor that affects a company's performance under the changing and immobile state of the surrounding environment.

Furthermore, the development of green finance emerges as a critical imperative within the banking sector, contributing significantly to carbon emissions reduction. Xin Chen and Zhigang Chen (2021) have articulated that the evolution of green finance indirectly fosters a reduction in carbon emissions by alleviating financing constraints and catalyzing innovation in green technologies.

## 3. METHODOLOGY

The authors have collected data and information from research in domestic and foreign banks on opportunities and challenges

for human resources in the banking sector today in Vietnam, then have used the statistical analysis methods combined with data analysis and processing to propose solutions and recommendations to improve the quality of human resources in the banking sector in the context of digital transformation and climate change in Vietnam for the State Bank, commercial banks, and higher education institutions.

## 4. RESULTS AND DISCUSSION

**4.1. Current situation of human resources in the banking sector in the context of digital transformation and climate change in Vietnam**

The quality of human resources is one of the basic and important factors for every business

in general and banks in particular in the process of survival and development.

According to data from the Department of Personnel and Organization, State Bank of Vietnam, as of June 1, 2019, the entire banking sector is estimated to have 346,614 people, with the following qualification structure: PhD: 569 people (accounting for 0.16%), Master's degree: 20,286 people (accounting for 5.85%), University: 263,927 people (accounting for 76.16%), College: 23,453 people (accounting for 6.77%), Intermediate level: 20,054 people (accounting for 5.79%), the rest (elementary or untrained): 18,325 people (accounting for 5.29%), Duong Hai Chi (2020).

**Ranking of human infrastructure in some Vietnamese banks 2018 - 2020**

| Banks | Proportion of specialized IT staff (%) | Percentage of specialized information security officers (%) | Percentage of IT staff achieving international certification (%) | Human infrastructure index | Ranking | | |
|---|---|---|---|---|---|---|---|
| | | | | | 2020 | 2019 | 2018 |
| Tien Phong Com | 2,8 | 0,3 | 46,7 | **1,0000** | **1** | 2 | - |
| Vietnam Technological and CJSB | 3,9 | 0,3 | 15,6 | **0,7106** | **2** | 3 | 3 |
| Nam A CJSB | 3,7 | 0,4 | 9,1 | **0,6966** | **3** | 1 | 2 |
| Viet A CJSB | 4,9 | 0,3 | 1,4 | **0,6417** | **4** | - | 10 |
| Military CJSB | 4,0 | 0,3 | 7,8 | **0,6254** | **5** | 6 | 8 |
| Southeast Asia CJSB | 5,3 | 0,1 | 8,1 | **0,6210** | **6** | 4 | 9 |
| Vietnam Public CJSB | 2,7 | 0,1 | 27,3 | **0,5316** | **7** | 7 | 21 |
| Vietnam Thuong Tin CJSB | 2,6 | 0,4 | 8,3 | **0,5252** | **8** | - | - |
| Global Petroleum Commercial Bank Limited | 2,4 | 0,2 | 23,3 | **0,4929** | **9** | 21 | 31 |
| Vietnam Maritime CJSB | 3,8 | 0,3 | 2,1 | **0,4823** | **10** | 11 | 15 |
| Bac A CJSB | 1,4 | 0,5 | 3,6 | **0,4676** | **11** | 5 | 4 |
| Ho Chi Minh City Development Joint Stock Commercial Bank | 2,1 | 0,1 | 23,1 | **0,4197** | **12** | 19 | 11 |

| Banks | Proportion of specialized IT staff (%) | Percentage of specialized information security officers (%) | Percentage of IT staff achieving international certification (%) | Human infrastructure index | Ranking | | |
|---|---|---|---|---|---|---|---|
| | | | | | 2020 | 2019 | 2018 |
| An Binh CJSB | 2,3 | 0,2 | 16,3 | **0,4122** | **13** | 15 | 17 |
| Joint Stock Commercial Bank for Investment and Development of Vietnam | 2,9 | 0,2 | 13,1 | **0,4121** | **14** | 10 | 14 |
| Dong A CJSB | 2,6 | 0,2 | 10,2 | **0,3908** | **15** | - | 1 |
| Saigon CJSB - Industry and Trade | 2,8 | 0,3 | 3,2 | **0,3884** | **16** | - | 6 |
| Bao Viet CJSB | 3,2 | 0,1 | 9,1 | **0,3871** | **17** | 9 | 5 |
| Saigon - Hanoi CJSB | 2,9 | 0,2 | 10,9 | **0,3830** | **18** | 16 | 18 |
| Vietnam Export-Import CJSB | 3,2 | 0,2 | 5,5 | **0,3631** | **19** | 14 | 19 |

*Source: Department of Information Technology, Ministry of Information and Communications*

Through the survey results of the Ministry of Information and Communications, it can be seen that technological skills combined with management skills are one of the challenges facing human resources in Vietnam.

The banking system has grown in breadth quite rapidly, as shown by the increase in the number of banks and the opening of a series of branches and transaction offices across the country, leading to the number of banking staff at 28 banks. Listed on the stock exchange grew dramatically from 2019 to 2022. By the end of the first quarter of 2023, the total number of employees of 28 banks was more than 275,084 people, a decrease of 1,053 people compared to the beginning of the year. This is the first time the banking sector's personnel scale has shrunk after 9 consecutive quarters of growth since the end of 2020, Ha Linh (2023). In general, the trend of downsizing human resources also occurs in many top banks such as VietinBank, Sacombank, HDBank, Techcombank, VIB, SHB, and TPBank. Among them, VPBank had the sharpest decline in personnel with the

number of employees of the parent bank and member companies decreasing by 956 people compared to the beginning of the year, Van Tue (2023).

The major and existing challenges of the banking sector in the face of digital transformation and climate change are the scarcity of high-quality human resources (Jan Smit, Stephan Kreutzer, Carolin Moeller & Malin Carlberg, 2016). The traditional banking system will gradually be replaced by modern banks, banks all want to digitally transform, and the shrinking of transaction offices will reduce some job positions at banks such as teller, and retail. Human resource needs in the banking sector, especially non-financial needs in customer care, transactions, etc., have been significantly reduced. Vietnamese banks have a tendency and desire to become digital banks, and technical technologies will replace and help handle human work in products, services, and operations.

In addition to a series of banks aggressively cutting staff, some banks continue to recruit

staff, but the recruitment scale is not large. The explanation for this increase and search for human resources is that with the impact of digital transformation on the banking sector, banks are in dire need of information technology labor to meet digital technology trends. They also need experts in risk management, especially environmental risks, and green credit fund management is of more concern than ever. In the context of digital transformation and climate change, banks desperately need high-quality human resources, so they inevitably increase recruitment. Among the vacancies, most banks need human resources related to the fields of information technology, along with risk management and credit management to meet digital banking trends and climate change.

**4.2. Opportunities and challenges for human resources in the banking sector in the context of digital transformation and climate change in Vietnam**

*4.2.1. Opportunities*

The convergence of digital transformation and climate change presents a unique opportunity to cultivate a high-quality workforce, thereby inspiring employees to enhance their value and competitiveness within the labor market. This dual challenge encourages the human resources in banks to acquire new skills, including big data management, artificial intelligence (AI), blockchain, sustainable development, and risk management. Consequently, it creates an opportunity for human resources in the banking sector to expand in both quantity and quality, fostering a more diverse and innovative work environment.

Besides, a shift in investment behavior from carbon-intensive industries to green finance has attracted capital and preferential loans from international organizations (WB, IDA, ADB). These abundant resources will be utilized to address climate change issues, safeguarding the environment and facilitating loans for sustainable projects, which then enhances the bank's reputation and fosters trust in its societal responsibility. Along with income from the bank's activities, with the provision of green finance, each employee has a clear sense of their contribution to society by working on

these projects, increasing their satisfaction and motivation.

To summarize, climate change will push banks to focus on social responsibility and sustainability, thereby cultivating a favorable public image and increasing their employees' responsibility to society, while digital transformation encourages them to acquire more skills. Thereby, this dual challenge fosters changes in banks' human resources, improving the effectiveness of implementing government policies (such as Net zero).

*4.2.2. Challenges*

The biggest challenge in human resource development: Digital transformation requires banking human resources to master new technical skills such as Big Data management, Artificial Intelligence (AI), and Blockchain, as well as adaptability and in-depth knowledge of information technology. However, Vietnam's workforce has yet to meet these demands. According to the Global Talent Competitiveness Index, in 2022, Vietnam's digital skills ranking stood at 82nd out of 133 countries.

Banks in Vietnam face difficulties in accurately assessing risks associated with the level of physical infrastructure, employees, customers, and their suppliers exposed to harsh climatic phenomena, and the lack of standardized industry models for integrating climate risks into bank risk management.

Digital transformation and climate change will increase the demand for roles related to IT, technology, and data, as well as higher skills in risk management and quality of human resources. However, these roles focus especially on high-quality human resources, are hard to find, and require significant investment due to market competition; in particular, positions regarding CEOs with expertise in digital transformation, climate science, and risk management are in high demand across all industries.

According to TopDev's report on IT human resources, it is predicted that from 2023 to 2025, Vietnam will still face a shortage of 150,000 to 200,000 programmers/engineers annually. Many external career choices make it challenging to find and retain tech talent.

Digital transformation and climate change will necessitate new policies, tools, and work processes. Meanwhile, banks must adhere to new regulations on sustainable development and social responsibility set by governments and regulatory agencies.

There is a high risk in the case of poor implementation and *information security*: Banking is one of the few business sectors with significant financial and reputation risks. Digital initiatives in this sector must be carefully planned, modeled, and tested before market release. The primary goal is to prevent operational disruptions and minimize potential vulnerabilities that could lead to leaks, loss of information, or unauthorized access to bank accounts. Along with the diverse development of channels, forms of customer interaction, and the banking technology ecosystem, security regarding IT infrastructure and data is *one of the biggest challenges* in digital transformation, leading to high risks for the bank's survival, consumers, and society.

**Some issues posed for training human resources in the banking sector:**

*Firstly,* training efforts have not kept up with rapidly changing life demands in both quantity and quality. Working in banking requires a deep understanding of this field and proficiency in IT, business management, and banking operations. This means recognizing the difference between manufacturing enterprises and commercial banks - both are businesses, but *the latter deals with money*. It is not about mobilizing inputs, producing products, and selling them in the market. Instead, it is about capital mobilization, designing credit packages, evaluating loan projects, and managing the risks of borrowing customers. Business management varies at different levels: between the State Bank and commercial banks, between headquarters compared to branches and transaction points interacting with deposit and loan customers.

*Secondly,* in training Banking students, although under the same curriculum framework, there are differences in training perspectives, methods, and styles, and practices vary at the same educational level.

*Thirdly,* due to the different positions of banking training institutions and varying financial strengths, training programs and practices accessing international standards and foreign experts vary significantly. Moreover, the output quality differs across training institutions due to the advantages of learners' inputs.

**4.3. Recommendations to enhance the quality of human resources in the banking sector amidst digital transformation and climate change in Vietnam:**

*4.3.1. For the State Bank*

The State Bank needs to focus on performing its "*sector leadership function*", researching and devising *strategies for banking sector development and human resource growth; training high-quality human resources*, forecast workforce needs for each period to plan training accordingly; designing training programs based on international standards to avoid redundancies or shortages; develop standardized curriculums according to developed countries' standards tailored to Vietnamese conditions; standardize the team of lecturers, officers, and officials in the banking sector.

To implement digital transformation in Vietnam, the State Bank must prioritize training high-quality human resources, especially the "most elite experts", at a national level to *enhance the quality of institutions and policy-making capacity on a legal basis* for new technologies, business models, digital government, and cybersecurity; develop and improve institutions for industries with new business models to ensure transparency, encourage innovation, and align with the risk level of industries and business activities; adopt experimental mechanisms and *create a legal corridor for the activities of banks and enterprises in the new era*.

In the immediate future, it is necessary to *promulgate policy frameworks for high-quality human resource training and international cooperation* to contribute to implementing a digital transformation strategy adapted to climate change for 2026 - 2030 concerning digital banking, electronic money, and electronic payment mechanisms in the context that other countries have applied these

techniques will affect Vietnam's banking and finance.

National teaching and research activities should continue to research, facilitate, and encourage credit institutions to connect and share data with state management agencies and adopt Open Application Programming Interfaces (Open APIs) to create new products and services and improve banking service quality. Early research for enacting a legal testing framework for applying Big Data, AI, Robotic Process Automation, and Blockchain technology in banking operations is essential, especially for *securing the banking system and consumers* during digital transformation.

### 4.3.2. For Commercial Banks

Apart from relying on formal state training institutions, commercial banks must proactively recruit and nurture their banking human resources. This can be done by first supplementing IT knowledge, followed by financial knowledge and banking operations, rather than the other way around. They should hire IT experts specialized in AI, microchip design, microchip technology, programming, and cybersecurity to develop electronic payment methods, move towards digital banking, and other applications that ensure the introduction of consumer-friendly new products and bank safety.

For the staff at branches, commercial banks should regularly upgrade their employees' qualifications. Aside from basic knowledge and banking industry directives, employees should be further trained in IT to understand electronic payments, digital banking, e-money, legal knowledge, sales skills, management knowledge, communication skills, and foreign languages. They should also consider computer literacy and management skills for their staff.

Commercial banks *should actively collaborate* with training institutions to set training requirements; send banking experts to teach specific topics; accept intern students, offer scholarships to high-performing students, and employ qualified graduates immediately after graduation.

### 4.3.3. For University Education Institutions

Many countries have widely adopted electronic payment methods, digital currencies, and digital banking. *IT training institutions* must not only meet the general demands of various economic sectors but also offer specialized training for the banking sector's unique requirements in the new context. *Banking training institutions* must approach international training standards to change program structures and course content; boldly invest in renovating programs, and provide facilities and equipment to apply simulated banking, stock simulation, and company simulation models to enhance banking human resource training quality. Furthermore, they should have a suitable remuneration policy for lecturers and researchers.

They should expand collaboration with international financial and monetary organizations and foreign training institutions for banking human resource training. Based on diversifying collaboration entities and forms, they should maximize support in finance, programs, training content, lecturers, and teaching methods. They should encourage training institutions to collaborate with foreign educational establishments to improve management, scientific research, technology transfer, training, and lecturer development.

### 4.3.4. For Banking Human Resources

For banking human resources, even as students, it is crucial to understand the banking sector's future development trends and requirements, preparing well for their career paths. Therefore, besides specialized banking knowledge, students must also prepare essential knowledge in modern banking technology, understand blockchain, AI, and e-commerce, and be proactive in improving their language proficiency, soft skills, teamwork skills, and creativity to meet future job requirements.

### 5. CONCLUSION

The growth rate of digital transformation and climate change *has fundamentally changed the human resource structure* of the banking sector towards increasing the proportion of human resources with skills and knowledge of information technology in finance. This requirement causes banks to face the problem of lacking qualified staff to operate and master electronic payment and digital banking technology. Facing the new situation, training,

and fostering solutions are necessary and important, but there needs to be a systematic way of looking at solving the problem, starting to change the thinking of leaders, and planning training strategies. The creation of the entire system and the joint organization and implementation of the State Bank and commercial banks in a systematic way can meet practical requirements.

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# SOME SOLUTIONS FOR TALENT DEVELOPMENT IN VIETNAM CURRENTLY ACCORDING TO HO CHI MINH'S THOUGHT

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**Abstract**

*Currently, the country is entering a phase of promoting industrialization and modernization with intertwined opportunities and challenges. That poses a requirement for the Communist Party of Vietnam and the State to maximize human resources. Among them are high-quality people - talented people. Talent development is an issue of strategic significance for Vietnam. In the history of thousands of years of building and defending the country, our nation has never lacked talent. But how to develop talent and serve the country's development needs is an urgent issue for the Party and State. In fact, in recent years, the issue of talent development in Vietnam still has some limitations and inadequacies. This leads to the consequence that the country has not fully exploited its talented resources, affecting socio-economic development. Therefore, understanding and properly applying Ho Chi Minh's ideology on talent will contribute to the country's prosperous and happy development. In this article, the author focuses on clarifying the content of talent development in Ho Chi Minh Thought. At the same time, based on the assessment of the current situation of talent development, the author has proposed a number of solutions for talent development in Vietnam today.*

**Research purpose:**
*On the basis of clarifying the content of Ho Chi Minh's ideology on some solutions for talent development and assessing the current situation of talent development, the author proposes some solutions for talent development in Vietnam today.*

**Research motivation:**
*Talent is an important resource for the development of a country. A correct understanding of these resources and President Ho Chi Minh's talent development solutions is the theoretical foundation to apply to solve practical talent development problems in Vietnam today.*

**Research design, approach, and method:**
*To carry out his research, the author uses qualitative research methods combined with quantitative research methods to clarify the research content.*

**Main findings:**
*Ho Chi Minh's thoughts on solutions for talent development, assessing the current situation of talent development, and suggesting solutions for talent development in Vietnam today*

**Practical/managerial implications:**
*Contributing to suggesting solutions for talent development in Vietnam today.*

**Keywords**: solutions, talent development, Vietnam.

## 1. INTRODUCTION

Talent is an extremely valuable resource for every country. Therefore, if a country develops talents, that country will be prosperous and happy. On the contrary, if it does not know how to develop talents, that country will lag behind and perish. Stemming from the country's actual conditions, President Ho Chi Minh soon realized the importance of talent development. During the process of leading the Vietnamese revolution, Ho Chi Minh repeatedly discussed solutions to develop talents. The successes of the Vietnamese Revolution have proved the correctness of Ho Chi Minh's ideology on talent

development. Currently, in Vietnam, thinking about talent is not comprehensive, and the interaction and mutual influence between the factors constituting the quality and capacity of talent have not been seen. The talent strategy in Vietnam is just stopping at each individual and separate stage, which has not been recognized in a dialectical way and has not seen the interaction between the stages. Therefore, the problem of talent development in Vietnam has not been effective. Therefore, in order to maximize talent resources in the current context, it is necessary to continue to research and creatively apply Ho Chi Minh's ideology on talent development solutions.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Literature review

Ho (2011) has explored President Ho Chi Minh's perspectives on talent, talent development, and solutions for talent development, which contributed significant information to this study. Besides, Nguyen (2010) and Nguyen & Phan (2004) have also provided numerous details about talent and the role of talent in the country's development. Dam (2010) and Dam (2013) have studied insights into the practical process of developing Ho Chi Minh's talents in the reality of the Vietnamese Revolution, including historical figures and stories about Ho Chi Minh's talent.

Le (1994) and Pham (2008) have provided this study with knowledge and understanding of the nation's tradition and history of talent development. Based on these studies of national traditions on talent development, the author can propose solutions to develop talents in the current context.

Nhiem (2016) and Tham (1996) have brought about insights and knowledge about talent development in China. This is the theoretical basis for this study to selectively inherit and apply in accordance with the problem of talent development in Vietnam.

Tran (2006) and Bui (2006) have researched and presented important content on Ho Chi Minh's Thoughts on fostering and developing the young generation, training, and appreciating

cadres. Training and fostering the young generation and respecting cadres is one of the most important contents for talent development (Tran, 2006; Bui, 2006). These two works help this study gain a deeper understanding of Ho Chi Minh's ideology on talent development.

In addition, this study acknowledges many articles written about the current situation of education in Vietnam in recent years. These articles have provided this article with data about the current state of education in Vietnam. In light of the current state of education, the current state of talent development has been researched and evaluated. With the remaining problems, this study proposes appropriate talent development solutions.

### 2.2. Hypothesis development

Based on research on Ho Chi Minh's ideology on solutions for talent development and an assessment of the current situation of talent development in Vietnam, this study suggests solutions for developing talent in Vietnam today.

## 3. METHODOLOGY

To carry out this research, a combination of qualitative research methods and quantitative research methods has been used. For qualitative research methods, analysis (synthesis), logic (history), and textual analysis have been used to see the contents of Ho Chi Minh's ideology on solutions and develop a team of talented people. At the same time, seeing historical reality, President Ho Chi Minh has developed a talented team of successful revolutionaries. For the quantitative research method, data analysis and comparison methods have been used to see the limitations in talent development in Vietnam today. In the end, this article offers some solutions for talent development.

## 4. RESULTS AND DISCUSSION

### 4.1. Ho Chi Minh's perspective on talent development solutions

Talent development is an urgent requirement for each country towards the goal of building a prosperous and happy country. From a very early age, President Ho Chi Minh proposed solutions to develop a group of talented people.

Those solutions are expressed in all three aspects: quantity, quality, and structure of talent. To increase the number of talents, it is necessary to promote searching for and attracting talents. To increase the quality of talent, it is necessary to promote the training and fostering process. To diversify talent, it is necessary to promote the policy of great national unity and love for talented people. When there is enough talent combined with training and fostering, it will change the quality of the talent pool in Vietnam. From there, it contributes to developing a diverse talent structure in all fields.

Firstly, to develop a great number of talents, it is necessary to search, discover, and attract talents. Originating from the objective requirements of Vietnam's revolutionary reality is the shortage of talents, especially professional talents: "We are both fighting a war and building the country; therefore, professional talent, especially medical talent, will only be lacking but not in excess" (Ho, 2011). Faced with that reality, President Ho Chi Minh assigned agencies and organizations the responsibility to find and attract talented people. Ho (2011) believed that "among 20 million compatriots, there is certainly no shortage of talented and virtuous people". Therefore, he requested that "localities must immediately investigate where there are talented and virtuous people who can do things for the benefit of the country and people and must immediately report to the Government" (Ho, 2011). For individuals, Ho Chi Minh wishes and urges: "Our compatriots who have talents and initiatives in these works and are willing to enthusiastically help the country, please send a clear plan to the Government" (Ho, 2011). Regarding talented people outside the Party, President Ho Chi Minh requested: "We must not abandon them or distance ourselves from them. We must honestly unite with them, support them, be close to them, and bring their talents to help in the resistance war to save the country" (Ho, 2011: 316). Thus, President Ho Chi Minh's policy of searching, discovering, and attracting talents is

implemented in comprehensive and systematic way, from individuals to organizations, from central to local levels, from within the Party to outside the Party. It can be said that this correct policy makes an important contribution to increasing the number of talented people in Vietnam.

In addition, to develop talent, Ho (2011) believes that it is necessary to promote emulation, and competition is a way to quickly develop talent. It can be seen that, thanks to launching emulation movements, talented people will enthusiastically work, create, and contribute to the country. Through competition, talented people have the opportunity to develop and reveal all their talents.

Second, to develop the quality of talent, according to Ho Chi Minh, education and training play a particularly important role. From a very early age, Ho Chi Minh attached great importance to education and training in general and training and fostering talents in particular. Ho Chi Minh once said: "For ten years' benefit, we must plant trees; for a hundred years' benefit, we must plant people" (Ho, 2011). Cultivating people is concerned with training people who are both virtuous and talented to serve the country and the people. Ho Chi Minh once affirmed the role of education and training to: "train good citizens and good officials for the country" (Ho, 2011).

To develop talents, Ho Chi Minh paid great attention to building educational and training facilities. To build and develop talent according to Ho Chi Minh (2011), it is necessary to open schools and classes. In the "Viet Minh Program" in 1941, President Ho Chi Minh proposed: "Establish specialized schools for political, military and technical training to train talented classes" (Ho, 2011). Later, in his appeal to compatriots nationwide on the occasion of the second anniversary of the National Day of the Democratic Republic of Vietnam, Ho Chi Minh requested: "Building new high schools and universities, training talented people" (Ho, 2011). Thus, President Ho Chi Minh attaches great importance to

building a school system to serve education and training to improve people's knowledge in general and to build and develop talents in particular.

Besides opening schools and classes, President Ho Chi Minh advised the need to innovate methods associated with revolutionary practice. Ho Chi Minh once wrote: "We must amend our teaching methods to suit the training of talented people for resistance and national construction" (Ho, 2011). Ho Chi Minh advised: the process of training and fostering talents must meet the needs of practice. The theory must be connected to reality. Learning with practice. We must overcome the fatal weakness in our education system is that it is heavy on teaching words and light on teaching people; Heavy on theory, light on practice. Training and fostering talents and officials need: "Practical and thoughtful principles are much better than greed" (Ho, 2011).

Third, to develop a diverse talent structure, Ho Chi Minh clearly pointed out the need to gather a large number of talents regardless of gender, religion, ethnicity, class, or party. To do that, the leader is required to implement the policy of great national unity. The deep root of that problem is love for people, love and respect for talented people. This is a core issue, a cross-cutting issue to develop and utilize talents. Because there is love and respect, there is an open and humane view to trust and value talents. Ho Chi Minh is a genius in appreciating and developing talents. Therefore, Ho Chi Minh always saw talented people present in all classes and strata of society. When exercising solidarity with ethnic minorities, Ho Chi Minh advised: "Kinh or Tho, Muong or Man, Gia Rai or Ede, Xe Dang or Ba Na and other ethnic minorities, They are all Vietnamese descendants, they are all blood brothers. We live and die together, are happy and suffer together, are hungry and help each other" (Ho, 2011). Ho Chi Minh also paid great attention to the development of talented people from fellow religions. Ho Chi Minh once explained clearly: "Some people ask if a Catholic can join the

Labor Party? People of any religion can enter, as long as they are loyal, enthusiastic about their duties, and maintain the Party's discipline" (Ho, 2011). Thus, in Ho Chi Minh's ideology, talented people are always cared for and developed, regardless of where they come from. Respecting talent without discrimination is a basic factor for Ho Chi Minh to diversify the talent structure in Vietnam. Diversifying the talent structure is an important factor in the meritocracy policy, which has the opposite impact on the proper use of talent. From there, it contributes to exploiting and maximizing talent resources in Vietnam.

Thus, the combination of searching, discovering, fostering and loving talent has contributed to developing talent in both quantity, quality and structure. It can be said that President Ho Chi Minh's talent development solutions have greatly contributed to building a large pool of talents in the revolution. This was the decisive factor in the resounding victories of the Vietnamese revolution in the twentieth century.

## 4.2. Current status of talent development in Vietnam

Talent development is always an important issue for every country. In recent years, the issue of talent development in Vietnam has initially received attention from the Party and State. However, the issue of talent development in Vietnam still has some shortcomings and limitations. As follows:

Firstly, to develop talent in terms of quantity, it is necessary to promote the process of searching, discovering and attracting talent. However, regulations and solutions on discovering, finding and attracting talent are still principled, not synchronized, not reasonable and not yet socialized. In fact, discovering, finding and attracting talent in Vietnam is being implemented in a rigid, disciplined and stereotypical manner. The work of discovering, searching and attracting is mainly carried out through competitions, through qualifications, and through priority policies and incentives for high-quality human

resources. The issue of finding and attracting talented Vietnamese people abroad, talents in production labor practices, remuneration, and working environment has not been mentioned. Searching, discovering, and attracting talented people has not been widely communicated to the masses. Another reality is that policies to attract talent have not been implemented synchronously, depending on the capabilities and conditions of each ministry, each sector and each locality.

Second, to develop the quality of talent, according to Ho (2011), education and training play a particularly important role. From a very early age, Ho Chi Minh attached great importance to education and training in general and training and fostering talents in particular. Ho (2011) once said, "For ten years' benefit, we must plant trees; for a hundred years' benefit, we must plant people". Cultivating people is concerned with training people who are both virtuous and talented to serve the country and its people. Ho (2011) once affirmed the role of education and training to "train good citizens and good officials for the country".

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Besides opening schools and classes, President Ho Chi Minh advised the need to innovate methods associated with the revolutionary practice: "We must amend our teaching methods to suit the training of talented people for resistance and national construction" (Ho, 2011). He advised that the process of training and fostering talents must meet the needs of practice (Ho, 2011). Theory is related to reality, and learning comes with practice. Overcoming the fatal weakness in our education system is that it is heavy on teaching words and light on teaching people; heavy on theory and light on practice. Training and fostering talents and officials need: "Practical and thoughtful principles are much better than greed" (Ho, 2011).

Third, the issue of education and training to serve the needs of talent development in Vietnam still has limitations. Currently, the facilities for education in general and talent development in particular do not meet the requirements compared to the general standards of the world. State budget investment in education is approximately 20%, equivalent to 5% of GDP (Thanhnien. vn, 2023). This is a high level compared to many countries in the world, including countries with a much higher level of economic development than Vietnam. However, the investment structure for education is not reasonable among educational levels, between contents in each educational level, and between professions in each level of study. In addition, state budget spending on education focuses on paying salaries for educational staff. Not paying attention to improving the quality of teachers and educational staff and investing in building facilities. This is a basic limitation that leads to difficulties in talent development.

Typically, investment in higher education in Vietnam is very low. Most Vietnamese universities have facilities that are below world standards. Among them, resources and financial mechanisms for higher education are said to be the biggest bottlenecks. The challenges of developing teaching staff, investing in expanding and upgrading infrastructure and facilities, increasing the scale, and improving the quality of training,

especially postgraduate studies, all stem from a lack of resources and inadequacies in financial mechanisms. According to Thanhnien.vn (2023), the level of GDP invested in higher education in Vietnam is much lower than in other countries in the region and the world.
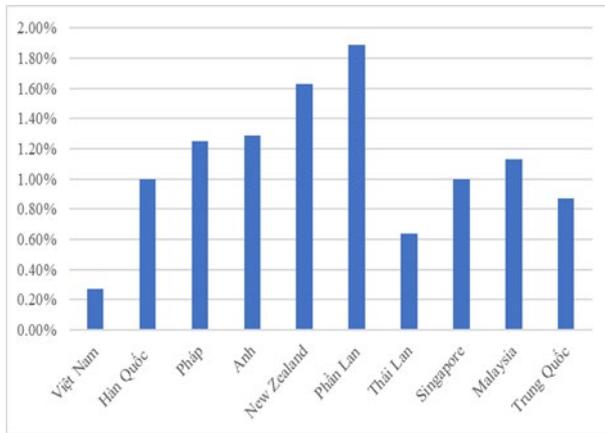


**Fig. 1.** GDP invested in higher education in Vietnam compared to other countries in the world in 2022

In the chart above, we can easily see that GDP investment in higher education in Vietnam is only 0.27%. This is much lower than countries in Southeast Asia such as Thailand, Singapore, and Malaysia. And much lower than developed countries in the world, such as the UK, New Zealand, and Finland.

University training is an important stage in talent development. However, the issue of training talent in Vietnam is facing many difficulties, such as financial resources, human resources, facilities, and policy mechanisms. This leads to the risk of a shortage of high-quality, highly qualified human resources and the risk of falling behind in science, technology, and innovation, hindering the implementation of goals and orientations for national development in the future. It can be seen that investment in higher education is not really valued in the education and training system in our country, which is not commensurate with the key role in human resource development and science and technology innovation (one of the country's three strategic breakthroughs).

Fourth, the material treatment policy for talent is still low compared to the social level. The policy of material remuneration for talent,

mainly through salaries, is still low compared to the current social level. Salaries paid to attract talents are still within the general salary scale and table system for civil servants and public employees, leading to income that is not enough to reproduce simple labor and expansion that is not really based on work results, causing talent to lack focus on the main job associated with the position they hold at the agency. Many people have to worry about doing more work, which may or may not be closely related to their field of expertise. On the other hand, the salary gap between ranks and levels does not adequately reflect the difference in qualifications and job requirements. Salary increases also depend too much on the time factor (seniority) without paying attention to the efficiency factor or the essence of the work they are undertaking. Low salaries and unsecured remuneration do not reflect the true value of labor, causing many talented people, especially young people, to leave the public sector to work for businesses.

Our state currently has not focused on researching and reforming salary policies for talented people and talented creative workers. Therefore, the creativity and dedication of talented people have not been encouraged. If inappropriate salary policies and regimes persist for a long time and are not researched or reformed but continue to be distributed according to current egalitarianism, it will be very unfair to the intellectual labor of talented people. With the application of salary calculation based on coefficients, people who can do the job or not can do the job every 3 years. With the current situation of talented people working and playing, both inside and outside, brain drain is now common.

Thus, the problem of talent development in Vietnam currently has some limitations. Therefore, there are requirements that need to be addressed, such as attracting and using the right talents, investing in education and training, creating a favorable environment for talented people to contribute, and having a worthy remuneration policy. Solving those problems will contribute to retaining talent and bringing the country to sustainable development.

## 4.3. Some solutions to develop talent in Vietnam today

To develop talents, it is necessary to implement solutions synchronously, with coordination between the State and ministries, branches, and each locality. That requires the participation of the entire political system. Starting from the current situation of talent development in Vietnam, this study proposes some solutions to develop talent as follows:

Firstly, it is necessary to develop a good concept of talent and unify the criteria for determining talent. Construction criteria need to adhere closely to three contents: intellectual qualities, practical qualities and moral qualities. Talented people are those who converge and unify all three of the above qualities. Intellectual qualities are the talents and abilities to receive and process information in some way, which are inherent in humans. Intellectual qualities is very diverse, expressed in many fields and professions with high creative ability. Practical qualities are understood as the ability to determine the purpose, working methods, level of task completion, and skills to solve and handle difficult and complex situations that occur at work. Besides intellectual qualities and practical qualities, moral qualities play an important role and are the core element of talent.

Second, it is necessary to search, discover, and attract talents. Because this is the first solution to develop talent in terms of quantity. The search, discovery, and attraction of talents need to be diversified in form and open in space. Talent selection does not stop at competitions, degrees, and education; it also needs to be selected through creativity and breakthroughs in real life. Recruiting talent both at home and abroad, it is necessary to promote policies to attract Vietnamese talents from overseas and international students who return to serve the country in many different ways, such as: living and working full-time or part-time in the country; living abroad but participating in consulting full-time or part-time... This attraction has an important meaning, both to overcome the brain drain and to take advantage of the knowledge and experience of

international students after a long time studying and working abroad while promoting the transfer of advanced technology from the world to Vietnam. The policy of attracting and effectively using both domestic and foreign talents is of great significance in promoting the intellectual strength of the whole nation, adding new knowledge, sharing experiences, and supporting science and technology development in particular and socio-economic development in general, creating momentum to promote national development.

Third, it is necessary to give talented people suitable work. Talents need to be valued and assigned tasks that are worthy and consistent with their talents. At the same time, attach importance to creating a competitive environment for talents, especially young talents, to develop their personal abilities. Appointment to higher titles and positions creates conditions for career advancement for talented people based on talent, not seniority or age. This is truly a creative application of the employment model, gradually replacing the career model that has existed for a long time in Vietnam.

Fourth, there needs to be a new investment policy for education and training. Investment policies for education and training need to be given equal attention across regions, between educational levels, and between content within each educational level. In addition to the national budget paying salaries for teachers and administrators, attention should be paid to developing the quality of teachers and administrators. We need to increase investment in building comprehensive, complete, and modern facilities, and promote international cooperation in training and fostering talents. When education develops equally between regions, between educational levels, and between professions, it will create a favorable conditions for talents to flourish and develop.

Fifth, it is necessary to create a good working environment and have worthy remuneration for talented people. A good working environment must ensure the nurturing, protection and development of talents. Talent needs to be assigned tasks that are commensurate and

appropriate to their talents; be respected, recognized and honored for their contributions. It is necessary to continue to innovate policies, create favorable conditions for facilities and worthy remuneration for talented people. The government needs to not apply regulations that force talented people to comply with defined standards regarding working time and location. Salaries are paid according to work performance and are regularly adjusted, ensuring competitiveness with the private sector. In the current conditions, with a limited state budget, to solve the above problem, the State can choose fields and industries that have strengths and have many talents for pilot implementation. It is necessary to build a separate salary system and salary table for talented people. High-quality workers must be paid adequately to promote their creativity. It is necessary to apply market metrics to adequately pay talented people. Talent's income needs to be adjusted flexibly to adapt to fluctuations in the labor market. This is the only way to keep talented people working long-term in the public sector.

Sixth, continue to innovate state management of talent. Continue to innovate the promulgation and implementation of policies to attract and use talented people; develop strategies and planning for talent development; increase resources to develop talent; promote international cooperation in training and fostering talents; check, inspect and supervise the implementation of policies towards talents. The contents of state management of talent need to be implemented synchronously and systematically, ensuring consistency with other state policies.

Thus, to be effective and efficient, solutions for talent development require the cooperation of the entire political system. These solutions need to be implemented synchronously and systematically, ensuring consistency with other State policies. Talent development is an important investment for the country to improve work efficiency, increase labor productivity, create a competitive advantage, and attract and retain talent.

## 5. CONCLUSION

Ho Chi Minh's ideology on developing talents is the pinnacle of the art of allocating and implementing people, a factor contributing to the success of the nation's cause of building and defending the country. The reality of Vietnam's revolutionary leadership process has proven the correctness of Ho Chi Minh's ideology on talent development. Today, when our country is promoting industrialization, modernization, and international integration, the issue of talent development becomes an increasingly strategic one. Researching President Ho Chi Minh's ideology on solutions for developing talent is a guide and a suggestion for the Communist Party of Vietnam to perfect its national strategy for attracting and appreciating talent. Based on the assessment of the current situation of talent development, this study has proposed solutions for talent development in Vietnam. This study is a reference channel for the State to implement the policy of talent development. Therefore, it contributes to exploiting and maximizing human resources in the current period.

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# SOME OBSTACLES TO THE FEMALE INTELLECTUAL HUMAN RESOURCES IN VIETNAMESE HIGHER EDUCATION DURING THE CURRENT INDUSTRIALIZATION & MODERNIZATION PROCESS

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**Abstract**

*With characteristics of gender and qualifications, female intellectual human resources in Vietnamese higher education have made significant contributions to the creation and development of intellectual resources for the country. However, these characteristics have also posed numerous challenges for them in contributing to the development of high-quality human resources and their own personal development. Therefore, it is necessary and urgent to understand the roles, barriers, and challenges faced by female intellectual human resources in Vietnamese higher education in teaching and scientific research in the context of industrialization and modernization. Only by doing so can we fully unleash the intellectual resources and creative capacity of the nation, especially the female intellectual educators in higher education.*

**Keywords:** female intellectual educators in Vietnamese higher education, gender, barriers.

## 1. INTRODUCTION

Throughout history, knowledge has always been the foundation and driving force of social progress. Especially in the 21st century, the century of strong development in the knowledge economy and the scientific-technological revolution, we have realized that human beings play a leading role in the production forces and that intellectual resources are crucial for the internal development of each nation and people.

Currently, as Vietnam is at a turning point in its development with a focus on industrialization and modernization, the global context and era present both great opportunities and significant challenges for our country, including the issue of intellectual backwardness. As the cradle of high-level human resources training, Vietnamese higher education has a great responsibility in establishing and developing intellectual potential for the nation, namely training experts and providing high-quality human resources for industrialization and modernization towards sustainable development. To fulfil this responsibility, ensuring the quality of intellectual educators in higher education, including female intellectual educators, is one of the crucial focal points.

Female intellectual educators in Vietnamese higher education, as a labor force closely related to other fundamental resources, have become an important force in shaping the overall dynamics of the higher education system. With their gender-specific characteristics, female intellectual educators in Vietnamese higher education have made significant contributions to the creation and development of intellectual resources for the country. However, these characteristics have also posed numerous challenges for them in contributing to the development of high-quality human resources and their own personal development. Therefore, it is necessary and urgent to understand the roles, barriers, and challenges faced by female intellectual educators in Vietnamese higher education in teaching and scientific research in the context of the country's industrialization and modernization. By enhancing the roles and quality of intellectual educators in higher education in general and female intellectual educators in particular, we can contribute to overcoming the bottleneck of high-level human resources for the country's industrialization and modernization.

Moreover, this is also a condition for ensuring the sustainable existence and development of Vietnamese universities in the context of international competition and integration, meeting society's expectations for fundamental and comprehensive educational reforms, from educational subjects to curriculum content and teaching methods at the university level, with the ultimate goal of improving the quality of trained human resources.

## 2. RESEARCH CONTENTS

### 2.1. Female intellectuals, female intellectual educators in higher education and the role of female intellectual educators in Vietnamese higher education

#### 2.1.1. Notions of female intellectuals

Knowledge is a widely used term worldwide, with different meanings. When studying knowledge, attention should be paid to its historical context and perspective, as knowledge is a specific object in the social structure closely related to certain methods of labor and the historical environment and conditions in which knowledge is formed and developed.

Regarding the concept of knowledge, Marxist-Leninist ideology, scholars, and researchers both domestically and internationally have presented various interpretations and definitions of knowledge. Based on the fundamental approaches of Marxist-Leninist ideology, scholars and researchers believe that *knowledge refers to intellectual and creative laborers. They are the main force directly involved in innovation, preservation, and dissemination of knowledge, contributing to the advancement of scientific understanding and social progress.*

Throughout the long process of human history, women have always made significant contributions to development, regardless of where and when. Although they have played important roles in the social history of humankind, the position of women has not been elevated in society, especially since human society transitioned from the matriarchal system to the patriarchal system.

In Vietnam, during the more than ten centuries of feudalism, starting in 1076 when the Ly dynasty established the first national academy,

the Quoc Tu Giam, 2,874 doctorate degrees were awarded, all of which were held by men. According to Confucianism, "women's nature is difficult to cultivate" or "esteem men, belittle women," so education and participation in examinations were not intended for women. Speaking of female intellectuals in feudal society, there were a few individuals who, although unable to participate in examinations and succeed, demonstrated intellectual abilities and outstanding qualities, such as Nguyen Thi Lo, Nguyen Thi Due, Ngo Chi Lan, Lady Thanh Quan, and Ho Xuan Huong.

Before the August Revolution, influenced by waves of the global women's rights movement, women in Vietnam were allowed to attend school, take exams, and participate in various areas of life. However, in the context of a colonial country, female intellectuals during this period were still very few and limited to certain social classes, and they faced unequal treatment compared to men.

With the success of the August Revolution, in the new regime, women had the opportunity to attend schools with diverse backgrounds from various social strata, especially from working-class and peasant families. They were educated through numerous domestic and foreign educational institutions, with successive generations Increasingly, opportunities for learning, research, and work have been opened up for women. Until now, the female intellectual community in Vietnam has grown rapidly and developed into a formidable workforce.

From the above understanding of knowledge, we can see that female intellectuals are an integral part of the intellectual community in Vietnam, alongside other intellectual groups. Female intellectuals can be understood as *women with education, professional qualifications, and working in different fields of the economy, fulfilling the functions of intellectuals to promote socio-economic development.*

#### 2.1.2. Female intellectual educators in higher education and the role of female intellectual educators in Vietnamese higher education

Higher education in Vietnam consists of two levels: undergraduate and postgraduate. The

undergraduate level provides education for bachelor's and associate degrees, while the postgraduate level offers education for master's and doctoral degrees. Higher education institutions include universities, colleges, and other institutions that comply with legal regulations. Additionally, there are institutes and research centers in various specialized fields. Therefore, female intellectual educators in Vietnamese higher education are a social force comprising three components: lecturers (the majority), leaders, and administrators, as well as some specialists and staff members of departments and committees directly involved in the university education process. From this perspective, female intellectual educators in higher education refer to educated women with professional qualifications working in the field of higher education, tasked with teaching, scientific research, application and technology transfer, and organizing and managing educational activities to promote knowledge and train high-level human resources to serve the country.

Female intellectual educators in Vietnamese higher education have a diverse structure with various disciplines, sub-disciplines, positions, and roles. However, the majority of intellectual educators are lecturers. In addition, there are a small number of female intellectuals who assume roles as specialists or staff members of departments directly involved in university education. Therefore, the term "female intellectual educators in higher education" can be considered synonymous with the term "female university lecturers."

As the highest level of education in the national education system, intellectual educators in higher education, including female intellectual educators, play a particularly important role in the current industrialization and modernization of the country.

*Firstly, the team of female intellectual educators contributes to training high-level human resources through their pedagogical work.*

From a human resources perspective, the team of female intellectual educators in Vietnamese higher education is not only high-level human resources but also the agents responsible for

training intellectual resources for the country. The development of the team of female intellectual educators, along with their labor output, directly and significantly contributes to the development of the intellectual workforce and the high-quality human resources of the country.

Teaching at the university level is a process that helps students actively, positively, and autonomously acquire scientific knowledge by combining vocational training with teaching methods and attitudes. Vocational training helps students grasp the knowledge and corresponding skills in a specific field at a modern level so that they can work and establish careers after graduation. Teaching methods help students develop their intellectual and physical abilities, self-learning methods, and scientific research to serve their professional activities after graduation. Teaching attitudes contribute to nurturing students' ideals, beliefs, ethics, sense of responsibility, and the working style of laborers who master the advancements of science and technology.

With extensive knowledge, high professional qualifications, as well as strong political and career ideals, female intellectual educators have mastered pedagogical skills - skills in orienting cognitive activities, vocational training, and emotional bonding - to train high-level human resources in terms of professional competence, professionalism, knowledge, thinking ability, and cultural background to serve the country's industrialization and modernization processes and contribute to the construction and protection of the homeland. Therefore, it can be affirmed that the pedagogical work of female intellectual educators has contributed to strengthening, enhancing, and developing both the quantity and quality of the intellectual workforce of the country. Each success in the labor activities of female intellectual educators contributes to increasing the scientific and intellectual potential of the nation.

*Secondly, female intellectual human resources contribute to promoting research, application, and technology transfer, accelerating the industrialization and modernization processes of the country.*

Unlike general educators and lower-level female intellectuals, the creativity of female intellectuals in higher education is characterized by its own diverse and rich shades in their work. This is clearly manifested in scientific research activities - the process of seeking novelty, proposing new interpretations, or contributing to the development of scientific knowledge. Although not all female intellectuals in higher education participate in teaching and scientific research, the majority of female intellectuals in Vietnamese higher education, including educational leaders and administrators in universities, participate in scientific research to a certain extent. Therefore, it can be seen that, alongside teaching, scientific research becomes the second-most important task for the majority of female intellectuals in higher education.

With deep knowledge in their specialized fields, a spirit of perseverance, ambition, and a thirst for learning, female intellectuals in higher education have achieved significant results in scientific research. Research projects, scientific inventions, scientific and technological products, research activities, technology transfer, publications in scientific journals with international standard ISSN codes, or scientific reports at specialized conferences, as well as the guidance of students and trainees in research, are evidence of the scientific research capacity of female intellectuals in higher education.

The quality of scientific research and technology transfer by the female intellectual workforce in higher education is demonstrated through creativity, effectiveness in implementation, and application of research results, inventions, and innovations in the practical work of training and development of the country's economy and society.

*Thirdly, female intellectuals in higher education contribute to improving the quality of management and organization of pedagogical activities.*

In addition to teaching and scientific research, the management activities of a part of the female intellectuals in higher education who hold leadership positions in universities are also intellectual and creative. Management activities at universities essentially involve managing the

teaching process, managing the pedagogical work of the faculty, and self-directed activities that encompass scientific knowledge and the formation of students' skills primarily in the teaching process. In other words, the management activities of female intellectuals in higher education involve managing the collective of teachers and learners and the educational process at universities.

As intellectual workers, female intellectuals in university management cleverly utilize their talent, intellect, and emotions. They engage in labor with both reason and emotion, using scientific methods and creative thinking to convincingly manage the labor activities of the entire teaching staff and control the operations of departments, institutes, rooms, and boards within universities.

The role of female intellectuals in higher education in improving the quality of management and organizing pedagogical activities is affirmed through the quality of leadership and management, such as the effectiveness of building, implementing, and monitoring teaching, learning, scientific research, and technology transfer plans by the intellectual workforce within the university. The results and contributions of female intellectuals in higher education in various auxiliary tasks, such as class leadership, academic advising, student activities, and professional associations, also demonstrate their role.

*Fourthly, female intellectuals in higher education play a particularly important role in reproducing high-quality labor for society.*

With their unique characteristics, in addition to fundamental similarities with male intellectuals, female intellectuals in higher education, while being teachers, scientists, or managers, are also wives and mothers in each family.

This is a role that gives them a special role that male intellectuals do not have, which is the reproduction of labor for society through childbirth and the education of useful individuals for society.

Female intellectuals in higher education are knowledgeable, skilled, and experienced individuals who know how to balance family

responsibilities with teaching, scientific research, or management. They are more economically independent, can organize family life, and know how to connect the emotional ties of family members. At the same time, they also know how to exert a stronger influence on family members. It is through their dynamic and creative nature that female intellectuals in higher education have successfully performed the role of reproducing social labor through nurturing, educating their children, preserving, and transmitting culture to the next generation.

## 2.2. Barriers Faced by Female Intellectuals in Higher Education in the Current Industrialization and Modernization Process in Vietnam

Despite playing an important role and making significant contributions to the construction and development of the country, female intellectuals in higher education in Vietnam face advantages and disadvantages compared to their male counterparts in teaching, scientific research, and educational management due to their own gender characteristics and specifications.

### 2.2.1. Characteristics of Female Intellectuals in Higher Education in Vietnam

In addition to the fundamental characteristics of intellectuals mentioned above, female intellectuals in general, and specifically in higher education, have their own distinct features determined by various factors such as gender characteristics, gender stereotypes, and socio-historical conditions.

#### Gender characteristics
*- Brain and sensory characteristics*
The male brain weighs 14% more than the female brain. The interconnectivity between the two hemispheres of the female brain is better, and the blood supply to the female brain is superior to that of males. In the structure of the male brain, grey matter is six times more abundant than in the female brain, while white matter in the female brain is ten times more abundant than in the male brain. Neurological studies have shown that grey matter is primarily responsible for analysis centers, while white matter excels at connecting neural activities. Therefore, males have a higher ability to concentrate their attention for longer periods

and excel in analytical activities compared to females. On the other hand, females have a better ability to distribute attention to multiple objects simultaneously and exhibit more flexible coordination of activities. Additionally, females are more sensitive, especially in terms of hearing and smell, while males have better long-distance vision, while females have better near- and small-object vision.

*- Psychological activity characteristics*
Males have more dominant logical thinking, whereas females tend to have thinking closely tied to intuition and emotions. This makes females more empathetic and adept at handling relationships based on reason and emotions, thereby easily forming emotional connections with those around them.

Females have superiority in language development and communication hormones. As a result, females often develop better communication skills than males, manifested in their preference for communication, flexibility in communication, the use of rich and diverse language in communication, and the tendency to speak quickly, extensively, and more.

#### Gender-specific characteristics
Unlike the natural characteristics expressed through the term "gender" (which refers to the biological differences between males and females related to reproductive functions), the social characteristics expressed through the term "gender" describe the relationship and correlation between the social position of women and men in a social context. Gender is not innate, like gender, but it is formed through a person's upbringing and experiences from childhood to adulthood. In other words, gender is reflected through behaviors shaped by education and influences from family, community, and society. It represents the position and roles of men and women desired and expected by society, related to specific characteristics and abilities that define what it means to be a man or a woman.

In Vietnam, women, in general, and female intellectuals in higher education, in particular, are influenced by the traditional culture of East Asia and are always associated with the image of a responsible, gentle, diligent, and caring wife and mother who takes care of the

happiness of the family and the education of children. At the same time, they need to strike a balance between their duties to the nation and the family, seeking opportunities for personal development while preserving family happiness, in order to fulfil their roles and responsibilities as women in the family and as citizens in society.

Therefore, while fulfilling their gender roles, female intellectuals in Vietnamese higher education not only have to perform well in the productive role, which involves generating products and income like their male counterparts, but they also have to bear a significant portion of the reproductive role, a field in which men are rarely involved. The reproductive role includes activities such as caring for and nurturing children, cooking, cleaning, washing, and taking care of family health, which contribute to the reproduction of the population and the labor force for society. These activities are essential to human life, ensuring the sustainable development of the population and the labor force. Although they require a considerable amount of time, they do not generate income and are therefore rarely considered actual work. Most female intellectuals in higher education play a major role and responsibility in the reproductive tasks within their own families.

### 2.2.2. Some barriers for female intellectuals in Vietnamese higher education in the current context

When analyzing the characteristics of gender among female intellectuals in Vietnamese higher education, we can clearly see the advantages and challenges faced by them in their personal development and dedication to their careers. However, in the scope of this article, the author wants to focus on a deeper understanding of the barriers and difficulties that female intellectuals in higher education face in the process of teaching, scientific research, and educational administration.

**Barriers to gender biases in the workplace**
One of the biggest barriers that cannot be overlooked is the existing gender biases in families, society, and workplaces that female intellectuals in Vietnamese higher education are currently facing.

According to research conducted by professors at the University of Wisconsin-Madison, there are four factors that make it difficult for women to pursue their careers to the fullest, including: lack of encouragement and support to pursue certain fields, especially natural sciences; encountering unsupported working environments from colleagues; facing subconscious gender discrimination; and having to shoulder multiple family responsibilities. Therefore, it can be seen that Vietnamese women working in different fields in general, and female intellectuals in higher education in particular, face many gender biases from society and their colleagues. In contrast to societal biases, gender biases are people's perceptions of what women and men are capable of and the types of activities they can engage in, as well as their social status as either male or female. For example, men are seen as strong, independent, and decisive, while women are seen as timid, emotional, and passive. Men are considered good at technical or creative fields, while women are thought to excel in repetitive tasks and meticulous work. Despite the development of a knowledge-based economy and an increasing number and quality of female intellectuals, including those in higher education, gender biases in society are still significant for women in general and even more so for female intellectuals, including those in higher education.

Expert Martha Nussbaum, author of the book Gender and social justice, said that in most countries, women are still facing male-female bias in education, unfairly. equality in employment opportunities, and even gender inequality in politics

Gender biases negatively impact the personal development of female intellectuals in higher education. The characteristics associated with men and women are often shaped by customs and traditions, and they become fixed and perpetuated through generations. As a result, men and women have no other choice. These biases can lead to biased perceptions, evaluations, and subjective judgments of female intellectuals in higher education, thus limiting their opportunities for development. For example, the belief that leadership or

technical fields are not suitable for women leads to harsh evaluations or the view that female intellectuals in higher education should not be encouraged to pursue managerial positions or jobs related to technology, scientific research, or technology, or that women should only have low social status in order to have time for household chores. The biases in society and the workplace have led many to undervalue the abilities of female intellectuals in higher education, especially in research activities. This not only restricts their access to higher education but also affects the perception, evaluation, selection, training, and utilization of human resources, as well as hindering the advancement and development of female intellectuals in higher education.

The mindset of underestimating women and the lack of trust in the intellectual capabilities of female intellectuals in higher education in teaching, scientific activities, management, and leadership by a portion of male managers and colleagues have created significant barriers to the creative work of female intellectuals in higher education.

When discussing gender biases, it is important to note that these biases are not only present in families, society, and the perception of men towards women but also in the self-doubt and lack of confidence that women have about their own abilities or the lack of trust women have in the abilities of their fellow women. This mindset still exists among a portion of female intellectuals in higher education. This leads to a sense of resignation and undermines the striving consciousness of female intellectuals in higher education. This is a considerable challenge that requires female intellectuals in higher education to overcome barriers from within themselves.

**Barriers to gender roles in the family**

The market mechanism and social development are making relationships within each family less sustainable, which has increased the burden of responsibility on educated women in their dual roles as wives, mothers, and educated intellectuals. Although there have been many advancements in sharing household chores, especially in educated families recently, the tasks of pregnancy, childbirth, spending time on domestic work, and caring for family members from young children to the elderly have dispersed the time resources of educated women. Due to the physiological differences between women and men, women's overall health is generally weaker than that of men. When educated women are emotionally and physically constrained by their family responsibilities, they have less time to dedicate to their professional work and cannot fully focus on developing their teaching careers or conducting scientific research. They have fewer opportunities to develop themselves and participate in social activities compared to men. For example, at Hanoi University of Science and Technology, a university specializing in science and engineering; We see that although the school promotes gender equality in scientific research and teaching, due to gender characteristics and gender roles in the family, the number of female university intellectuals achieving academic titles and degrees is limited. still have a large gap compared to male intellectuals with university education. Of the total 1,165 full-time lecturers, the number of female lecturers currently accounts for more than 35%, of which female lecturers and staff with doctoral degrees at Hanoi University of Science and Technology are about 250 people, accounting for about 1/2. 3. In 2022, the school will have 16 lecturers recognized by the State Council for Professorships as professors and associate professors, including 5 new female assistant professors.

This difficulty is particularly pronounced for young educated women in academia, as they face even more challenges when they have young children and their family responsibilities are heavier than those of older educated women. As a result, many women are overwhelmed, lacking time for rest, knowledge enhancement, and information updates. This diminishes their efforts to progress and advance, leading to a sense of complacency, reduced striving, and diminished enthusiasm for professional activities.

Therefore, gender roles in the process of reproduction have turned family responsibilities into burdens for educated women. This poses a significant challenge for most educated women in academia and has a considerable impact on their

career advancement opportunities.

**Barriers to mechanisms and insensitive gender policies**

Experience has shown that mechanisms and policies can be useful tools for promoting gender equality, but they can also create barriers for women in society. Between men and women, there are not only biological differences but also many social differences, such as needs, motivations, roles, concerns, and other social characteristics. Therefore, policies that take into account gender differences, have gender sensitivity, and integrate gender will have a positive impact on creating better conditions to meet the needs of all parties and help both genders maximize their advantages in work. Currently, in Vietnam, there have been many guidelines and policies issued by the Party and the State to promote gender equality, aiming to create the most favorable conditions for Vietnamese women to unleash their great potential in the new era, pioneering contributions to achieving the goal and aspiration of making Vietnam a modern industrialized country by 2045. However, the system of policies and laws on gender equality is still incomplete, with many gaps and a lack of gender sensitivity, which has caused disadvantages in terms of rights and legitimate interests for women, including educated women in higher education.

According to the current laws in Vietnam, the retirement age for men and women differs by 5 years, which is a major obstacle for women in their striving process. Regulations related to retirement age planning, training, development, nomination, appointment, etc. all stem from the difference in retirement age. The current implementation of retirement policies for men and women has a 5-year difference, which, on the one hand, aims to provide women with additional time for rest and health care; on the other hand, it poses a significant barrier for women in their pursuit of professional positions. As a result, the number of women participating in important leadership positions is much lower than that of men. Therefore, the retirement age policy has consequences that will create many difficulties in the planning, training, and utilization of female personnel.

In addition, the mechanisms, policies, and regulations at higher education institutions are still uniform and have not paid attention to gender-specific characteristics to develop appropriate policies that not only create conditions for educated women to fulfil their tasks but also fulfil the duties of women in their families. Furthermore, the planning, training, and development of female intellectuals in higher education have not received adequate attention. Recruitment policies have not paid attention to gender factors to ensure gender fairness in recruitment, leading to many educated women not being recruited into higher education institutions despite their high qualifications.

Therefore, it can be seen that the lack of gender-sensitive mechanisms and policies has created certain barriers for women in higher education in their work and personal development. However, the lack of monitoring mechanisms or enforcement measures for implementing policies and legal regulations that promote gender equality actually creates even greater difficulties for educated women in higher education.

**2.3. Some solutions to overcome difficulties for female intellectual educators in the process of industrialization and modernization in the country**

To eliminate barriers for female intellectual educators and unleash their great potential in teaching, scientific research, and educational management at universities, it is necessary to focus on implementing the following solutions:

***Firstly, it is important to eliminate gender biases against female intellectual educators.***

Eliminating gender biases in society and families is a necessary task to enhance the status and role of female intellectual educators. This is not a short-term task but requires a road map and the participation of all levels, sectors, organizations, and individuals in society, including the female intellectual educators themselves.

The first step is to raise awareness and responsibility among party committees, authorities, and political and social organizations about the position and role of the female intellectual workforce in general and female intellectual educators in particular. The content of the communication should emphasize the role and responsibility of both men and women in

families as well as in their careers, promoting gender equality as a millennium goal and a driving force for the development of a civilized, democratic, and advanced society. Communication measures should be diverse and varied, including through mass media (especially television), clubs, workshops, training courses, etc..

Eliminating gender biases should not only focus on changing perceptions but, more importantly, help individuals recognize their responsibility to build a proper, positive mindset and implement equality in terms of the values, roles, and positions of each individual regardless of gender. Through this process, individuals can change themselves and influence those around them.

Furthermore, the elimination of gender biases needs to start with self-awareness and continuous efforts to excel in professional work and balance one's role in the family for female intellectual educators. Firstly, female intellectual educators must fully understand their gender role in order to seize development opportunities for equal gender behavior. Female intellectual educators need to make multifaceted efforts to overcome barriers of self-stigmatization, surpass self-contentment, and always have a progressive mindset and independent thinking to develop themselves. They should actively participate in social activities to accumulate knowledge and experience, take advantage of positive support from external sources, and, along with their proactive efforts, overcome gender-related obstacles to establish their roles and create positions for themselves.

***Secondly, reduce the burden of gender roles in the family for female intellectual educators in higher education.***

To enable female intellectual educators in higher education to fulfil their dual roles as teachers in schools and wives and mothers in their families, solutions are needed to reduce the pressure from gender roles. Firstly, it is necessary to enhance awareness and mobilize both men and women to recognize the role and responsibility of sharing household chores between genders, including domestic work and childcare. Increasing the awareness of both men and women that domestic work is a shared responsibility will help female intellectual educators reduce the time, energy,

and psychological burden of household tasks, allowing them to balance their time between professional work and leisure, benefiting from sharing household work with men.

In addition, the state should invest in infrastructure and develop economic and social services that support families and assist women. These services may include hygienic and convenient food processing services for cooking, the development of reliable and effective domestic help centers, the establishment of healthcare and elderly and child care services, and the development of a network of supermarkets and online shopping platforms to meet essential family needs. These measures aim to reduce the time spent on unpaid reproductive labor that female intellectual educators, as well as Vietnamese women in general, currently have to perform in their families. This will help them increase their time for professional work, enhance their access to personal development opportunities, and have more time to enjoy life.

***Thirdly, improve gender equality policies and laws; develop and implement gender-sensitive policies in higher education institutions.***

The state should consider issuing guidelines on gender equality that ensure feasibility during the implementation process. When developing legal regulations in this field, careful and multidimensional analysis is needed regarding policy options, draft legal provisions, or expected activities in relation to the impacts and disadvantages faced by women due to gender differences in reality. This analysis aims to minimize the risk of creating gender gaps.

It is necessary to review, amend, and supplement regulations, laws, and policies that have caused disadvantages for women in specific areas, especially in the field of education and training. Gender equality issues should be integrated into the construction and implementation of legal regulations, and gender-sensitive policies for women should be articulated for specific groups. Specifically, for female officials, civil servants, and staff in higher education institutions, there should be policies and legal provisions regarding recruitment, training, retraining, planning, appointment, and social welfare issues that support the harmonization of social work, family, and retirement age. Specific policies with legal

implications should be in place regarding the retirement age of female intellectuals in general and female intellectual educators in particular by raising the retirement age of female intellectuals to be equal to that of male intellectuals to effectively utilize the female intellectual workforce in higher education institutions.

Furthermore, it is necessary to strengthen the effectiveness of organizing the enforcement of laws to ensure the effective implementation of legal provisions on gender equality in practice. Giving attention, guidance, and rigorous monitoring of the implementation of policies and laws on gender equality, as well as integrating gender equality issues into the construction and implementation of policies and laws, are essential.

## 3. CONCLUSION

Based on the above analysis, it can be comprehensively concluded that in the process of industrialization and modernization, the role and position of female intellectual educators in Vietnamese higher education have been affirmed and significantly enhanced in both family and society. However, due to gender-specific characteristics and expectations, female intellectual educators face barriers and difficulties in their personal development and dedication to their careers.

Understanding the barriers that female intellectual educators encounter in the process of teaching, scientific research, and educational management is necessary to provide solutions for overcoming them. This is essential to creating conditions for the development and utilization of the human resources of female intellectual educators in the context of Vietnam today. Only by doing so can we fully exploit the nation's resources, intellectual potential, and especially the creative capacity of the female intellectual educator workforce in higher education. In this way, female intellectuals in general and female intellectual educators, in particular, can fulfil their missions in the knowledge-based economy in the context of globalization, international integration, and sustainable development.

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# DEVELOPING THE INTELLECTUAL RESOURCES OF THE MILITARY TO MEET THE REQUIREMENTS OF BUILDING AND DEFENDING THE SOCIALIST REPUBLIC OF VIETNAM IN THE NEW SITUATION

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**Abstract**

*Military intellectuals are a part of the Vietnamese intellectual team, a particularly valuable asset and "capital" of the Army and the country; important resources in building a revolutionary, regular, elite, gradually modernized Vietnam People's Army, firmly protecting the socialist Fatherland of Vietnam. Developing the Army's intellectual resources is a strategic policy of our Party and State, one of the factors determining the success or failure of the Vietnamese revolution. Therefore, developing military intellectual resources to meet the requirements of the cause of building and protecting the socialist Vietnamese Fatherland in the new situation is an important mission, both urgent and fundamental, original, and long-term.*

**Keywords:** intellectual resources; military; Vietnam…

## 1. THE MILITARY INTELLECTUAL TEAM IS A PARTICULARLY IMPORTANT RESOURCE IN THE CAUSE OF BUILDING AND PROTECTING THE SOCIALIST VIETNAMESE FATHERLAND

The development history of human society is closely intertwined with the activities of intellectuals, a reality that has been tested "from ancient times to the present" and "from the East to the West". Nations that form and develop a capable intellectual workforce will have more opportunities for development and leapfrogging to gain advantages on the international stage. Countries that do not form or develop an intellectual workforce often find themselves in the group of less developed and slow-growing nations. Looking at a broader perspective, the outstanding progress of human societies is always associated with the emergence of great intellectuals with exceptional thinking and vision.

"What is intellect?" According to the views of classical Marxist-Leninist thinkers, intellect is not a class but a "special stratum" within society. In each political system, intellectuals are often educated, trained, and utilized by the state of the ruling class to serve the interests of that ruling class. If we do not focus too much on the academic aspect of the term, we can understand intellectuals as individuals with a high level of specialized knowledge who have the ability to create new scientific knowledge and, at the same time, disseminate and apply this knowledge in practice, making significant contributions to the development and the level of civilization of humanity. Through intellectual labor, the intellectual class produces theoretical scientific products, innovations, scientific and technical solutions, and technologies that serve as the foundation for improving the quality and efficiency of work and practical activities. The products of the intellectual class's labor are highly distinctive, characterized by creativity, and have a significant impact on various aspects of social life. They are an indispensable driving force for the development of each nation, people, and humanity as a whole.

In Vietnam, throughout its long history, the intellectual class has always been regarded as a valuable asset, the soul of the nation. The fate and ups and downs of the country and its people are closely linked to the presence of these "valuable assets", the intellectual class. Our ancestors wisely said, "Valuable assets are the

soul of the nation. When the soul is thriving, the country is strong; when the soul is declining, the country is weak". The intellectual class of the nation has played a crucial role in shaping Vietnam's millennia-old history, refusing to yield to external forces and invasions. President Ho Chi Minh, the most prominent intellectual figure in the history of Vietnamese intellectuals, with his stature as a "great man, great intellect, great courage," always recognized the position and importance of the intellectual class and placed a high value on them. He asserted: "Intellect is the precious asset of the nation. It is even more so in Vietnam than in other countries".

Aware of the crucial role of the intellectual class, throughout the revolutionary leadership process, the Party, the State, and President Ho Chi Minh have always shown a great deal of interest and importance to the intellectual class. They have formulated numerous policies and initiatives to create favorable conditions for the growth and development of the intellectual class, enabling them to play a significant role and fulfil their responsibilities in the struggle for national liberation, nation-building, and defense. The Resolution of the 7th National Party Congress affirmed: "Intellectuals are those who engage in intellectual labor, possess high levels of expertise in specific fields, have independent and creative thinking, disseminate and enrich knowledge, and create valuable intellectual and material products for society... Building a strong and capable intellectual class directly elevates the nation's intelligence, the strength of the country, enhances the Party's leadership capacity, and improves the quality of the political system... In the field of security and defense, the intellectual class is the core force in building a revolutionary, regular, and elite armed force, gradually modernizing them."

Intellectuals working in the military are a part of Vietnam's intellectual workforce. In simple terms, intellectuals are individuals with extensive knowledge and advanced awareness. The core force of the intellectual class in the military consists of military personnel and defense workers who hold high ranks and degrees. They undertake crucial roles such as leadership, management, command, scientific research, engineering, medicine, education, journalism, and the arts in various military units and organizations. They are concentrated in research centers, academies, educational institutions, hospitals, media agencies, and cultural institutions. This core force makes significant contributions to the development of the military, the strengthening of national defense, and the protection of the Fatherland.

Originating from the requirement to build and protect the socialist Fatherland of Vietnam, the requirement to build the Vietnam People's Army *"Comprehensively strong, revolutionary, regular, elite, gradually modern"*, Over the past years, our Party and State, and directly the Central Military Commission, have regularly paid attention to leading and directing the care, fostering, training and development of the military intellectuals. With the issuance of Resolution No. 93/NQ-DUQSTU on continuing to innovate the training of cadres, technical and professional staff and the construction of formal schools and Resolution No. 86/NQ-DQSTU on educational work Education and training in the new situation, the Central Military Commission has created a qualitative change in the education and training of military officers. Along with the development of the country, the army's intellectual class has made strong developments in both quantity and structure and continuously improved its quality. The number of officers with master's, doctorate, associate professor and full professor degrees in the Army is constantly increasing, and a number of specialized and multidisciplinary research establishments have been formed and a number of enterprise models are involved in the Army. Scientific researches serve the military and national defense tasks effectively. They serve the building of all-people national defense, build the people's armed forces, protect the Fatherland and carry out political tasks that The Party and State assign.

Most of the military intellectuals receive basic training through the system of military schools

at home and abroad; they have experienced combat practice, combat service, training, work in units, agencies and schools, and have theoretical and practical qualifications; always carry within themselves the spirit of patriotism, deep national pride and self-esteem; have strong political will, steadfast in the revolutionary path chosen by the Party, President Ho Chi Minh and our people; unlimited loyalty to the Fatherland, the Party, the State, the people and the regime, attachment to the army and units; Ready to accept and complete all assigned tasks well. A sizable portion of the military's intellectuals have practice and experience in armed struggle and revolutionary war, through decades of fighting against French colonialism, American imperialism and other reactionary hostile forces, maintaining and promoting national traditions. Therefore, it can be said that, with the advantages of educational level, independent thinking capacity, creativity, command and management level, etc., the military intellectual class is truly a particularly important resource in the field of military intelligence, the current cause of building and protecting the Vietnamese Fatherland.

## 2. CONTRIBUTIONS OF THE MILITARY INTELLECTUALS IN THE CAUSE OF BUILDING AND PROTECTING THE SOCIALIST VIETNAMESE FATHERLAND

Resolution of the 7th Central Committee, Session For nearly 80 years, under the leadership of the Party and the Central Military Commission, the army's intellectual team has upheld a sense of responsibility and promoted its creative role in scientific research, training, and education. and training; building a comprehensively strong unit, making an important contribution to the cause of building the army, consolidating national defense, protecting the Fatherland, and together with the entire army, achieving great victories in the resistance wars against invaders as well as in the cause of building and protecting the socialist Vietnamese Fatherland.

Currently, military intellectuals are the core force in building a refined, compact, and strong army, "creating a solid foundation, striving to build a revolutionary, regular, and refined Vietnam People's Army by 2030." smart, modern; strong in politics, ideology, ethics, organization and cadres", actively contributing to the implementation of the Party's policy on promoting industrialization and modernization of the country, promoting traditions, the qualities of "Uncle Ho's soldiers", determination to successfully complete the tasks assigned by the Party, State and People.

In each stage of the revolution, military intellectuals have always been concerned and cared for by the Central Military Commission and the Ministry of National Defense to build and develop both quantity and quality, structure and composition with many other specialities. of the military and defense fields. Thereby, creating favorable conditions for military intellectuals to research and innovate, produce many high-caliber scientific works, and always take the lead in scientific research, engineering and military technology, inventions, invent, design, manufacture and produce weapons and military equipment, actively and effectively serve the requirements and tasks of protecting the Fatherland, bringing a number of military branches, troops and forces forward modern, making an important contribution to the cause of building the all-people national defense, consolidating the people's war posture, building a revolutionary, regular, elite People's Army, gradually modernizing and completing well. The functions and tasks are the combat army, the working army, the production labor army and other tasks in peacetime as well as in wartime, in combat as well as in building and protecting the Fatherland; Do not waver or tilt when the world and regional situation becomes complicated; Do not let the country be caught by surprise; always have strong political courage, be absolutely loyal to the Fatherland, the Party, the State and the people; attached by blood and flesh to the military, passionate and dedicated to the profession; have ideals, a noble way of life, intellectuals, and modern military

technology; Successfully complete all tasks assigned by the Party, State and people.

*In the field of military science and art,* the military's intellectual class has focused on research to develop theories of military art, predict and address new scientific issues arising from practical experiences through the implementation of various research projects. The research results have provided scientific counsel and proposals to the Party and the State regarding strategies, military strategies, cyber defense strategies, early and remote defense strategies, and national border strategies. These contributions have played a vital role in enhancing and consolidating national defense and ensuring the security of the homeland in the face of new challenges and situations.

*In the field of military social sciences and humanities:* Military intellectuals have focused on researching, applying, developing and closely linking Marxist-Leninist theory, Ho Chi Minh's ideology, and viewpoints. of the Party, policies and laws of the State to carry out military and national defense tasks and protect the Socialist Republic of Vietnam. Maintain and strengthen the Party's absolute, direct leadership in all aspects and the State's unified centralized management of the Army. Provide scientific arguments to clarify theoretical and practical issues of Socialism and the road to socialism; clarify the building of the all-people national defense, the people's war posture, the "people's heart posture"; protect the Fatherland early and from afar during the reform period, promoting industrialization, modernization and international integration; fight against the strategy of "peaceful evolution", violent overthrow, "self-evolution", "self-transformation", "depoliticization" of the Army.

*In the field of science and technology:* Focus on research in 3 main directions: Research, design and manufacture new technical weapons and equipment to meet the Army's equipment requirements, contributing to autonomy in designing and manufacturing weapons and military equipment. Improve and modernize weapons and technical equipment to meet new

combat requirements, in accordance with environmental conditions and specific combat areas, and in accordance with Vietnamese military art. The focus has been on mastering and developing technical equipment and weaponry, especially for the forces advancing toward modernization. This effort aims to enhance the technical assurance and combat readiness capabilities of the armed forces and branches. It also contributes to improving the quality and effectiveness of weapons and equipment maintenance and logistical support for the armed forces.

*In the field of military medicine and pharmacy.* Synchronously deploy research content on both military medicine and the application of technical advances; Creating effective products to serve military tasks, diagnosis, treatment and prevention for officers, soldiers and the community, such as: Research and application of bases to ensure combat readiness; Organ transplant and multi-organ transplant techniques; Coronary intervention techniques in emergency myocardial infarction and valvuloplasty; Using local hepatic artery embolization technique in the treatment of primary liver cancer...; ultrafiltration, culture of keratinocytes and skin graft; in emergency burn treatment..., has developed specialized techniques that are somewhat superior to civilian hospitals, equivalent to the level of countries with advanced medicine in the region.

*In the field of literature and art:* Continuously improve the quality of activities in the fields of literature and art; propagate advanced examples, examples of good people, good deeds; create and promote works about studying and following Ho Chi Minh's ideology, ethics, and style, contributing to the creation of many valuable cultural, literary, artistic, and journalistic products and works, content and art, on the topic of Armed Forces and revolutionary war; bring profound ideological and humanistic values, associated with the Army's movement and defense of foreign affairs.

*In the field of human resource training coordination:* A number of academies and

schools in the Army have linked training with foreign countries, trained officers for Laos and Cambodia, and linked training with universities; The quality of students and officials graduating is increasingly high... At the same time, effectively implementing education and fostering national defense and security knowledge for Party and State officials, local officials, and students, students to propagate the Party's policies and guidelines on military strategy, national defense, building the people's armed forces, building the all-people national defense, equipping national defense and security knowledge... to contribute enhance political bravery, national pride and self-esteem, thereby actively studying, training, and mastering science and technology, contributing to building national defense and economic and societal development.

Besides positive contributions, the Army's intellectual class also has certain limitations compared to the practical requirements of building the army and the requirements of building and protecting the Fatherland in the new period. Although there have been significant developments, in general, the army's intellectual class is still relatively thin, not commensurate with the creative potential and requirements of building a regular, elite and modern army; The number of leading experts and highly qualified experts in the field of institutions and manufacturing is still small; Some specialized and narrowly specialized technical branches still lack basic and specialized trained staff; The capacity and foreign language proficiency to meet the requirements of working in an international environment of the intellectual class is still difficult and the ability to apply information technology is still limited, the average age of military intellectuals is still low. high compared to the level of the intellectual class in general; The structure of the military intellectual class has imbalances in terms of profession, age, gender...; A part of the military's intellectuals still have limited practical knowledge, especially practical work and combat; Exploiting and promoting the creative potential

of military intellectuals is still limited; scientific research and application in some agencies, academies, and military schools has not really started and been closely linked to military combat readiness training practices; The level of science and technology and the ability to master the design and manufacture of weapons and technical equipment have limitations, especially in the design, manufacture and access to exploitation and mastery of high-tech weapons; The intellectual class's ability to do basic research and background research still accounts for a low proportion, and there is no in-depth research on design, manufacturing, or technological research; The connection between science and technology with practical applications is not high; A few intellectuals, including those with high levels of education, still lack confidence and are afraid to participate in scientific research activities... Some do not regularly learn, explore, and cultivate knowledge, lacking the will to strive. Trying to improve professionally...

The above limitations are due to many different objective and subjective reasons. First of all, some guidelines and policies of the Party and State on intellectual work in general and military intellectuals in particular are slowly coming to life; In some places, there are times when the implementation is not serious because the thorough understanding of resolutions, directives and legal documents related to intellectuals in some agencies and units is not profound and comprehensive. Specifically: A small number of leaders and commanders are not properly aware of the position and role of intellectuals; evaluate and use knowledge that is not based on capacity and qualifications; There are policies and guidelines for training military intellectuals that are not truly synchronized; Remuneration policies and regimes are not strong enough to attract good experts to stick with and serve long-term in the military; Some party committees and commanders have not paid much attention to discovery, selection, training, and planning, arrangement, and use are not strict and inflexible; The spirit of striving for

improvement and the ability to self-study, self-research, and self-train are not high among some intellectuals; The application of the Intellectual Property Law to defense products is still problematic, with difficulties in encouraging research projects to create products for production... Besides, there are the impacts of the negative side of the market mechanism. Specific schools, tasks and working environments also rarely negatively affect the military intellectuals.

In the coming time, the world and regional situation is forecast to continue to have rapid developments, potentially complicated and unpredictable. Domestically, the basic economic, political, cultural, and social situation is stable and defense and security potential are maintained and strengthened. The Army's payroll organization has been adjusted, weapons and technical equipment continue to be modernized; integration trends in the military and defense fields; The impact and influence of the 4.0 industrial revolution, knowledge economy, digital economy, cyber war, etc., in particular, is facing the need to build a comprehensively strong and modern army, new issues have been raised about building and developing military intellectual resources to meet the requirements of construction and protection tasks. This put Fatherland in a new situation.

With assigned functions and tasks; Faced with new difficulties and challenges, in the context of globalization, the world is entering the Fourth Industrial Revolution, requiring the People's Army to continue to innovate in awareness, thinking, and improve All aspects of qualifications to meet the requirements and tasks in the new situation, promoting the building and development of a team of officials, including the People's Army intellectual class, which is increasingly strong, capable, and qualified. High level of expertise and extensive expertise in all fields; At the same time, advise the Party and the State to continue to promulgate important guidelines, and policies on the strategy of protecting the Fatherland and protecting national security just as the words of

General Secretary Nguyen Phu Trong affirmed in a speech written on the occasion of the 75th anniversary of the founding of the Vietnam People's Army (December 22, 1944 - December 22, 2019): "*In the cause of building and safeguarding the nation during the period of renovation, the Army continues to perform well the functions of the combat army, the working army and the production labor army; plays a pivotal role in building the all-people national defense, the all-people defense posture associated with the people's security posture, and building defense areas; proactively advise the Party and State on military and national defense, and plan strategic guidelines to protect the Fatherland; correctly assess and forecast the situation, handle situations well, avoid being passive or surprised, especially in the fight to protect the sovereignty of the sea and islands and the territorial integrity of the Fatherland; Carry out defense foreign affairs well, contributing to creating a peaceful and stable environment for building and developing the country. Along with that, the Army always carries out exemplary tasks of building and rectifying the Party, promoting learning and following Ho Chi Minh's moral ideology; Be proactive taking the lead in protecting the Party's ideological foundation, fighting against erroneous, hostile views, and political opportunities, and defeat all plots and tricks of "peaceful evolution", "depoliticization", "civilization" of the armies of hostile forces...*".

To achieve that goal, building a team of People's Army intellectuals to meet the requirements and tasks in the new situation, it is necessary to focus on implementing the following contents:

*Firstly,* strengthen the leadership of the Party committees at all levels in the work of building and developing the People's Army intellectual class. Research, supplement, and perfect criteria and standards for the People's Army intellectual class. Party committees at all levels need to be fully aware of the role, position, and importance of the People's Army intellectuals; clearly define responsibilities in building and developing a strong and highly qualified team

of People's Army intellectuals, meeting the requirements of the cause of building and protecting the Fatherland, building an increasingly formal and elite People's Army, step by step modern; At the same time, create an environment and working conditions to encourage the People's Army intellectuals to work, be creative, and contribute to the revolutionary cause entrusted by the Party and People.

*Second,* fundamentally innovate education and training and improve the quality of human resources; associate training with the arrangement and use of officers from the detachment level to the strategic and campaign levels; Strengthen international cooperation in education, training and scientific research in the fields of military and national defense.

*Third,* innovate and improve the quality of cadre work in general and the People's Army intellectual class in particular. Build and develop a team of People's Army intellectuals with a reasonable structure, strong political will, patriotism, absolute loyalty to the Party, Fatherland, and People, steadfast in the goal of national independence, associated with socialism and the Party's revolutionary ideals; have good moral qualities; have a sense of strict discipline; Master and respect the law, be good at expertise, be proficient in using equipment and weapons; Good at consulting, skilled in military arts; Trained through practical work and combat, ready to fight. It is essential to organize the discovery, planning, and rotation of promising People's Army intellectuals to train, foster, and prepare leadership and command cadres at all levels.

*Fourth,* pay attention to, motivate and encourage the People's Army intellectuals to invest in research, application and transfer of modern technology to meet operational and combat requirements on all fronts; Build and develop in-depth, increasingly modern centers, research institutes, strategic and application institutes, approaching and mastering modern science.

To build and develop military intellectual resources to truly meet the requirements of the task of building and protecting the Fatherland in the new situation, on the basis of content and practical research, the Central Committee and the Ministry of National Defense need to Focus on effectively implementing the following basic issues:

*Firstly, improve and create changes in the awareness and responsibility of the subjects and forces that build the army's intellectual class to carry out tasks in the new revolutionary period.*

Recent reality shows that a fundamental reason limiting the promotion of the role of military intellectuals in the cause of building and protecting the Fatherland is inadequate awareness of the role and importance of military intelligence. of the intellectual class. Without correct awareness, there are no correct and effective policies and measures for building a team of military intellectuals. Therefore, the subjects and forces participating in building the military intellectual class must be properly aware of the position, role, and importance of the military intellectual class. It is necessary to do a good job of propaganda and education so that the entire army is clearly and correctly aware of the position and role of the military intellectual class, and the importance of building the military intellectual class; continue to deeply grasp the resolutions, directives and conclusions of the Party and the Army on building a team of intellectuals in the period of accelerating industrialization and modernization; Strengthen inspection, supervision, and correction of incorrect perceptions and actions of subjects in the current work of building a team of military intellectuals.

*Second, continue to improve the effectiveness of leadership, management, and evaluation of party committees and commanders at all levels for intellectuals.*

This is an issue that has direct decisive significance in the effectiveness of building, fostering and promoting the role of the military intellectuals in the new situation. Management and evaluation are important steps in building a

team of military intellectuals. If managed closely, spears can be used correctly if they are properly managed and graded; On the contrary, if management is loose and misjudged, it will not be used properly. An evaluation must ensure accuracy and comprehensiveness, avoiding arbitrary, subjective impositions and personal feelings. Praxis has shown when and where leaders and commanders at all levels are fully and comprehensively aware of the important role and position of intellectuals in the process of carrying out the tasks of their units and organizations. Only in the military will the leadership, management, and evaluation activities of the party committee and commander towards intellectuals be effective and the team of intellectuals will truly promote their entire thinking, creative, and contributing abilities. Effectively contribute to the maturity of the unit and the army. Therefore, at each level, each unit, party committee, commander, political commissar, and political officer need to deeply grasp the Party's leadership perspective on building a team of intellectuals based on specific task characteristics. and the quality of the unit's intellectual class.

On the basis of leadership, management, and correct assessment of the current situation of the quality, quantity, and structure of the military intellectual class, it makes an important contribution to the arrangement and reasonable use of the military intellectual class, which will ensure the development of the military intelligentsia. Develop abilities and strengths in accordance with the trained profession. There must be planning and usage plans that both meet immediate requirements and ensure long-term fundamentals, and must not be subjective or arbitrary. A team of military intellectuals with good qualifications, capabilities and qualities should be respected, appointed and given appropriate jobs. Those who are weak in quality and capacity must be resolutely removed from the Army. Expand democracy, promote creativity, and exploit all scientific labor potential of military intellectuals in scientific activities. Besides, there needs to be a policy to attract good scientists, with adequate

material and spiritual compensation... this is an important motivation to unite and unify action, making the military intellectual class Absolutely believe in the guidelines and policies of the Party and State, enhance the sense of responsibility in the cause of building the Army, building and protecting the Fatherland.

*Third, pay attention to the selection, planning, training and fostering of the army's intellectual class in association with a system of meritocratic policies and reasonable remuneration.*

These are two unified aspects in the overall process of building, developing and promoting the role of the military intellectuals. This issue needs to be organized and implemented synchronously at both the macro and micro levels associated with the requirements of the task of building and protecting the Fatherland in the new situation and the characteristics of each specific unit. This is the Resolution of the Central Committee 7th term.

First of all, on the basis of deeply grasping the Party's leadership viewpoint and the State's policies, the Central Military Commission and the Ministry of National Defense need to perfect the education and training strategy in the military, creating a fundamental shift. in training and fostering military intellectuals. From there, we can plan an appropriate and effective team of intellectuals. Planning for the intellectual class must stem from the requirements of the task of building a comprehensively strong army, the requirements of building and protecting the Fatherland in the new situation. In planning, we must always closely follow the three guiding viewpoints and five tasks and solutions identified in the Resolution of the 7th Plenum of the 10th Central Committee. At the same time, continue to direct the good implementation of Resolution No. 86/NQ-UQST Central Committee on education and training in the new situation. The focus is that the pre-qualification process must be strict, ensuring that candidates preparing for admission must meet the prescribed standards. The content and training program must closely

follow the instructions of the Ministry of Education and Training, the guiding viewpoints of the Central Committee and the Ministry of National Defense, and at the same time be creatively applied and consistent with the training characteristics of each major; Ensuring scientific, systematic and comprehensive nature, focusing on improving the quality of specialized fields. Building a team of highly qualified lecturers with good capacity and pedagogical methods must truly be a shining example of political qualities, ethics, lifestyle and scientifically creative working style. Innovate teaching and learning methods, scientificly innitiate the training process, in-depth training, and apply scientific and technological achievements in teaching. Foster and improve the knowledge of intellectuals in the military; create a team of officers with basic and in-depth knowledge in each field, pay attention to the selection and sending of military officers and intellectuals to study and research abroad.

*Fourth, regularly promote the spirit of positivity, creativity, self-striving, and self-training of the military intellectuals.*

This is the core issue in promoting the role of the military intellectual class, helping each intellectual constantly strive to improve and complete assigned tasks well. Promoting the spirit of self-study and self-training is not only an important requirement, but also a basic solution that contributes to building a team of military intellectuals on par with the increasingly high requirements of the cause of building and protecting the Organization. nation in the new era.

Keeping abreast of the movement and development of the cause of building and protecting the Fatherland in the new situation, on the basis of being clearly aware of their position and role, the army intellectuals must constantly raise their spirit. They must be responsible, proactive in self-study, constantly accumulating professional knowledge and working capacity. In the context of strong development of education and training, the process of "socialization" of education is

associated with the cause of industrialization and modernization of the country and the requirements of the knowledge economy and intellectuals. The military, more than ever, needs to diversify methods of self-study, self-research, proactively accumulate knowledge, improve qualifications and professional capacity as well as foreign language and computer skills... At the same time, In connection with the requirements and tasks of building and protecting the Fatherland in the new situation, the military intellectuals need to focus on self-improvement, training in moral qualities, lifestyle, and perfecting the personality of military officers. team in the new situation; foster and promote good qualities such as patriotism, social positivity, humanity, ethics, and lifestyle; Actively train scientific bravery, improve discovery, associate research work with practical activities, proactively discover and propose research on new problems that arise in practical socio-economic development of the country as well as the practical tasks of building and protecting the Fatherland... Furthermore, to promote the positivity, creativity, self-striving, and self-training of the military intellectuals, it is necessary to standardize the standards standards of quality and capacity as a basis for the self-study, self-improvement and training activities of each military intellectual; Each intellectual must proactively build and organize the implementation of plans, content, and measures for self-study, self-compensation, and training in a scientific and reasonable manner; Strengthen the responsibility of party committees and commanders at all levels in management, organization of inspection, and supervision of self-study, self-training and training.

Build and develop Vietnam's intellectual resources in general, and the army's intellectuals in particular with high quality, large numbers and reasonable structure, step by step progress to be on par with the level of intellectuals. in the region and the world, in order to successfully implement the goals and tasks in the spirit of the Resolution of the 13th Party Congress set out: "Building a

revolutionary, regular and elite People's Army and People's Public Security", step by step modernization, some military branches, arms, and forces move straight to modernity. By 2025, basically build a strong, compact and strong army and police, creating a solid foundation, and strive to build a revolutionary, regular and elite People's Army and People's Police by 2030. modern" ./.

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# IMPROVING THE QUALITY OF HIGHER EDUCATION LECTURERS – AN IMPORTANT MEASURE IN TRAINING HUMAN RESOURCES FOR THE SUSTAINABLE DEVELOPMENT OF VIETNAM

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**Abstract**

*Developing human resources, especially high-quality human resources, was identified by the recent 13th Party Congress as one of the country's three strategic breakthroughs in the current period. To carry out this task, the responsibility belongs to the entire society. However, it is necessary to affirm that the role of higher education institutions is very large. Because this is the foundation of high-quality human resources training. In particular, when talking about the responsibility of higher education, it is required to mention the most important factor for success: the quality of the lecturers. In this article, on the basis of pointing out the position and role of the lecturers in higher education, as well as analyzing the current status of the quality of the lecturers, the author proposes a system of solutions to improve the quality of the lecturers, thereby makes an important contribution to training the human resources towards the ultimate goal of serving the country's sustainable development goals.*

**Research purpose**: *Improve the quality of higher education lecturers to contribute to training human resources for sustainable development.*

**Research motivation**: *To realize the goal of sustainable development, many factors are necessary, but it can be said that "education is the top national policy", especially higher education - which is identified as the foundation in the strategy of training high-quality human resources for the country. To accomplish that mission, improving the quality of higher education lecturers plays a huge role in Vietnam's development. However, the quality of the lecturers is facing many problems. This has become the motivation for the author to find solutions, contribute to resolving existing limitations and continue to promote positive points.*

**Research design, approach and method**: *The author approaches the position and role of lecturers in higher education institutions in Vietnam to the current status of the quality of lecturers. Besides, the article also uses a number of research methods such as: Analysis - synthesis, logic - history, statistics, comparison,...*

**Main findings:** *Assess the quality of lecturers in the higher education institutions in Vietnam today.*

**Practical/ managerial implications**: *Suggest some solutions for improving the quality of lecturers in higher education institutions today towards the sustainable development of the country.*

**Keywords:** Quality of lecturers, human resources, Vietnam, higher education,...

## 1. INTRODUCTION

South African President Nelson Mandela once said: "Destroying any nation does not require the use of atomic bombs or the use of long-range missiles. It only requires lowering the quality of education and allowing cheating in the examinations by the students... The collapse of education is the collapse of a nation". This is true for every country, at all times, and Vietnam is no exception. In terms of history, Vietnamese higher education has been around for over a thousand years since the Temple of Literature was established in 1070. The higher education career of revolutionary education also went

through nearly 80 years of development since the August Revolution in 1945. During the Innovation period from 1986 to the present, the Communist Party of Vietnam has continued to promote the role of education in general and higher education in particular. Just as Ho Chi Minh once said: "For ten-year benefits, we must plant trees; for a hundred years' benefits, we must educate people" [9]. But for the career of "educate people" to be successful, the "teacher" is the decisive factor. With the challenges facing human resource training, improving the quality of lecturers is one of the key measures.

## 2. THEORETICAL FRAMEWORK

### 2.1. Position, role of lecturers in human resources training at higher education institutions

A pedagogical quote once said, "The teacher, on average, only teaches what a textbook mentions, the good teacher knows how to explain, the excellent (outstanding, brilliant) teacher knows how to inspire". This is completely correct, especially for higher education lecturers - those who are carrying out a very important mission of training high-quality human resources for the country, while "teaching people" and also "vocational training". Like teachers at all educational levels in general, the lecturer's task is also to teach, but at the higher education level, the lecturers also have an equally important task which is scientific research. Therefore, when it comes to the position and role of the lecturer, it will be expressed through two aspects.

Firstly, the lecturer has the position and role of a teacher.

For human education, we must first aim at personality education. Therefore, the first role of the lecturer is to contribute to character education for the learners. Most of the educational objects of the higher education lecturers have just graduated from high school, are at an age where their psychology is quite sensitive, often want to assert that they are adults, and are prone to impulsive behaviors. Also, with the current integration period, the students also have the opportunity to approach many different cultures around the world. We do not deny the positive aspects that the

integration process brings, however, we must also frankly admit that there are still some limitations. Therefore, at this time, the lecturers at the higher education institutions will play a role in contributing to building the learners' personalities. Faced with the situation of "not interested in the Party, ignore the Union, reduce ideals", and being indifferent to the current situation of the country, the higher education institution is also the place to help the students strengthen their stance, live with ideals, and aspire to contribute, ready to participate in building and protecting the Fatherland, living, studying and working according to the Constitution and the law. Also, school culture, the relationship between the lecturers and students; among students in the higher education environment will also be the basis for building a culture of behavior for young people when entering society.

Deeply understand Uncle Ho's teachings: "If you have virtue but no talent, it is like the Buddha who does no harm, but also does no benefit to humanity"[10]. Therefore, the lecturers also play a role in contributing to equipping the learners with knowledge and skills. If before, the goal of education was to "train a comprehensive person", then in the Education Law promulgated in 2019, "The goal of education is to comprehensively develop the Vietnamese people". This change is an adaptation to the current international education trend of liberal education and promoting human values. Thus, at this time, with the task set for the higher education institutions in the process of training high-quality human resources, high-level leaders in social fields, experts in new technology fields such as artificial intelligence, big data, cloud computing, financial technology... it is extremely important to equip the lecturers with professional knowledge for the learners. Because the lecturer is the one who lays the first step for the learners for their entire professional journey later. Also, facing the task of strongly shifting the educational process from mainly equipping knowledge to comprehensively developing learner's capacity and qualities; Learning with practice; Theory is closely linked to practice, so lecturers also need

to train "life skills, working skills, foreign languages, information technology, digital technology, creative thinking and international integration" [5] for the students to contribute to training high-quality human resources for the country, keeping pace with the 4.0 industrial revolution. Traditional teaching methods such as "read-write" and "look-write" will have to be limited to make room for new methods so that students can maximize their thinking ability and initiative. The learners will learn teamwork skills - one of the mandatory requirements in future job applications; presentation skills; study skills; develop plans... increase the number of practice hours for the students so they have the opportunity to apply theory into practice, increasing their ability to react to unexpected situations that occur in life.

Secondly, the lecturer has the position and role of a scientist

In higher education institutions, the quality of training, in addition to being expressed through teaching, is also determined in no small part by the quality of scientific research of the lecturers. This is the second requirement in the professional activities of the lecturers. Because, with higher education institutions, scientific research is not only aimed at directly serving training but also towards developing national scientific potential, serving the requirements of socio-economic development and international integration. In recent years, international publication has become an important factor in promoting educational integration and a criterion for ranking domestic and foreign higher education institutions.

The theory and practice both clearly demonstrate that teaching and scientific research activities are closely related and support each other. Scientific research is the premise and condition to perform well the teaching duties of lecturers. Also, teaching reflects the results of scientific research activities. Therefore, it can be affirmed that, along with teaching activities, scientific research is an accurate measure of the professional capacity of the lecturers. It is scientific research activities that have created unique characteristics for the lecturers,

contributing to elevating their position and role so that they stand on the podium as true teachers, truly "teaching teachers" and not teaching workers".

Thus, it can be seen that both roles that the lecturers undertake are not easy. Therefore, each lecturer must constantly make efforts and strive to practice both "virtue" and "talent" to complete their very important mission for the sustainable development of the country.

**2.2. Current status of the quality of higher education lecturers in Vietnam**

Parallel to the process of national innovation is also the process of educational innovation. Throughout the Innovation period, the Communist Party of Vietnam has consistently affirmed: Education is the top national policy, investing in education is investing in sustainable development. To meet the urgent demands of reality, the 8th Plenum of the 11th Party Central Committee (November 2013) of the Party passed Resolution No. 29 on fundamental and comprehensive innovation of education and training. Implementing this resolution, Vietnamese education in general and higher education, in particular, have had new developments, especially in improving the quality of the lecturers to meet the growing learning needs of the people and the need to increase the country's human resources. In higher education institutions, the lecturers have gradually progressed towards meeting and exceeding training standards. However, looking directly at reality, the 13th National Congress still commented: "The teachers and educational managers, in some aspects, are still inadequate in terms of quality, quantity, structure and benefit policies" [4]. Looking at the current state of the quality of the lecturers, we will evaluate it on two aspects: the professional qualifications and ethical qualities of the lecturers.

First of all, for the professional qualifications

First of all, in recent years, the lecturers have continuously improved in both quantity and quality. The chart below will specifically show the qualifications of higher education lecturers from 2015 - 2020:
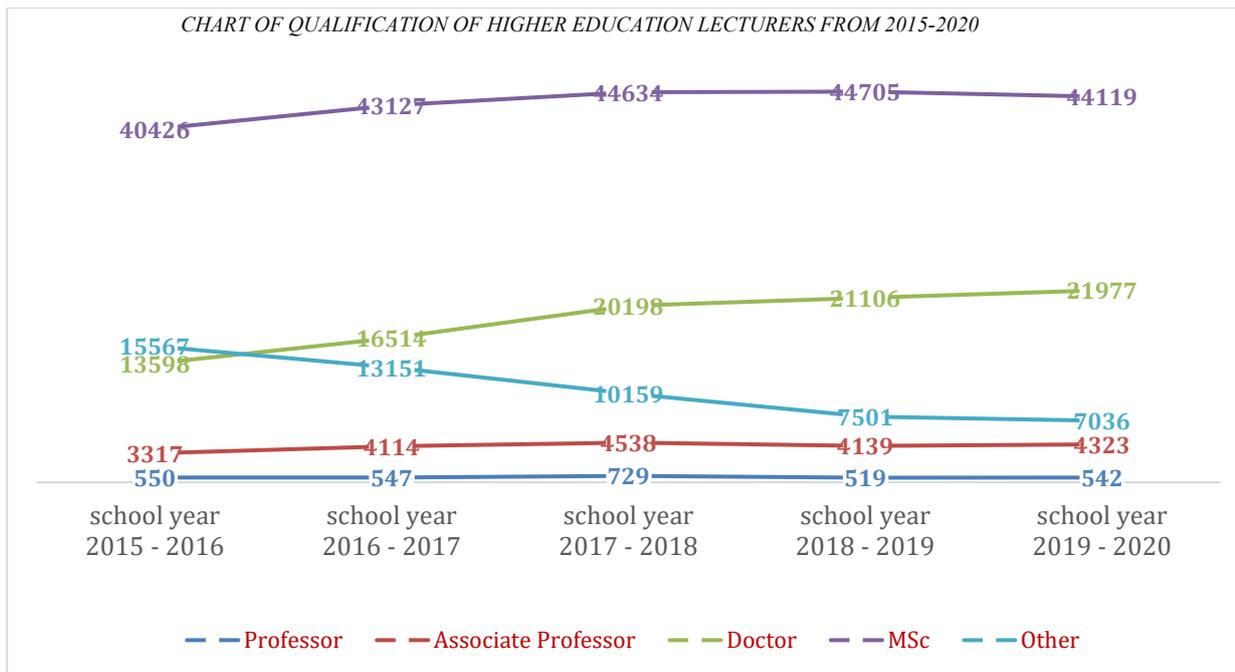
CHART OF QUALIFICATION OF HIGHER EDUCATION LECTURERS FROM 2015-2020



(Source: According to statistics from the Ministry of Education and Training
https://moet.gov.vn/thong-ke/Pages/thong-ke.aspx)

In particular, on November 6, the State Council of Professors considered and recognized 630 candidates who met the standards for recognition of Professors and Associate Professors in 2023. Thus, looking at the chart and the number of Professors, Associate Professors as announced, it can be seen that the number of lecturers with the title of Professor and Associate Professor does not fluctuate much, remaining at a relatively stable level, and increasing rapidly, mainly at the master's and doctoral degrees and degrees below master's ones tend to decrease. This is also a positive sign when looking at the qualifications of the current higher education lecturers. Although the number of lecturers with the title of Professor and Associate Professor has not increased much, the quality of Professor and Associate Professor has been improved. If previously, the recognition of Professor and Associate Professor titles was not required to have international publications, then from 2018, the new regulations require the Professor and Associate Professor candidates to have international publications in the list of reputable journals such as ISI or Scopus. Thanks to this mandatory criterion, the reliability of the

quality of Professors and Associate Professors is also increased. Besides, with the requirements set by the trend of integration, adaptation to industry 4.0 of the digital transformation period, the foreign language and information technology skills of the lecturers have also improved significantly. This is shown right in the recruitment of lecturers when many higher education institutions have required certificates or diplomas in 2 foreign languages as well as certificates of basic information technology application. In recent years, Vietnam's lecturers have continuously strived to affirm its position both domestically and internationally. Most recently, on October 10, 2022, the US journal, PLoS Biology published a ranking of 10,000 scientists with scientific citations, including two scientists working at Vietnam National University, Hanoi such as: Professor, Doctor of Science Nguyen Dinh Duc and Associate Professor, Dr. Le Hoang Son. Thus, Professor Nguyen Dinh Duc and Associate Professor Le Hoang Son are ranked in the top 10,000 scientists with the most influential citations in the world for 4 consecutive years from 2019 to the present [6]. This is not only the pride of the Vietnam

National University in particular but also of Vietnam in general so that we can believe that the Vietnamese lecturers can be on par with the world, we can be active in training high-quality human resources.

However, besides the achievements, we must also frankly admit that the quality of some lecturers is still low. This is reflected in two aspects: teaching and scientific research activities. In terms of teaching, there is still a situation where teaching methods, exams, testing, and evaluation of lecturers for the learners are slow to be innovated. The teaching content is still heavy on theory and books, not suitable for the objects and socio-economic life; Training is not closely linked to application, learning is not coupled with practice; Not focusing on life skills education, soft skills training (teamwork, information technology application, improving foreign language skills and social activities), not fully promoting creativity and students' study ability. From objective reality, the document of the 13th Congress (2021) of the Communist Party of Vietnam made the observation: "Training high-quality human resources has not met the requirements of economic and social development" [3]. For the scientific research of the lecturers, although scientific research has been identified as one of the two functions that lecturers need to ensure implementation, there are still cases where the lecturers are not aware of the importance of scientific research. The topics that the lecturers choose to research are still in a situation where they are general in nature, not deep, do not go into specific issues, are not applicable, and are not related to the needs of life. On the other hand, one of the most important requirements of science work is novelty, so nowadays many lecturers often choose to research topics that already have a large number of references, without having to spend a lot of time researching mainly involves "inheriting" the works of predecessors and even copying previous works without citation, violating the rules of scientific research. Besides, there is also a group of lecturers who do not understand scientific research methods

such as how to find references, how to build an outline, how to present a scientific research work... From that, it leads to the number of international publications of higher education institutions in Vietnam still being inferior to many countries in the region such as Thailand, Mailaysia, Singapore... These remaining limitations have helped us realize it's clearer that "It looks like that but it's not" when the degree is increasingly improved but does not reflect the actual quality.

Along with professional qualifications, the ethical qualities are the next criteria to evaluate the lecturers' quality.

As President Ho Chi Minh said, "Talent without virtue is a failure" [11] so the quality of the lecturers is also shown through their moral qualities. In general, the majority of lecturers in Vietnamese higher education institutions have strong political will, are loyal to the Party's policies and guidelines, comply with the Constitution and laws, implement internal rules and regulations of the institutions, have healthy and pure ethics, personality and lifestyle, and have a high awareness of fighting against negative manifestations. However, there still exists a group of lecturers who show signs of irresponsibility, lack of dedication to their profession, violating ethics and lifestyle, negatively affecting the reputation of teachers in society. The reality of "Scholars are still recognized, even awarded excellent degrees and find good jobs thanks to the mechanism of buying - selling, asking - giving" [12] - this is the content expressed by delegate Nguyen Thi Xuan Thu introduced at the eighth session of the 14th National Assembly. Next, 203 cases were issued fake 2nd English degrees by Dong Do University to serve the civil servant recruitment exam, defend master's and doctoral theses... [8] raising huge questions, so "who sells" and "who gives" here? Not only in teaching activities, the teachers lose their love for their profession and their students, but also in research activities, the scientists in higher education institutions also commit taboos in scientific research. The recent incident of two lecturers at Van Lang University being accused of plagiarism [7] makes us wonder even more

"How will such dishonest teachers train such generations"? And most recently, the discovery of a case of a lecturer using a fake PhD degree to teach at a higher education institution for 6 years is an unacceptable lie. Thus, both in teaching and scientific research, the lecturers still have significant problems. The temptations, the immediate bargains, the appeal of the two words "benefits" make it difficult for people to resist.

The cause of these limitations comes first of all from the weakness of the professional qualifications and skills of the teachers themselves. However, the root cause stems from the moral degradation and violation of human and teacher standards of the lecturers, causing them to not be able to overcome the two words "benefits" and drag themselves into the frauds. Besides, there is also a laxity in the mechanism of management, inspection, and evaluation of the quality of lecturers at all levels of leadership and governing agencies. For those reasons, the reform turns into a "setback".

## 2.3. Solutions to improve the quality of higher education lecturers in Vietnam today

Just as Dalton once said: "After food, education - training is the top spiritual food of each nation. In today's world of globalization and deep international integration, fierce competition between countries is competition in the quality of education and training, especially the quality of higher education". The quality of higher education is largely and mainly determined by the quality of the lecturers. Seeing the key role of the lecturers in the reform of higher education in Vietnam today as well as on the basis of clearly understanding the situation and principles mentioned above, the author proposes the following solution system:

Firstly, more widely and deeply grasp the Party and State's views on the importance of lecturers in higher education institutions; Strengthen the leadership of the Party and all levels of educational management. Thoroughly grasp the perspectives, goals, tasks, and solutions to improve the quality of lecturers throughout the political system, education sector and higher education institutions, creating high consensus in ensuring high-quality human resources for

society. In addition, our Party soon advocated "it is necessary to focus on rectifying educational management and improving the capacity of state management of education. Thoroughly overcome the way of education management according to the mechanism of centralized bureaucratic subsidy and strong decentralization" [2], promote strengthening state management of education, especially for foreign-invested institutions, private and public institutions to ensure the quality of lecturers. Therefore, the current practical solution is to continue to develop and complete timely legal documents to create a legal framework for the lecturers to fully exercise their rights and obligations. Also, from central to local levels, party committees and authorities must take comprehensive responsibility for higher education management and the quality of lecturers within their scope of responsibility. In addition, party development for the lecturers also needs to be paid more attention. From a correct awareness of the position and role of lecturers, the right actions will be taken to improve the quality of this important intellectual team.

Secondly, continue to innovate the recruitment mechanism and attract the lecturers in the higher education institutions. At leading higher education institutions in developed countries, the competition for talent, especially lecturers, seems to have become a war. For example, Oxford University (UK) spent 1.25 billion Pound (about 2.5 billion USD) on a campaign to attract world talent. It can be seen that recruiting truly qualified lecturers is one of the most important issues. Because this is the decisive factor in the quality of higher education institutions. Therefore, this work needs to continue to be consolidated and innovated to suit the general trend and specific conditions of each higher education institution. To ensure the recruitment of the right people for the right job, higher education institutions need to do the following issues well: First of all, recruitment must come from the needs of each department, each faculty. After that, the institution and relevant departments need to plan appropriate recruitment and implement the

action plan in a scientific and effective manner. In particular, the form of the exam and the content of the exam are very important. The content and format of the exam must be selected to suit each position so that candidates can reveal their full potential, ability, which helps evaluate and recruit truly quality. Finally, recruitment information must be public, transparent, and clear in the media so that everyone can know, creating opportunities for higher education institutions to reach many candidates. In addition to innovating recruitment, the issue of attracting highly qualified, senior, and experienced lecturers such as PhDs, Associate Professors, Professors, and foreign lecturers to work or act as visiting lecturers also needs attention.

Thirdly, continue to do a good job of training the lecturers in the higher education institutions. Training the lecturers is a key and especially important task. Therefore, this work must first be placed under the direct leadership and direction of the Party Committee and the Board of Trustees of the higher education institutions, placed in the overall, long-term development plans of the higher education institutions and must be strategic issues in the development process in the institutions. In particular, it is necessary to focus on promoting international cooperation in the training of lecturers to increase opportunities for them to exchange and absorb other educational systems in the world, approaching international competency standards. Since 2000, the State has continuously implemented three projects to internationalize the lecturers: Project 322 (2000 - 2014), Project 599 (2013 - 2020), Project 911 (2012 - 2020). These are the first steps to prepare for future long-term lecturer training plans. Expand opportunities for the lecturers to study and exchange in countries with developed education systems such as the United States, UK, Sweden, Finland, Japan,... However, society changes every day, so no one, no institution can teach us everything. For that reason, improving the capacity of the lecturers will have to rely largely on themselves. The lecturers will have to improve the spirit of study, accumulate knowledge, train themselves every day through practical experience, and promote the spirit of lifelong learning that President Ho Chi Minh taught. And also, the content of training the lecturers must be determined comprehensively in terms of ideology, politics, ethics, lifestyle, professional capacity, pedagogical skills as well as scientific research ability. Doing this issue well is the key to improving the quality of lecturers.

Fourthly, conduct more closely the assessment of lecturers' quality. The assessment of lecturers must be conducted from many sides and in many aspects. On the Board of Trustees' side, it is necessary to evaluate the lecturers through the implementation of the Party's policies and guidelines; State policies and laws; as well as the institution's rules and regulations; The host department's requirements regarding the number of class hours, scientific research hours, and general work of the department are displayed by working results and time to complete assigned work. In addition, the assessment must also be conducted between the lecturers with the same major. This assessment is very necessary, however, it will only be effective when the assessment is done in a sincere, straightforward spirit, helping each other develop. Finally, the quality of lecturers must also be evaluated by the students - the direct beneficiaries. Through teaching activities, the lecturers will reflect on their professional qualifications, pedagogical skills, and even their working style. From there, the learner will be the one with the most objective assessment of the lecturer. Thus, the higher education institution will have to be clearer in their criteria for evaluating the lecturers, which need to be quantitative instead of qualitative.

Fifthly, quickly and effectively carry out autonomy work in higher education institutions. With the autonomy work in the higher education institutions at the recent 13th Congress, our Party has determined: "Implementing the autonomy mechanism for higher education in accordance with the general trend of the world" [5]. In fact, this is not a new problem, because right after the August Revolution in 1945, Ho Chi Minh thought about this issue, as evidenced by the fact that on

October 10, 1945, he signed the Decree on the establishment of an Autonomous Fund for Vietnam Higher Education Institution, but war conditions did not allow him to carry out that idea to the end. Today, strengthening the autonomy and increasing the responsibility of the higher education institutions needs to be carried out very urgently. The autonomy must be fully demonstrated in aspects such as programs, human resources, financial allocation, scientific research and training links... From there, the quality of education and training will be improved. Training in general and the quality of lecturers in particular will be more assured, while also preventing and limiting personal profiteering and unhealthy development of the institution. In particular, implementing autonomy in higher education institutions is also an opportunity to improve income for the lecturers. Not everything, but low income is also one of the reasons why lecturers have a situation of "main job, secondary job", negative phenomena occur in education. For that reason, autonomy is an opportunity for the lecturers to truly live with their profession and be supported by their profession, only then can they wholeheartedly focus on their professional work. However, this is a very complicated issue because it involves the division of authority, responsibility and associated benefits. Therefore, to exercise autonomy, higher education institutions need to promote their dynamism while still not deviating from the educational goals set by the Party and State.

### 3. CONCLUSION

The fourth industrial revolution is opening up new opportunities and advantages, but there are also many challenges that need to be overcome if we want to successfully implement innovation, international integration, and industrialization, modernization. Developing human resources, especially high-quality human resources, is becoming increasingly urgent and is also a long-term strategy on the path of sustainable development of our country. The task set for higher education is even greater. In 2022, Vietnam will have 7 higher education institutions participating in the world higher education institution rankings. This is a good sign that the quality of the higher education institutions in our country is constantly improving. And one of the factors that contribute to that success is the quality of the lecturers. Therefore, the lecturers must always be conscious of professional training and moral cultivation to be worthy of the word "teacher", worthy of the profession – "the noblest of noble professions, the most creative of the creative professions". This is an important measure to reform higher education in Vietnam in particular, reform Vietnam's education system in general towards the ultimate goal of bringing the country "on par with the powers of the five continents" as the will of President Ho Chi Minh./.

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# EVOLVING JOURNALIST FORCES TO SERVE THE MISSION OF PROTECTING VIETNAM'S SOVEREIGNTY OVER THE SEA AND ISLANDS

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**Abstract**

*The sea and islands are a spiritual and inseparable part of Vietnam's territory, with crucial importance in politics, economy, national defense, security, and foreign affairs. Safeguarding sovereignty over the sea and islands is a continuous and urgent task of the entire nation, in which the press in general and journalists in particular play a pioneering and vanguard role. This article focuses on studying the significance of protecting Vietnam's sovereignty over the sea and islands, the role of journalists, and the current situation of the journalist force in propagating Vietnam's sea and islands. Based on that, it proposes some solutions to evolve journalist forces to serve the mission of protecting Vietnam's sovereignty over the sea and islands in the future.*

**Keywords**: journalist, sovereignty, sea, islands, Vietnam.

## 1. THE IMPORTANCE OF SAFEGUARDING VIETNAM'S SOVEREIGNTY OVER THE SEA AND ISLANDS

Vietnam is a coastal nation located on the western coast of the East Sea. The coastline of Vietnam stretches over 3,260 km from north to south, with numerous bays, islands, archipelagos, extensive maritime areas, and abundant natural resources. Vietnam's sea is defined into five regions: internal waters; territorial sea; contiguous zone; exclusive economic zone; and continental shelf.

Vietnam has over 3,000 islands, and two archipelagos are Hoang Sa (Paracel) and Truong Sa (Spratly). Vietnam's seas and islands play a spiritual role in the country's territory, contributing to the living space and development of the nation. Vietnam's sea and islands have strategic positions, serving as both expanded gateways for international trade relations and crucial strategic areas in the construction and defense of the motherland. Vietnamese have defeated numerous invasions from foreign countries that originated from the sea. Currently, the East Sea still faces disputes over sovereignty among nations, posing significant challenges such as the risks of conflicts and instability that threaten Vietnam's territorial sovereignty and national security at sea and from the sea. On the other hand, with rapid economic growth and population growth in many countries, the natural resources on land, especially non-renewable resources, are gradually depleting. The survival and development of humanity are turning towards the ocean. With this general trend, the position and role of the sea and islands have become increasingly important. Disputes over maritime sovereignty, the establishment of maritime sovereignty, the development of the maritime economy, and the strengthening of maritime defense and security are becoming heated and urgent issues for coastal nations.

Recognizing the importance of the sea and islands, the Communist Party and the country have issued numerous important guidelines and policies on the sea and islands. The Communist Party of Vietnam resolutions include Resolution No. 03/NQ-TW dated May 6, 1993, on the tasks of developing the maritime economy in the coming years; Resolution No. 09-NQ/TW dated January 9, 2007, on Vietnam's maritime strategy until 2020; and

most recently, Resolution No. 36-NQ/TW dated October 22, 2018, on sustainable development strategy for the marine economy until 2030, with a vision to 2045, aiming to make Vietnam a strong and prosperous maritime nation with sustainable development, prosperity, safety, and security. The consistent viewpoint of the Communist Party of Vietnam is: "Resolutely and persistently struggle to firmly protect the independence, sovereignty, unity, and integrity of the territory, airspace, and maritime areas, and maintain a peaceful and stable environment for development" (Communist Party of Vietnam, 2021).

The National Assembly of Vietnam ratified the United Nations Convention on the Law of the Sea 1982 (UNCLOS) on June 23, 1994. On December 18, 2003, the government issued Decree No. 161/2003/NĐ-CP on the regulations for the coastal border area to manage and protect the national border at sea, maintaining social order and security in the coastal border area. The Law of the Sea of Vietnam was passed by the National Assembly and came into effect on January 1, 2013. These are important and solid legal foundations for protecting the sea and island sovereignty of Vietnam.

After 10 years of implementing the 10th Central Committee's Resolution on Vietnam's sea strategy until 2020, "the awareness of the whole political system, people, and overseas Vietnamese about the position and role of the sea and islands in economic development and national sovereignty protection has significantly increased. Sovereignty and national security at sea have been firmly maintained" (Central Committee Propaganda Department, 2018). However, "the awareness of various levels, sectors, localities, and people and businesses regarding the role and sustainable development of the sea economy is not yet sufficient" (Central Committee Propaganda Department, 2018). The reality shows that the issue of protecting Vietnam's sea and island sovereignty is one of the crucial and strategic tasks of the entire party, military, and people, in which the role of the press is vital and pioneering.

## 2. THE ROLE OF JOURNALISTS IN PROTECTING VIETNAM'S SEA AND ISLAND SOVEREIGNTY

The press is a special cultural product of humanity, playing an important role in providing information and reflecting events in political and social life. In Vietnam, the press is the ideological and cultural weapon of the Party and the State, fulfilling the task of disseminating the Party's line, the State's policies, and laws to the broad masses and participating in shaping public opinion in all areas of life, including the issue of protecting sea and island sovereignty. When it comes to the press, the role of journalists, who are individuals with significant and prestigious tasks, comes first. In the process of protecting sea and island sovereignty, the role of journalists is demonstrated in several actions.

***Firstly,*** journalists publicize and provide accurate information about Vietnam's sea and islands. The dissemination of sovereignty and national security, including sea sovereignty, is an urgent and sensitive issue, especially for Vietnam, a country with a long coastline, vast seas, numerous islands, and archipelagos located in a region with potential conflicts. Journalists play a leading role in providing accurate information in a timely manner about Vietnam's seas and islands, conveying the Party's direction and country policies on sea and island sovereignty, and protecting the sovereignty of the seas and islands to the general public at home and the international community. They provide legal grounds to affirm Vietnam's righteousness in protecting its sea and island sovereignty.

***Secondly,*** through media products, journalists contribute to shaping correct perceptions of Vietnam's sea and island sovereignty. Based on providing accurate information, Vietnamese journalists contribute to raising the awareness of the people about the seas and islands, instilling love, pride, and responsibility in the people towards their homeland's seas and islands. They enhance the understanding of the importance of protecting Vietnam's sea and island sovereignty, creating favorable conditions for safeguarding Vietnam's legitimate rights and interests in the East Sea.

***Thirdly,*** journalists mobilize social resources towards Vietnam's seas and islands. With diverse and abundant media channels, journalists actively participate in mobilizing various resources, such as political, spiritual, human, economic, defense, security, foreign affairs, and international cooperation resources regarding the seas and islands. This creates comprehensive strength to firmly protect the sacred sovereignty of the homeland's seas and islands.

***Fourthly,*** journalists engage in the struggle against and refute the distorted views and propaganda of hostile and reactionary forces both domestically and internationally. In addition to providing accurate information, journalists also identify erroneous, distorted views regarding Vietnam's seas and islands and the work of protecting sea and island sovereignty. They actively refute distorted content that targets the party's policies and the country, as well as reactionary content that exploits the issue of seas and islands to undermine our party and country's efforts to protect national sovereignty in general and sea and island sovereignty in particular. They strive to defeat all plots and tricks of hostile forces and reactionary elements that aim to sabotage the cause of national sovereignty protection in general and the sea and island sovereignty of Vietnam in particular.

### 3. THE CURRENT SITUATION OF THE JOURNALIST FORCE SERVING THE DISSEMINATION OF VIETNAM'S SEAS AND ISLANDS

As of the end of 2022, Vietnam had 127 newspapers, 670 magazines (including 327 political and scientific theoretical magazines and 72 literary and artistic magazines), and 72 radio and television stations. There were nearly 41,000 people working in the field of journalism, including 19,356 journalists with press cards (Vietnam News Agency, 2022). With numerous diverse media agencies and forms and abundant human resources, the journalist team has made and is making positive contributions to the protection of Vietnam's sea and island sovereignty.

The Vietnamese journalist force continuously cultivates professional ethics and moral standards and "always accompanies the nation, remains loyal to the Party's ideals, and stays connected with the people, making significant contributions to the country... Most journalists uphold their political integrity, demonstrate brilliant dedication, and selflessly sacrifice for the supreme interests of the country and the people. Their media products are the sharp political weapons of the Party on the ideological and cultural front in the struggle for national independence in the past as well as in the current construction of socialism" (Ho Quang Loi, 2017). The Vietnamese journalist force is trained in professionalism and expertise and has sufficient capacity to objectively reflect on social issues.

Regarding the work of protecting Vietnam's sea and island sovereignty, the journalist force has disseminated and provided abundant information about Vietnam's strategic position in the seas and islands, information about Vietnam's sea and island sovereignty, and the Party's policies and country policies regarding the seas and islands. This activity contributes to the understanding of the Vietnamese, overseas Vietnamese, and the international community about the Party's viewpoint and policies on the seas and islands and provides a clear understanding of Vietnam's historical and legal basis regarding various maritime and island regions, especially the Hoang Sa and Truong Sa archipelagos. This, in turn, demonstrates the righteousness of protecting Vietnam's sea and island sovereignty, fosters social consensus, harnesses the strength of the entire nation in protecting sea and island sovereignty, and promotes the resolution of disputes and issues.

The journalist force actively and effectively participated in raising awareness among officials, party members, and the people about the strategic position of Vietnam's seas and islands and the responsibilities of each individual and the whole society in protecting the sovereignty of the seas and homeland islands. Through this, journalists have contributed to inspiring and fostering patriotic spirit, pride, and national responsibility among the people, as well as enhancing awareness of the entire nation's sacred struggle to protect the sovereignty of the seas and islands.

The journalist force has promoted activities related to seas and islands, such as cultural and artistic programs about the homeland seas and islands, competitions to explore Vietnamese seas and islands, programs such as "Youth with the Seas and Homeland Islands," the journey of "Students with the Seas and Islands of the Fatherland," the program "Contributing to Building Truong Sa with Stones," the "Fund for the Seas and Islands of Vietnam," the program "Wealth and Prosperity from the Homeland Seas," the program "Accompanying Fishermen as Coastal Police," etc.. Through these activities, journalists have contributed to mobilizing political, economic, cultural, social, and defense resources to serve the task of protecting the sovereignty of Vietnam's seas and islands.

Many journalists have demonstrated a high sense of combativeness, firmly opposing and condemning foreign actions and viewpoints in the East Sea (Vietnam), such as the 2014 incident when China unlawfully placed the Haiyang 981 oil rig in a position only 17 nautical miles south of Tri Ton Island in the Hoang Sa archipelago of Vietnam and about 120 nautical miles east of Ly Son Island in Quang Ngai province, Vietnam. This location falls entirely within Vietnam's 200-nautical-mile exclusive economic zone, according to the 1982 United Nations Convention on the Law of the Sea. The events of China's Haiyang 8 vessel illegally surveying Vietnam's exclusive economic zone and continental shelf in the southern part of the East Sea (from July 4, 2019 to October 24, 2019) and military exercises in the East Sea Journalists have criticized the illogical nature of the "cow tongue line" claim and the inclusion of the "cow tongue line" in China's cultural, informational, and propaganda products, actively refuting distorted information and falsehoods about Vietnam's seas and islands, hostile viewpoints, and anti-party and anti-state activities in protecting the sovereignty of the seas and islands, effectively guiding public opinion domestically and internationally, and thwarting the schemes and subversive tactics of hostile forces.

The above results have been achieved due to several reasons: the consistent and clear direction and policy of the Party regarding the protection of the seas and islands; resolutely and persistently safeguarding the sovereignty and integrity of the territory, seas, and islands; maintaining a peaceful and stable environment for national development; and the Party's increased leadership over the press. The country's policies and laws regarding the press, seas, and islands have been increasingly perfected. The role of the Vietnam Journalists Association has been increasingly exerted in educating and cultivating ethical qualities while enhancing the professional competence of its members. Many journalists are dedicated, passionate, and continuously improve their capacity, qualities, and responsibilities, always considering the interests of the nation and the sovereignty of the country as the supreme goal in their professional activities.

Nevertheless, the journalist force serving the task of protecting the sovereignty of Vietnam's seas and islands still faces some challenges. Firstly, the number of journalists specializing in information about seas and islands is still limited. Journalists specializing in information about the sea and islands are an important force that determines the quality and effectiveness of press agencies in propaganda about the sea and islands. However, the number of journalists specializing in information about the sea and islands is still limited, so they cannot meet the requirements for propaganda about the sea and islands in the new situation. Second, some journalists are not really active in studying and improving their qualifications in all aspects. "There is still a phenomenon of lacking political acumen and not fulfilling the ideological and cultural functions, failing to implement the principles and purposes of the press agency, inaccurate information, sensationalism, fishing for readers, exploiting foreign information, and lacking selectivity on social media..." (Ho Quang Loi, 2017). Third, some journalists are slow to innovate in content and form, and the propaganda content is not attractive. Meanwhile, propaganda about the sea and islands is one of the sensitive topics, requiring accurate and timely information, and journalists need to have professional knowledge and diverse information about Vietnam's seas and

islands. "For journalists today, finding new and interesting topics related to seas and islands, especially the Truong Sa archipelago or the DK1 rig cluster, is not easy" (Hoang Truong Giang, 2022). Fourth, the fighting spirit of some journalists in the fight to protect sea and islands sovereignty has not been enhanced. Some journalists also have the mentality of avoiding politically sensitive issues, including propaganda to protect the sovereignty of Vietnam's seas and islands. These existing issues stem from several reasons: the professional training, especially the knowledge and practical experience of journalists about seas and islands, is still modest. The East Sea is an area with many challenges and potential conflicts, requiring journalists to truly understand and fully grasp Vietnam's and international legal foundations, combined with appropriate communication methods for each target audience.

## 4. SOME SOLUTIONS TO EVOLVE THE JOURNALIST FORCE TO SERVE THE MISSION OF PROTECTING VIETNAM'S SOVEREIGNTY OVER THE SEAS AND ISLANDS

In reality, journalists play a particularly important role, especially in the issue of protecting sovereignty over seas and islands. Journalists are always at the forefront of propaganda, providing accurate information, directing public opinion correctly, and combating the distorted viewpoints of hostile forces and reactionaries regarding Vietnam's seas and islands and the policies of our party and state on protecting seas and islands. To continue building a force of journalists to serve the mission of protecting Vietnam's sovereignty over seas and islands, it is necessary to focus on some fundamental solutions.

***Firstly,*** *continue to enhance the leadership role of the Party and the management of the country in the activities of journalists in protecting sovereignty over seas and islands.*

The leadership role of the party and the management of the country in relation to journalists should be manifested in several ways:

- Improve the quality of the recruitment, training, and development of journalist forces

that meet the requirements and missions of protecting sovereignty over seas and islands.

This is part of the training and development of party and country officials to build a specialized force to carry out the task of combating false and hostile viewpoints in order to protect sovereignty over seas and islands. The selection process should focus on individuals with firm ideological positions, research capabilities, journalistic talents, and revolutionary ethics to supplement the workforce for press agencies. The training and development of journalists should be comprehensive and synchronized, valuing both ethics and abilities. In particular, the training and development should provide the journalistic team with theoretical knowledge, historical background, scientific foundations, and legal knowledge about seas and islands. It should also enhance their computer skills, foreign languages, practical experience, and skills in ideological and theoretical struggle, especially in combating false and hostile viewpoints regarding the protection of Vietnam's sovereignty over seas and islands.

- Build a specialized team of journalists for propaganda and combat to protect sovereignty over seas and islands, ensuring the professionalism and specialization of journalists in this field.

The Party and the Country should focus on organizing training to disseminate knowledge, develop skills, and professionalize information and communication about the situation of seas and islands according to each target group, from central to local levels, in order to enhance professional, technical, and political qualifications for journalists and specialized teams working in maritime and island communication. Particularly, they should focus on knowledge of domestic and international legal issues related to seas and oceans. *The communication program on seas and oceans until 2030* sets the goal that every year, 100% of journalists, editors, technicians, and leaders of press agencies, information and propaganda personnel related to issues related to seas and oceans in central and local press agencies, and information and propaganda officers at

grassroots and foreign information agencies will be trained and updated on the system of policies, laws, and basic knowledge about seas and oceans. By 2025, 100% of central and local press agencies and foreign press agencies with specialized sections or columns on seas and oceans in their information products (newspapers, bulletins, printed magazines, electronic information pages, radio channels, television) and 100% of ministries and sectors related to state management of seas and islands and provinces and cities under the central government will have sections or columns on seas and oceans on their electronic information pages (Communist Party of Vietnam, 2022).

- Create opportunities and resources for journalists to operate effectively in protecting Vietnam's sovereignty over the seas and islands.

The Party and the Country need to invest more resources in infrastructure, operational mechanisms, and information provision, creating a democratic environment in press activities so that journalists have favorable conditions and can operate effectively in the task of protecting sovereignty over seas and islands. On the other hand, attention should be paid to working conditions and the livelihood of journalists, ensuring equality in obligations and rights and fairness in the evaluation, utilization, and treatment of journalists. The contributions and dedication of journalists should be used as criteria for the evaluation, promotion, and appointment of personnel in press agencies to encourage and motivate journalists to actively participate in propaganda and the protection of sovereignty over seas and islands. The Party and the Country should have specific, practical, and appropriate mechanisms and policies in terms of material and spiritual aspects to encourage, motivate, and improve the living conditions of journalists so that they can be devoted to their profession and maintain their revolutionary ethics. Timely encouragement and rewards should be given to journalists who have made significant contributions to the propaganda work on protecting Vietnam's sovereignty over seas and islands.

***Secondly,*** *enhancing the role, operational efficiency, and management of media agencies in protecting maritime and island sovereignty*

To enhance the strength and effectiveness of the media in protecting maritime and island sovereignty, as demonstrated through media agencies, the following measures are needed:

- Actively and proactively build and develop multimedia capabilities, timely update new knowledge, apply the achievements of new media technology in all stages of media operations, constantly innovate, improve the quality and effectiveness of various media forms and products, increase competitiveness, and effectively protect the sea and island sovereignty of the homeland.

- Strengthen strict management of the journalist team, requiring journalists to adhere to the principles and purposes of media agencies, adhere to the Party's direction, national laws, and international laws regarding the seas and islands. "Enhance the responsibility of media agencies' management authorities, the responsibility of the heads of media agencies in guiding information orientation, managing reporters, and collaborators of media agencies" (Pham Minh Chinh, 2021).

- Innovate the content and methods of propaganda on maritime and island sovereignty; monitor and evaluate feedback from the public to learn from and adjust the content and information to be increasingly attractive and highly combative. However, content and propaganda methods must always ensure the information is aligned with the guiding standpoint of the Party and the Country, contributing to effective struggle while maintaining a peaceful, stable, and sustainable environment.

- Strengthen international exchanges and cooperation; selectively apply the experiences of other countries in media operations and media management, especially in protecting sea and island sovereignty.

***Thirdly,*** *the journalist force needs to continuously exert their roles and responsibilities in safeguarding national sea and island sovereignty.*

Protecting the sacred sovereignty of the homeland's seas and islands is not only the responsibility of citizens but also an important political task for the journalist force. To fulfil their role in protecting sea and island sovereignty, journalist forces need to maintain "bright eyes, sincere hearts, and sharp pens," specifically:

- Regularly nurture and cultivate political qualities, ideological positions, and revolutionary ethics to both demonstrate agility and timeliness and avoid being "misdirected," which would affect the diplomatic strategy and cooperation regarding the seas and islands of the Party, the Country, and the people. They must stand firm against incorrect viewpoints, hostilities, and all forms of attacks, temptations, and bribery, being good pioneers on the cultural and ideological front lines of the Party and the Country.

- Proactively approach and promptly grasp the Party's directions, international laws, and the state's legal policies regarding the management and protection of sea and island sovereignty to provide information in a timely, accurate, widely disseminated manner, contributing to shaping public opinion correctly about Vietnam's sea and island sovereignty. In dealing with complex and sensitive issues related to sovereignty disputes, journalists need to closely follow the information orientation of the authorized agencies to ensure the quality, adequacy, appropriateness, and timeliness of information, helping both domestic and international public opinion understand the essence of the matter.

- Continuously study and improve professional competence, expertise, and practical knowledge through contact with fellow countrymen, fishermen, and islanders to gain vivid practical experience for their media products. In the era of digital technology, journalists also need to take advantage of the achievements of science and technology to diversify the methods of conveying information and propaganda. Additionally, they need to improve their professional skills, concise and understandable writing style, clarity, and appropriateness for each audience to enhance the effectiveness of communication.

## CONCLUSION

The sea and islands are a spiritual part of Vietnam's territory, with a particularly important position in the construction and protection of the homeland. Protecting maritime and island sovereignty is a vital and strategic task that requires the strength of the entire political system under the leadership of the Party and the management of the Country. Among them, the media in general and the journalist teams in particular have played and are playing an important role in the mission of protecting sea and island sovereignty, contributing to realizing the vision of making "Vietnam a strong sea nation, sustainable, prosperous, secure, and safe; the maritime economy significantly contributes to the national economy, contributing to building our country into a modern industrialized nation under the direction of socialism; actively and responsibly participating in solving international and regional issues related to the seas and oceans" (Government of Vietnam, 2018).

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# SOLUTIONS FOR HUMAN RESOURCE DEVELOPMENT IN THE CONTEXT OF THE FOURTH INDUSTRIAL REVOLUTION

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**Abstract**

*Human resource (HR) is considered a crucial factor determining the socio-economic development of each country. In the context of the Fourth Industrial Revolution (IR 4.0), which has had a strong impact on all aspects of social life, the development of high-quality HR is increasingly valued. However, the HR in Vietnam have not yet met the requirements of the era. This article uses methods of synthesis, statistics, data processing, etc.. To focus on analyzing the current situation and solutions for the development of HR in the context of IR 4.0.*

**Keywords:** Industrial Revolution 4.0; human resources; development.

## 1. INTRODUCTION

The Fourth Industrial Revolution (IR 4.0) has created both opportunities and challenges for the labor force in terms of job accessibility. Prominent achievements of Industry 4.0, such as artificial intelligence (AI), big data, and the Internet of Things (IoT), have increased labor productivity and economic efficiency. However, with the advent of IR 4.0 and AI has led to a significant replacement of human labor with machines, resulting in an increase in unemployment rates. Consequently, the cheap labor force in Vietnam will be threatened. According to experts at the World Economic Forum (WEF), by 2025, machines and humans will have equivalent working hours, and machines will replace humans, leading to the potential loss of 85 million jobs in the future. Moreover, new professions will emerge that require the support of both machines and skilled labor.

Aware of the importance, at the 13th National Party Congress (2021), the Party identified "Developing the HR, particularly high-quality HR, prioritizing the development of HR for leadership, management, and key sectors based on enhancing education and training quality, integrating with recruitment mechanisms, utilization, and talent rewards, promoting research, technology transfer, and strong development of science and technology, innovation" [3] as one of the three strategic breakthroughs.

IR 4.0 leads to a trend where countries with technological and capital advantages will reinvest in their own countries based on the application of machinery and technology, rather than investing in labor-abundant countries as before. This is a significant challenge, especially for countries with low-skilled labor forces. Therefore, it requires countries to have a strategic vision to implement a mindset transformation for the workers. IR 4.0 will create fluctuations in HR, particularly in countries with low labor productivity that heavily rely on processing and assembly, such as Vietnam. Therefore, understanding the current situation of HR is essential to proposing necessary solutions for HR development.

## 2. THE CURRENT SITUATION OF HUMAN RESOURCES IN VIETNAM

**In terms of quantity,** according to the report of the General Statistics Office, the population of Vietnam in 2022 was 99.46 million. The HR aged 15 and above in the entire country is 51.7 million, accounting for 48.01% of the total population, showing an increase of 1.1 million compared to 2021. Among them, 14.1 million work in the agriculture, forestry, and fishery sectors (27.7%); 17.4 million in the industrial and construction sector (33.2%); and 19.9 million in the service sectors (39.1%). Vietnam's population scale currently ranks 15th globally and is among the top three in

Southeast Asia. The proportion of people aged 15 to 64 in Vietnam is 67.5%, and the country is currently in the golden population structure phase with a high proportion of the working-age population. This provides opportunities for rapid economic growth, similar to many countries like Japan and South Korea, and is favorable for workers to absorb scientific and technological achievements.

**In terms of quality,** the quality of human resources in Vietnam has also improved. According to the World Bank, Vietnam's Human Capital Index (HCI) increased from 0.66 to 0.69 between 2010 and 2020. Additionally, the Human Development Index (HDI) for Vietnam in 2021, according to the Global Human Development Report 2021/2022 of the United Nations Development Program (UNDP), was 0.703, a two-rank increase in the global ranking, reaching the 115th out of 191 countries. According to the General Statistics Office, the proportion of trained labor in Vietnam increased from 65% in 2020 to 67% in 2022, and the proportion of trained labor aged 15 and above who are currently employed continuously increased from 24.1% in 2020 to 26.44%. Therefore, there has been an improvement in the quality of the labor force. However, in the face of the requirements for development, workers still face many challenges in the context of the Fourth Industrial Revolution regarding quality, educational level, specialization, professional skills, the shortage of technical experts, competent managers, and skilled workers, and the level of industrial discipline and work ethic is still not high. Additionally, the level of education and skills in the labor force has improved but is still low. This significantly affects workers' productivity, the acquisition of scientific and technical knowledge, and the quality of products. This situation can be attributed to several reasons:

*Firstly,* the structure of the labor force is not reasonable. The educational structure of the labor force in our country is unbalanced: with a large and rapidly increasing proportion of labor having graduated or postgraduate education. In 2022, labor with college and

university degrees accounted for over half of the high-quality labor force (59%), with graduated and postgraduate education accounting for 44.9%, while intermediate vocational education only accounted for 14.1% (Table 1). This results in a lack of highly skilled technical labor with college and vocational education, while a large number of laborers with higher education are in surplus. This reflects an unreasonable level of imbalance, the reality of "too many teachers, too few skilled workers," as well as an imbalance in the training structure between higher education and vocational education at present.

**Table 1:** Proportion of trained labor by the level of technical expertise (%)

|  | **2018** | **2019** | **2020** | **2021** | **2022** |
|---|---|---|---|---|---|
| Total | 22.00 | 22.80 | 24.05 | 26.12 | 26.44 |
| Elementary | 3.60 | 3.70 | 4.71 | 6.78 | 7.13 |
| Intermediate | 5.20 | 4.70 | 4.40 | 4.11 | 3.72 |
| College | 3.70 | 3.80 | 3.82 | 3.57 | 3.72 |
| Higher education | 9.50 | 10.60 | 11.12 | 11.67 | 11.87 |

*Source: General Statistics Office*

*Secondly,* the distribution of labor across regions is not reasonable. This is manifested in the disparity of trained, high-quality labor between urban and rural areas. In 2018, the proportion of trained labor in urban areas was 38.9%, while in rural areas, it was 15.8%, a difference of 2.5 times. In 2022, the proportion of trained labor in urban areas was 43.43%, compared to 19.5% in rural areas, a difference of 2.2 times (Table 2).

**Table 2:** Proportion of trained labor by urban and rural areas (%)

| Year | Urban areas | Rural areas |
|---|---|---|
| 2018 | 38.9 | 15.8 |
| 2019 | 41.3 | 16.3 |
| 2020 | 41.97 | 17.83 |
| 2021 | 43.23 | 19.38 |
| 2022 | 43.43 | 19.5 |

*Source: General Statistics Office*

*Thirdly,* the labor force in Vietnam consists mainly of unskilled and untrained workers, leading to the risk of a labor surplus during the Fourth Industrial Revolution. Vietnam faces the

highest risk of job displacement by machines in the ASEAN region, particularly in the manufacturing and processing industries. Predictions indicate that 74% of the labor force in Vietnam's manufacturing sector is at risk of being replaced by automation, higher than the percentages in other regional countries such as the Philippines (54%), Thailand (58%), and Indonesia (67%) [2]. This is due to a lack of specialized training among the labor force, which mainly consists of assembly and simple processing work that can be easily replaced by machines. According to the General Statistics Office, the total number of workers in the manufacturing and processing sector was 9.9 million in 2018, accounting for 18.4% of the total labor force in the country. By 2022, this number had increased to 11.8 million, representing 23.25% of the total labor force in the country.

In the traditional agriculture sector, there is also a high risk of job displacement by machinery and automation, including in farming (around 13.7 million jobs), livestock (nearly 3.2 million jobs), gardening (1 million jobs), fishing and aquaculture (0.84 million jobs),... Traditional handicrafts are also at risk of disappearing, making way for industries and professions that require high-level skills. According to a global study by McKinsey, an estimated 400 to 800 million jobs worldwide could be replaced by automation by 2030. The emergence of smart factories, where machines play a dominant role in the entire production process, gradually replaces traditional production lines [1].

**Regarding labor productivity,** Vietnam has also shown improvement. In 2022, labor productivity in Vietnam, measured by current prices, was 188.1 million Vietnamese dongs per worker (equivalent to 8,083 USD per worker). From 2018 to 2022, labor productivity in Vietnam has been on an upward trend, with an average annual growth rate of 5.46% for the entire economy. In 2019, the labor productivity growth rate reached 6.6%. However, due to the impact of the COVID-19 pandemic, the labor productivity growth rate in Vietnam slowed down from 2020 to 2022, but it still reached

nearly 5% per year. These results can be attributed to several main factors, including the continuous increase in the proportion of trained labor over the years, the structural shift in industries and occupations, the tendency of labor to move from areas with lower labor productivity (such as agriculture, forestry, and fisheries) to areas with higher labor productivity (such as industry, construction, and services), and the increased investment in high-tech machinery and equipment, which helps improve and enhance labor productivity. The goal for Vietnam is to become a developing country with modern industries and a high average income by 2030 and a developed country with a high income by 2045. To achieve this, a key factor is to improve labor productivity.



Labor productivity and the overall growth rate, period 2018 - 2022
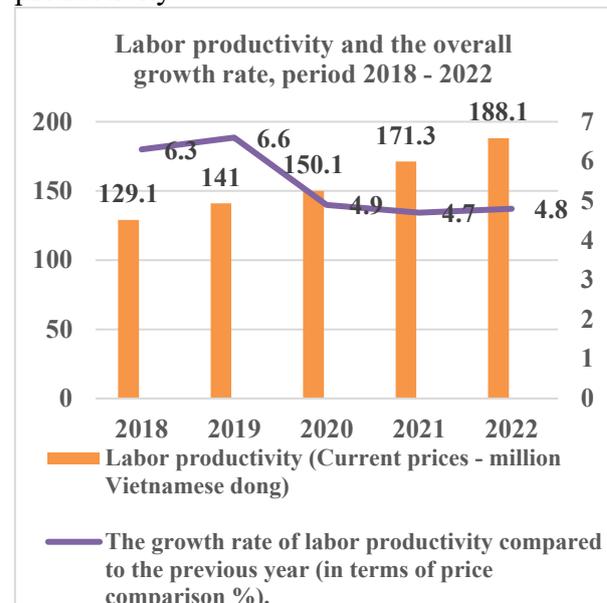
*Source: General Statistics Office*

Vietnam's labor productivity has narrowed the relative gap with higher-developed countries in the ASEAN region. However, according to the International Labour Organization (ILO), based on the purchasing power parity (PPP) in 2017, Vietnam's labor productivity in 2020 reached 18.4 thousand USD, equivalent to only 11.3% of Singapore's, 23% of South Korea's, 24.4% of Japan's, 33.1% of Malaysia's, 59.1% of Thailand's, 60.3% of China's, and so on. In 2021, Vietnam's labor productivity was 19.2 thousand USD per worker per year, which is only 11.9% of Singapore's, 62.7% of Thailand's, 91% of the Philippines', 23.3% of

South Korea's, and so on. In 2022, labor productivity was 20.1 thousand USD per worker per year, equivalent to 12.2% of Singapore's, 63.9% of Thailand's, 94.2% of the Philippines', 24.4% of South Korea's, 58.9% of China's, and so on.

According to the Ministry of Planning and Investment, with the current labor productivity growth rate, Vietnam will catch up with the Philippines by 2038 and with Thailand by 2069. Therefore, if Vietnam does not focus on investing in improving the quality of human resources and implementing proactive training plans, there will be a shortage of labor when large-scale projects invest in Vietnam.

There are several reasons why Vietnam's labor productivity is lower than that of countries in the region and the world:

*Firstly,* there are institutional barriers. As a country with a low starting point and undergoing a transition period, developing specialized markets faces many difficulties. The legal system and policies for developing these markets are incomplete, inconsistent, and not keeping up with their development.

*Secondly,* although there have been some results in restructuring the economy, the process of economic and labor restructuring is still slow and not truly reasonable.

*Thirdly,* activities, technologies, and innovations in Vietnam are still limited. Vietnam's rankings in comparison to the world are only average or below average. In 2018, Vietnam ranked 77th in competitiveness and 82nd in innovation, with multi-party cooperation in innovation ranking 92nd and the number of patents ranking 89th.

*Fourthly,* Vietnam's economy is still relatively small in scale. With a low starting point and a small economic scale, narrowing the absolute gap in value compared to regional countries still faces many limitations.

*Fifthly,* the quality of the workforce is limited. The proportion of skilled labor is still low, and the training structure is inadequate. There is a shortage of highly skilled workers, and the workforce is still theoretically oriented and lacks practical skills.

## 3. SOLUTIONS FOR DEVELOPING VIETNAM'S HUMAN RESOURCES AT PRESENT

To meet the requirements of human resources in the context of the Fourth Industrial Revolution, the following solutions need to be implemented:

*Firstly,* enhance the development of human resources through improving the quality of education and training. In reality, our country's education system still has many shortcomings, with inadequate infrastructure to meet the training requirements of the current trend. The training methods are still outdated and lack creativity. In the context of the Fourth Industrial Revolution, it is extremely necessary to innovate university programs and training content towards simplicity, modernity, practicality, and suitability. Universities need to increase practical training time, reduce theoretical learning time, proactively change the traditional "teaching by rote, learning by rote" teaching method, integrate the training process with internships, strengthen collaboration, joint ventures, and partnerships between universities and training disciplines, especially with reputable domestic and foreign enterprises and manufacturers who actively grasp and anticipate labor market trends and requirements. Additionally, it is necessary to research and supplement high-quality training disciplines in the development of information and communication technology (ICT), artificial intelligence (AI), blockchain, new materials, biotechnology, etc., to empower workers in the current context.

*Secondly,* improve the system of mechanisms and policies for building and developing human resources, particularly high-quality human resources. In recent years, many new policies have been enacted that have had a positive impact on human resource development. However, there are still many limitations and shortcomings in the implementation process. Therefore, the state needs to regularly adjust, supplement, and improve these policies to create a favorable legal framework for the development of human resources in response to

the impact of the Fourth Industrial Revolution. The implementation of mechanisms and policies should be carried out in various aspects, such as science and technology, education and training, employment policies, income, social security, etc.. Among them, it is important to establish mechanisms and policies regarding income, create breakthroughs in remuneration, and implement flexible salary policies based on job performance. Adequate salary policies allow employees to focus on their work and improve their professional skills.

*Thirdly,* restructure and redistribute human resources in each region. It is necessary to promote economic restructuring and train and guide career orientations for students, thereby creating a positive and effective labor structure that aligns with the needs of industrialization and modernization. Additionally, favorable policies should be implemented to attract labor from surplus labor areas to areas with labor shortages, from urban areas to rural areas. Accelerate the process of industrialization and modernization of agriculture in rural areas, implement fundamental measures to transform the occupational structure, and actively expand the training system in order to gradually improve the quality of labor in rural areas. Along with on-site training, the state and local governments need to have policies that encourage and attract trained laborers who have not found employment in urban areas to work in rural areas.

*Fourthly,* strengthen labor market demand forecasting. It is necessary to research and assess the current labor structure as well as forecast labor demand in different fields and sectors to avoid situations of labor surplus or shortage. The Fourth Industrial Revolution will have a significant impact on the economic structure with the emergence of artificial intelligence and robots in various fields, resulting in millions of job losses and the disappearance of traditional occupations, accompanied by the emergence of new professions in the future. Therefore, solutions need to be found to balance the labor force by reducing unemployment rates and providing training and retraining for workers at risk of job loss or layoffs.

*Fifthly,* closely integrate schools and businesses in training human resources for the Fourth Industrial Revolution. Schools play a crucial role in providing human resources for businesses, especially high-quality human resources. Universities and colleges are where students are trained according to the orders of businesses. Businesses play a leading role not only in determining the necessary skills and knowledge but also in closely coordinating with educational institutions and the government. This collaboration enables educational institutions to have a clear direction for program development and training methods to meet the needs of businesses. This trend will help Vietnam have a skilled workforce in the future, ensuring both quantity and quality. Businesses also need to develop a road map for integration, including training programs and plans to enhance professional skills for employees, meeting the requirements of businesses based on strategic objectives.

## 4. CONCLUSION

The Fourth Industrial Revolution posed many challenges for Vietnamese workers. However, with the existing advantages, Vietnam will be able to make strong transformations, helping to bring about positive changes in the quality of our workforce that are suitable for the development trends in the region and the world. In Viet Nam, although there is no shortage of human resources, they are changing from cheap human resources to high-quality human resources with high skill. To ensure human resources serve the operation and development process, businesses need to be careful right from the initial recruitment stage. Developing a workforce to meet the requirements of socio-economic development and the context of IR 4.0 is an extremely necessary and urgent task. To accomplish this task, it is necessary to prepare a ready and capable labor force in terms of both quantity and quality, contributing to facilitating Vietnam's implementation of IR 4.0 easier.

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# CURRENT STATUS OF GREEN HUMAN RESOURCE MANAGEMENT AT 3 TO 5-STAR HOTELS IN HA NOI AND SUGGESTED SOLUTIONS

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**Abstract**

*Striving for sustainable development of economy, environment and society is the responsibility of government, organizations and individuals. With a central role in the implementation of operational strategies, human resource management has a clear impact on the development of green businesses. In order to suggest solutions to promote green human resource management, after clarifying the theoretical basis of green human resource management, the article analyses the current situation of green human resource management in 3 to 5-star hotels in Ha Noi based on a combination of qualitative and quantitative methods from the collected secondary and primary data. The data in the study are obtained from the survey of the author and analysed through the mean point determination of the value, and the standard deviation of the scales.*

**Research purpose:**

*The article focuses on discussing green human resource management practices and learning about the current situation of green human resource management in 3 to 5-star hotels in Ha Noi. From these analyses, the author suggests solutions to develop green human resource management for 3 to 5-star hotels in Ha Noi for sustainable development.*

**Research design, approach, and method:**

*The article is the result of a synthesis of research methods, including data collection methods (literature review, empirical survey, in-depth interviews, situational methods) and data processing methods (statistics, description, synthesis analysis). The study utilizes a combination of primary and secondary data to reflect a comprehensive, objective, and multidimensional view of the current state of GHRM in 3 to 5-star hotels in Ha Noi.*

**Main findings:**

*The article discussed the definition and practice of green human resource management and confirmed that it is necessary to implement green human resource management in order to protect the environment and aim for sustainable development. Research also found the success, limitations, and causes of practicing green human resource management at 3 to 5-star hotels in Ha Noi and suggested solutions for hotels to develop green human resource management.*

**Practical implications:**

*The author suggests 3 to 5-star hotels in Hanoi to enhance green human resource management practices and also some recommendations on mechanisms and policies to help hotels have better green human resource management practices.*

**Keywords**: Green Human Resource Management; Green Recruitment and Selection; Green Training and Development; Green Performance; Green Compensation.

## 1. INTRODUCTION

The term "green economy" and sustainable development are becoming increasingly popular. Creating green jobs and aiming for green growth contributes to the construction of a green economy are becoming the strategic goals of every nation. For every business, humans are the subject of all activities, the most valuable resource, and the quality of the workforce determines the success or failure of the enterprise. Therefore, human resource management is increasingly establishing its

position and central role in implementing business strategic plans. The emergence of Green Human Resource Management (GHRM) is an inevitable trend supporting the execution of business strategic goals towards sustainable development for both the business and society. Promoting GHRM toward sustainable development is not only the responsibility of the state and various management agencies but also requires the collective participation of individuals and businesses to enhance awareness, spread the spirit, and promote action.

Green human resource management plays a crucial role in improving the outcomes of organizations and businesses, and this relationship needs to continue seeking scientific evidence. Green HRM reflects the degree of "greening" in HRM practices (*Harris and Tregidga, 2012*), implemented systematically, such as green recruiting, green training, green compensation, and managing green employee relations. The aim is to establish, stimulate, and develop green behavior among employees (*Zoogah, 2011*) to create an environmental-friendly workplace, contributing to enhancing the business's performance and moving towards sustainable development.

Currently, environmental issues and sustainable development in Vietnam still face limitations. The activities of many businesses cause environmental pollution, unsupervised resource exploitation has significant impacts, and the environmental security of the country is continuously violated. Therefore, clarifying the scientific and practical basis, as well as solutions for GHRM to enable businesses to develop economically while simultaneously protecting the environment and aiming for sustainable development, needs to be researched and discussed.

The tourism industry, in general, and the hotel business, in particular, are experiencing rapid development. However, tourism is also a sector with a high risk of environmental pollution, causing significant impacts and disrupting ecosystems due to unlimited resource exploitation. Research by Sloan and colleagues

(2009) indicates that hotel operations lead to environmental challenges by consuming large amounts of energy, water, and other non-renewable resources, thereby increasing the risk of environmental degradation (Gossling and Peeters, 2015). Faced with the pressures for sustainable development, hotels need to recognize the inherent importance of implementing environmental protection measures in their operations. This includes adapting their management activities, incorporating environmentally friendly practices, and ensuring social responsibility.

## 2. LITERATURE REVIEW AND THEORETICAL BACKGROUND

Green human resource management began to be mentioned in the late 20th century but has only garnered attention from scholars, researchers, and economists recently. Henarath H. D. N. P. Opatha and A. Anton Arulrajah (2014) pointed out that "green human resource management" is a relatively new concept for most scholars and HRM experts. Originating in 1996 with the contribution of Wehrmeyer (1996), who edited a book titled "Greening People: Human Resource Management and the Environment", research related to GHRM can be categorized into three groups:

(i) Studies on the origin and foundation of GHRM, such as the works of Shuang Ren, Guiya Tang, Susan E. Jackson (2017) in "Green Human Resource Management Research in Emergence: A Review and Future Directions," and Pham Tan Nhat, Hoang Trong Hung, Phan Thi Thu Quyen (2019) in "Green human resource management: A comprehensive review and future research agenda" …

(ii) Studies on the essence of GHRM that have identified key content areas, including green job design, green recruiting, green training and development, green performance, green reward, green labor relations, and green workplaces. Representative works include Mandip (2012) with "Green HRM: People Management Commitment to Environmental Sustainability," Richa Chaudhary (2018) exploring "Can green human resource

management attract young talent?" and Jie Shen, Jenny Dumont, Xin Deng (2019) studying "Green human resource management in Chinese enterprises."

(iii) Studies on the impact of GHRM on business activities, with research indicating positive effects on operational outcomes, work performance, and competitive capabilities, either directly or through regulating variables such as innovation, environmental behavior of employees, etc..

**Human Resource Management**

Human resource management is concerned with the people aspect of management. According to Stone (2010), human resource management involves the productive use of people in achieving the organization's strategic objectives and satisfying individual employee needs. There is no doubt that human resources is one of the important factors that decide the success or failure of an organization. Therefore, human resource management has a significant role in supporting the company in meeting its goals. Drawing on empirical and theoretical studies on human resource management practices, Harel and Tzafrir (1999) identified that the six human resource management practices of recruitment, selection, compensation, employee participation, internal labor market and training, have a positive relationship with organizational and market performance. Delaney and Huselid (1996) also found a positive association between HRM practices and organizational performance measures in their survey of both profit and non-profit organizations. Their findings show that staff selection, employee skills, employee motivation, job structure, and training positively affect organizational performance.

**Green Human Resource Management**

The term GHRM is mainly used to refer to the contribution of human resource policies and practices to the environmental status. It refers to employ every employee to support sustainability practices and increase employees' awareness and commitment to sustainability issues. Ramachandran (2011) defines: GHRM is the integration of

environmental management into HRM. Prasad (2013) identifies: GHRM is the contribution of human resource policies to the protection of natural resources. With the same point of view, Mandip (2012) said that: GHRM is the use of HRM policies to promote the sustainable use of resources in business organizations and promote environmental sustainability. Mampra (2013) states more specifically: GHRM is the use of HRM policies to encourage the sustainable use of resources in business enterprises, promote environmental protection and further boost employee morale and satisfaction. By extending the AMO theory into green context, Renwick et al. (2013) clarify GHRM practices and its roles by developing three core components: (i) The development of green Abilities (A) such as green training and green recruitment; (ii) The Motivation of employees for green activities (M) such as green performance management, green reward; (iii) The creation of green Opportunities (O) such as green employee involvement and green organizational culture.

From the definitions mentioned above, it can be drawn that GHRM is a collection of activities to create, stimulate and develop green behavior of human resources to create a friendly environmental workplace and contribute to improve business performance as well as sustainable development of enterprises.

**Green human resource management practices**

A set of activities to stimulate GHRM is integrated right in the activities of HRM, that are: green recruitment and selection; green training and development; green performance management, green compensation…

Green recruitment is the process of attracting and selecting employees with knowledge, skills, and behaviors suitable for the green work system of the enterprise. Research synthesis of Richa Chaudhary (2018); Kelvin Mwita (2018); Mandip (2012); Adnan Mousa Rawashdeh (2018); Jie Shen, Jenny Dumont & Xin Deng (2019); Oyewale Oluwapelumi Oyedokun (2019), green recruiting is demonstrated through the following activities:

486

- Mention environmental values in the job announcement
- Replace recruitment flyers with online recruitment communication to reduce paper waste.
- Applications (CVs) can be submitted online to reduce the waste of printed materials.
- Conduct interviews over the internet to minimize environmental impact
- Verify the candidate's ecological knowledge and skills in recruitment.
- Priority will be given to candidates with capacity and experience in ecological projects.

Combining the idea of green business in a sustainable enterprise with the theory of human resource training and development, the authors define green training and development as the process of providing human resources with knowledge and values on environmental protection; diffusing awareness of energy saving, waste reduction and creating opportunities for employees to participate in solving environmental problems. According to Richa Chaudhary (2018); Mandip (2012); Adnan Mousa Rawashdeh (2018), green training and developing human resources is shown:

- Analyse and determine employees' attitudes, skills and knowledge on issues related to environmental protection.
- Create detailed training plans, suitable for employees' training needs: awareness training plans on aspects related to green human resource management, environmental protection,...
- Training on energy saving methods through seminars, classes...
- Training methods to reduce waste through seminars, classes...
- Training on recycling methods through workshops, classes...
- Implement online training.

Green performance management system is the assessment of human resources associated with green criteria at work. Enterprises revise the employee rating and evaluation system associated with behavioral competence and green job performance skills. Managers will evaluate the capacity and performance of employees through the implementation and action of environmental protection. According to Richa Chaudhary (2018); Mandip (2012); Jie Shen, Jenny Dumont & Xin Deng (2019); Oyewale Oluwapelumi Oyedokun (2019), green performance management is expressed:

- Set up ecological criteria in evaluating employee's work performance.
- Set up criteria on energy saving in evaluating work performance.
- Set criteria for waste minimization in evaluating work performance.
- Set up recycling criteria in evaluating employee's work performance.
- Establish employee goals and responsibilities related to the implementation of environmental protection rules.
- Provide regular feedback to employees on their progress in implementing, improving and achieving their environmental protection goals.
- Send employee evaluation results by e-mail instead of using paper.

In term of reward function, enterprises aim to recognize employees' contribution in creating more sustainable company. Practicing green compensation is the most powerful method to link the interests of individuals with the interests of the organization with a number of specific manifestations. Enterprises need to reward related to environmentally friendly behavior. According to Richa Chaudhary (2018); Adnan Mousa Rawashdeh (2018); Jie Shen, Jenny Dumont & Xin Deng (2019); Oyewale Oluwapelumi Oyedokun (2019), green compensation is recognized as:

- Rewards for employees when taking initiatives to protect the environment.
- Organizing extracurricular programs and activities for the green environment.
- Pay attention to the welfare and health of employees.
- The office has natural green trees, uses natural light, solar batteries to replace grid electricity, uses recycled equipment, ...
- Provide flexible working opportunities for employees to work remotely or work from home…

## 3. METHODOLOGY

The article is the result of a synthesis of research methods, including data collection methods (literature review, empirical survey, in-depth interviews, situational methods) and data processing methods (statistics, description, synthesis analysis). The study utilizes a combination of primary and secondary data to reflect a comprehensive, objective, and multidimensional view of the current state of GHRM in 3 to 5-star hotels in Ha Noi.

Secondary data is aggregated from research hotels, related reports. Primary data is collected through an empirical survey using a questionnaire. Specifically:

(i) Survey content: Understanding the current state of GHRM in 3 to 5-star hotels in Ha Noi. The questionnaire is designed in three parts: Part 1 - general information of the respondents; Part 2 - an overview of hotels; Part 3 - the current status of green human resource management in hotels. Respondents answer questions by filling in blanks or marking "X" corresponding to the most suitable option for the observed situation. Questions in Part 3 are designed as narrative questions, measured on a 5-point Likert scale (1 for completely disagree to 5 for completely agree).

(ii) Survey time and methods: The survey questionnaire is designed, and sent to the respondents to collect data (in both offline and online) and conduct analysis from May to August 2023.

(iii) Survey subjects: The survey is conducted at 3 to 5-star hotels in Ha Noi. Survey participants include managers, human resources directors, HR specialists. A total of 287 valid questionnaires were used for data synthesis and analysis.

## 4. RESULTS AND DISCUSSION

### 4.1. Introduce about 3 to 5-star hotels in Ha Noi

With the advantages of being a capital city possessing numerous cultural resources, high population density, and rapid development in economic, scientific, and technological aspects, leading among regions nationwide, Hanoi is considered an attractive destination, leading to a high demand for accommodation services. According to Savills' assessment, the hotel market in Hanoi is showing promising growth, but it is accompanied by intensifying competition. As of now, there are 603 hotels in Hanoi, ranging from 1 to 5 star, offering a total of 25,550 rooms. This accounts for 16.1% of the total accommodation establishments for tourism in the city and 36.3% of the total number of rooms.

**Table 1.** The number of 3 to 5-star hotels in Ha Noi

| No | Hotels | Year 2020 | Year 2022 |
|----|--------|-----------|-----------|
| (1) | 5-star | 19 | 20 |
| (2) | 4-star | 18 | 21 |
| (3) | 3-star | 32 | 34 |

*(Source: Ha Noi Tourism Department, 2023)*

During the period from 2017 to 2019, the number of tourists visiting Hanoi increased significantly and remained stable, with each subsequent year surpassing the previous one, achieving an average annual growth rate of 9.6%. However, since the beginning of 2020, due to the impact of the COVID-19 pandemic, the tourism industry in Vietnam as a whole, and specifically in the capital city, has been seriously affected by the decline in international visitors and domestic tourism demand. In the years 2020 and 2021, the number of tourists to Hanoi sharply decreased, reaching only 8.65 million and 4 million visitors, respectively. In 2022, with effective control of the COVID-19 situation, Vietnam officially reopened its tourism activities, welcoming international visitors from March 15. Consequently, the number of tourists to Hanoi began to gradually increase. The total number of tourists to Hanoi in 2022 reached 18.88 million, more than 4.7 times higher than the previous year. Estimating the first six months of 2023, the total number of tourists to Hanoi reached 12.33 million, representing a 53.9% increase compared to the same period in 2022.

During the period from 2017 to 2019, the average annual growth rate of total revenue from tourism reached 19.35%. However, in

2020, due to a significant decrease in the number of tourists to Hanoi, the total revenue from tourism only reached 28.021 trillion VND, a 73% decrease compared to 2019. This sharp decline brought the average growth rate of total revenue for the entire period from 2017 to 2020 down to -3.74%.

**4.2. Analysis status of green human resource management at 3 to 5-star hotels in Ha Noi**
**Green Recruitment**
The survey results indicate that hotels have a relatively high level of interest in green workforce recruitment, achieving a score of 3.70 out of 5 points, with a standard deviation smaller than 1.

**Table 2.** Evaluation about Green recruitment at 3 to 5-star hotels in Ha Noi

| Variables | AVE | SD |
|---|---|---|
| Receive, process candidate applications and conduct online interviews | 3.72 | 0,685 |
| Conduct online recruitment communications | 3.76 | 0.670 |
| Include environmental protection issues in job descriptions in recruitment announcements | 3.64 | 0.619 |
| Priority is given to select candidates with green awareness | 3.72 | 0.607 |
| **AVE** | **3.70** | **0.55** |

*(Source: Survey data)*

With the development of the Internet, technological support, and the increasing prevalence of social media platforms, hotels have intensified their online recruitment activities instead of traditional methods. In addition to posting recruitment notices on the hotel's website, the HR departments of many hotels also create dedicated fan pages, participate in hotel association fan pages for recruitment communication, and collect and process online applications to reduce paperwork, printing, and the need for candidate travel. Especially after the Covid-19 period,

hotels are paying even more attention to online recruitment methods.

**Green training**
To assess the current status of green human resource training at 3 to 5-star hotels in Hanoi, the author calculated the average values of five criteria: Employees trained on environmental issues (DTNLX1); Our hotel provides regular, updated, and job-relevant environmental training (DTNLX2); Employees effectively use the content of environmental training programs (DTNLX3); Our hotel fully evaluates the performance of employees after environmental training programs (DTNLX4); Our hotel identifies the knowledge, skills, and attitudes of employees regarding environmental protection issues (DTNXL5). The survey results show that the average perception of respondents about green human resource training is 3.62/5 points, with the assessment scores for each criterion shown in Figure 1.
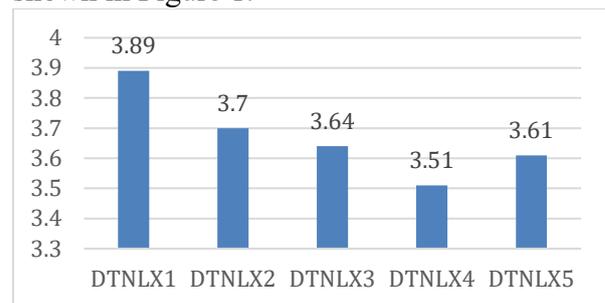


**Fig. 1.** Evaluation about green training at 3 to 5-star hotels in Ha Noi
*(Source: Survey data)*

The survey results for DTNLX1 indicate that the criterion has the highest observed rating, with an average of 3.89/5 points. This reflects that hotels are concerned about training their workforce on environmental issues.

**Green performance**
The survey results show that the evaluation of green human resource management content in 3 to 5-star hotels in Hanoi is at the level of 3.45/5 points, with a standard deviation fluctuating around 0.56. Most surveyed hotels support the evaluation of green human resources, but there is still a significant gap between awareness and actual actions in these hotels. Communication before and after performance evaluations related to environmental protection has not been well implemented.

**Table 3.** Evaluation about Green performance at 3 to 5-star hotels in Ha Noi

| Variables | AVE | SD |
|---|---|---|
| The hotel staffs are aware of their responsibilities, purposes, and specific objectives related to the environment that they need to fulfill. | 3.39 | 0.569 |
| Our hotel uses environmental criteria as performance evaluation metrics. | 3.53 | 0.572 |
| We provide regular feedback to employees to achieve environmental protection goals. | 3.38 | 0.572 |
| The hotel reviews and assesses the environmental goals, behaviors, and contributions of employees. | 3.49 | 0.560 |
| The role of managers in achieving environmental results is integrated into the hotel's evaluation system. | 3.48 | 0.572 |
| **AVE** | **3.45** | **0.45** |

*(Source: Survey data)*

**Green compensation**

Although green compensation holds significant importance and contributes to motivating workers, it is rated relatively low with an average score of only 3.39 out of 5. The variable with the highest rating, reaching 3.52 out of 5, concerns the hotel's efforts in creating an environmentally friendly workplace. This involves having a greener working space with more plants, utilizing natural lighting systems. Hotels also implement activities such as waste collection, cleaning in the vicinity, Environmental Day, Water Day, etc..
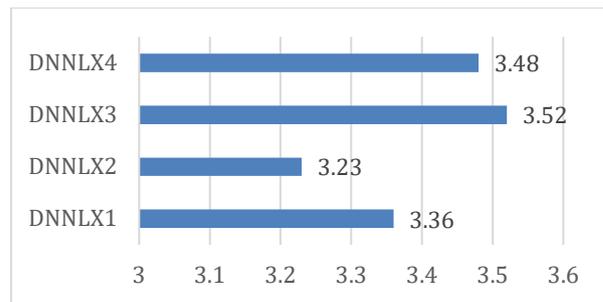


**Fig. 2.** Evaluation about green compensation at 3 to 5-star hotels in Ha Noi
*(Source: Survey data)*

Notes: DNNLX1: Our hotel provides financial rewards to employees who achieve environmental goals.

DNNLX2: We encourage and acknowledge employees' environmental initiatives.

DNNLX3: We cultivate an environmentally friendly working environment.

DNNLX4: Our hotel has disciplinary measures and accountability requirements when employees engage in environmentally harmful actions.

**4.3. Evaluation of success, limitations, and causes of Green human resource management practices at 3 to 5-star hotels in Ha Noi**

**Success and causes**

From the aforementioned analysis of the current situation, some noteworthy results of hotels implementing green human resource management include:

Firstly, the adoption of green recruitment criteria has aided hotels in reducing paper usage, printed materials, and has made a positive impression on potential candidates through online communication and CV submissions. Some hotels have explicitly highlighted environmental values in their recruitment announcements, influencing employees' awareness of environmental ecological issues throughout their work.

Secondly, hotels have progressively enhanced the professional competence, skills, and knowledge of their workforce, thereby increasing labor productivity. Some hotels have undertaken an "Analysis of employees' attitudes, skills, and knowledge regarding environmental protection," focusing on training content related to green practices.

Thirdly, businesses have effectively communicated employee evaluation results via email rather than using paper.

Fourthly, green workforce benefits have been integrated into various forms of employee incentives. Many businesses have prioritized creating a safe working environment and participating in environmental-friendly programs. They invest in workplace greenery, financially reward employees for environmentally beneficial initiatives.

The achieved results are primarily attributed to the following reasons:

- Environmental protection legislation imposes compliance requirements on hotels.

- Hotels and management show increased interest in cultivating a hotel culture that incorporates green elements and rules.

- Some hotels are willing to invest in green human resource management activities and programs.

**Limitation and causes**

Implementing green human resource management in hotels, despite some initial successes, still faces several limitations, including:

Firstly, the majority of hotels show a lack of interest in implementing green human resource management. This is evident as most companies do not have a clear and comprehensive process for recruiting green talent. Green job design, such as "Listing tasks and responsibilities related to environmental protection in job descriptions" and "Conducting online interviews to minimize environmental impacts related to travel," is not commonly adopted. Green recruitment does not prioritize candidates with extensive knowledge and skills in ecology.

Secondly, in most operating hotels, the assessment of green workforce training results is not emphasized. The implementation of training programs on energy conservation, waste reduction, and recycling is nearly non-existent in the majority of hotels.

Thirdly, the use of green criteria as an evaluation standard for the green workforce in hotels is almost non-existent.

Fourthly, the treatment of the green workforce in businesses is unclear, and substantial investment in environmental-friendly workplace solutions is lacking. Incentives for employees engaging in environmental-friendly activities, offices using natural light to save energy, and disciplinary actions for employees exhibiting harmful behaviors towards the environment are not well-defined or invested in.

These limitations arise from the novelty of green initiatives in hotel human resource management in Vietnam, with specific manifestations:

- The GHRM objective in business strategies is vague.

- Management's support for GHRM is unclear as they often lack understanding and interest in GHRM.

- Hotel employees are generally unaware of GHRM principles.

**4.4. Proposing solutions and recommendations**

**The trend of developing Green human resource management**

Previously, many countries pursued a strategy of developing the economy first and addressing pollution later, known as the "brown economy", to achieve rapid economic growth. However, the development of the "brown economy" has caused significant damage to the environment, and these serious consequences are considered lessons that countries do not want to repeat. In contrast to the "brown economy", the concept of the "green economy", defined as "an economy that brings happiness to people and social justice while significantly reducing environmental risks and ecological degradation," aims to be beneficial for both the environment and humanity. It is considered an important solution to lead countries out of economic crises and towards sustainable development in all three pillars: economy, environment, and society. This raises the demand to promote green activities in businesses, including GHRM, to truly become the key to the sustainable development of enterprises, industries, and countries.

Additionally, sustainable development has become an important strategic goal in Vietnam. The creation of a legal framework and support for business innovation, the development of green initiatives, and GHRM have garnered significant attention from the government.

**Suggestions for 3 to 5-star hotels in Ha Noi to enhance Green human resource management practice**

(i) Green Recruitment: Hotels should put environmental values, green recruitment standards in the recruitment announcement; use a job portal in recruiting and receive online CVs to reduce the waste of printed materials, reduce waste and save energy. Secondly, hotels can use technology applications for interview to minimize any impact on the environment related to mobility. Hotels also need to verify the candidate's knowledge, ecological skills and life value perspective during the recruitment process then can give priority to candidates who have capacity and experience in practicing ecological projects and initiatives, caring about the environment.

(ii) Green Training: Hotels can develop green training programs that are suitable for each human resource with training content focusing on Green business model innovation; Develop a green business strategy; Green product innovation; Green packaging innovation; Effective use of resources and Cleaner production; Greening the supply chain; Greening the logistics system; Green purchasing; Green branding; Green human resource management... And hotels also can operate green programs such as online training, television training, distance training... with Class Google applications; Zoom; Trans...

(iii) Green Performance: Hotels can establish a system of standards for assessing human resources associated with green work. In which, there are standards shown in the green human resource assessment sheet, including: ecology, energy saving, waste reduction, and use of recycled products. And then, hotels should provide regular feedback to employees on their progress in implementing, improving and achieving their environmental protection goals

and send results and receive feedback, interview and evaluate employees via e-mail instead of using paper.

(iv) Green Reward: Hotels can apply a fair reward and punishment policy to the human resources who create and effectively implement green initiatives in enterprises and provide job opportunities to employees remotely or work from home through the use of email or intranet and internet. Hotels should focus on creating conditions for human resources to participate in programs and events for the environment, honouring green lifestyle such as: encouraging employees to share cars by providing parking spaces; Employees and officials to participate in Green activities, volunteer activities that bring many benefits to the community.

**Recommendations on mechanisms and policies:**

(i) Recommendations to the National Assembly: Undertake the process of amending and supplementing the Environmental Protection Law in the direction of abolishing many provisions, reducing administrative procedures, while still ensuring effective environmental management and protection.

(ii) Recommendations to the Government:

- Amend/supplement Decree 21 and related guiding documents to ensure that the Law on energy-saving and efficient use truly enters into daily life, creating a legal framework that aligns with Vietnam's international commitments. This contributes to the successful implementation of the Green Growth Strategy as well as the action plans of the Green Growth Strategy by providing and using more energy-efficient resources.

- The government should continue its efforts and determination to reform Vietnam's business environment, with a focus on "serving businesses" and specific actions through the issuance and enforcement of business-friendly economic policies. This encourages socially responsible business practices and promotes a business community that is socially responsible.

## 5. CONCLUSION

It is clear that practicing green human resource management is necessary for hotels so managers need to focus on implementing these practices to develop green behavior among employees, create an environmental-friendly workplace, contribute to enhancing the business's performance and move towards sustainable development.

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# THE IMPACTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON ORGANIZATIONAL COMMITMENT IN THE TOURISM INDUSTRY: A PROPOSED MODEL

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**Abstract**

*In the tourism industry, where customer service and interaction are key components, equipping employees with the necessary skills and knowledge improves their performance and motivation. The article conduct an extant review of relevant studies to propose a research model that examines the relationship between key factor of HRM practices, Perceived Supervisor Support, Organizational Commitment and Job Satisfaction. This paper offers that model with Job Satisfaction playing the mediating role.*

**Research purpose:**

*This paper aims to propose a research model to examine the relationship between Human Resource Management (HRM) practices, Perceived Supervisor Support, and Organizational Commitment, with Job Satisfaction as a mediator.*

**Research motivation:**

*In the tourism industry, where customer service and interaction are key components, equipping employees with the necessary skills and knowledge improves their performance and motivation, thus increasing commitment. Furthermore, the Vietnamese tourism industry is short of labor, particularly after the COVID-19 pandemic. Thus, it is essential to gain the employee's organizational commitment.*

**Research design, approach, and method:**

*We conduct an extant review of relevant studies to propose a research model that examines the relationship between key factor of HRM practices, Perceived Supervisor Support, Organizational Commitment and Job Satisfaction. Measurement scales of variables in the research model were adopted and adapted from previous related studies.*

**Main findings:**

*A proposed model assesses the relationship between Human Resource Management practices and Organizational Commitment with Job Satisfaction playing the mediating role. Organizational Commitment follows the three-factor perspective of Meyer and Allen (1991), while Job Satisfaction is measured using Hanaysha and Tahir's scale (2016). Human Resource Management practices include recruitment and selection, training, rewards and recognition, performance appraisal satisfaction, promotion, and work environment, which are adapted from suitable sources. Additionally, the model includes Perceived Supervisor Support as a factor influencing Organizational Commitment.*

**Practical/managerial implications:**

*The proposed model investigates the mediating role of Job Satisfaction between HRM practices and Organizational Commitment.*

**Keywords**: human resources, human resource management practices, organizational commitment, job satisfaction, proposed model.

## 1. INTRODUCTION

To create a competitive advantage, organizations have to create an edge or a dominance that can be sustained over a long period of time (Noe, Hollenbeck, Gerhart, & Wright, 2007). Human Resource Management

(HRM) has the capacity to influence the organizational behavior of employees, thereby ensuring achievement of the corporate and personal objectives. Essentially, HRM not only strives to monitor employees but also identify skill acquisition needs; thus allowing these people to commit to an organization for the long term (Storey, 2007). HRM practices are essential in delivering effective training to employees, enhancing their inspiration through attractive reward strategies and strengthening the recruitment and determination process. Academic researchers have demonstrated that HRM has a positive influence on business performance, leading to organizational commitment (Naz, Aftab, & Awais, 2016). HRM practices implementation ultimately has a significant impact on the relationship among employees and organizations (Koster, 2011). HRM practices aid in building viable exchange connections among companies and their employees in terms of shared trust and duties, which is also known as "Social exchange theory". People offer their services to the organizations in exchange for salaries and other benefits which they receive from the organizations (Koster, 2011). The sense of job satisfaction depends upon the personnel's achievements and their working capability (Paşaoğlu & Tonus, 2014).

Organizational commitment is one of the measures or standards that assert whether HRM practices in a company can nurture the spiritual connection between the company and its employees' goals (Sendogdu, Kocabacak, & Guven, 2013). The high organizational commitment of an employee is an affirmative reflection of effective HRM practices employed in any workplace. Organizational commitment is an intangible result of an HRM system and is important in retaining employees and exploiting their potential to the fullest (Ahmad & Schroeder, 2003).

Despite technological advancements, the role of employees remains indispensable in delivering quality services and creating memorable experiences for travellers. It is essential to acknowledge the importance of human involvement and the unique contributions that individuals make in the tourism industry. The human touch, personalized interactions, and diverse skills that employees bring to the tourism sector cannot be replicated by technology alone. This is the reason why maintaining employee commitment is crucial for the success of tourism companies. By prioritizing employee commitment, tourism companies can create a positive work environment, improve employee retention, and ultimately contribute to the overall success and reputation of the business.

This paper aims to construct a conceptual model designed for empirical research within the tourism sector, assessing the relationship between HRM practices and Organizational Commitment and investigating the mediating role of Job Satisfaction in measuring the impact of HRM practices on Organizational Commitment.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Organizational Commitment

The concept of organizational commitment has gathered much attention from academicians and practitioners in more recent times. Organizational commitment has a significant presence in the organizational behavior literature, as it critically affects the relationship amidst the work environment and performance of employees in companies (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002; Mowday et al., 1979; Yahaya & Ebrahim, 2016). Employee commitment relates to a factor that associates employees with the organization (Yahaya & Ebrahim, 2016) and further aids in the organization's success (Mowday et al., 1979; Yahaya & Ebrahim, 2016). Porter, Steers, Mowday, and Boulian (1974) elaborated organizational commitment as a combination of three mental variables: firstly, a commitment and acknowledgement of the hierarchical objectives of the firm; secondly, a readiness to apply significant exertion toward authoritative objective achievement (contribution); and thirdly, a powerful urge to stay in an association (dependability). Solid and Zanelli (2006) identified six ways of interpreting the phenomena of organizational commitment: instrumental, standardizing, effective, sociological, conduct, and affiliate. Three

components of organizational commitment are desire, need and obligation which reveal three distinct commitments, i.e. affective, continuance, and normative commitment to retain employment in the organizations (Meyer & Allen, 1991). Organizational commitment comprises three types: affective is "defined as the employee's positive emotional attachment to the organization." continuance "the cost-benefit evaluation of whether to stay or leave", and normative "the feeling of being obliged to stay in the organization, because of moral factors" (Meyer & Allen, 1997).

## 2.2. Job Satisfaction

Various researchers defined job satisfaction as the needs of the employees in terms of work environment and evaluations, management styles, and work opportunities, which lead to commitment toward the organization (Robinson & Rousseau, 1994; Zhao, Wayne, Glibkowski, & Bravo, 2007). Job satisfaction is dominated by two phenomena: firstly, the experiences and secondly, the job belief (Weiss, 2002). Job satisfaction can also be explained as an action and reaction of the workers toward a particular task. The reactions could be positive or negative. HRM practices have a positive relationship with job satisfaction and work fulfilment in the public sector of Holland and moreover, individual attributes like age is a significant factor in determining job satisfaction (Steijn, 2004).

Suma and Lesha (2013) conducted a study in the public sector in Shkoder municipality where their findings suggested that pay satisfaction, work satisfaction, and the quality of supervision satisfaction have a positive impact on organizational commitment. Various other researchers have also confirmed a significant relationship between job satisfaction and organizational commitment (Liu & Norcio, 2008).

Schalk and Roe (2007) suggested that if there is a good perception of the job and the organization, then the employees will have high levels of commitment. Antonaki and Trivellas (2014) also investigated and confirmed the mediating effect of job satisfaction in psychological contract breach and organizational commitment.

## 2.3. Human Resource Management Practices

HRM practices are represented by recruitment and selection, training, rewards and recognition, performance appraisal satisfaction, promotion, work environment. Scholars have elaborated on human resource systems in three ways, which are their common dimensions (Delery, 1998; Appelbaum et al., 2000). The first concerns the level of investment in the organization's HRM practices about the knowledge, skills, and abilities of the organization's employees. The activities included in this aspect are recruitment, training, and selection. The second group of practices involves improving employee motivation and effort levels, resourcefulness, and performance. These include incentive compensation plans, performance bonuses, and performance management systems. The third and final group of practices focuses on the extent to which investment in HRM practices within an organization is intended to create an environment where employees perceive and participate in decision-making about their work and outcomes. These three dimensions of HRM practices as a system can be expected to influence organizational commitment, with each of these dimensions having its own impact.

### Recruitment and selection

The primary aim of the recruitment and selection technique is to hire knowledgeable and skilled workers at the minimum cost to meet the HR demands. To achieve the business objectives, the appropriate team of employees is needed (Fong et al., 2011). One of the most crucial stages of recruitment and selection is when managers need to make a decision about personnel hiring in the companies. Recruitment is the act of obtaining the names of the potential candidates for the job, while the process of selection includes carefully appointing the right people for the job.

The details of the recruitment and selection process influence the organizational commitment of employees and signifies the recruitment and selection system in various firms (Loganathan & Dharmaraj, 2017). Various studies showed a positive relationship

between recruitment and selection with organizational commitment (Bisharat et al., 2017; Lamba & Choudhary, 2013; Obeidat et al., 2014).

This study proposes the following hypothesis:

H1a: Recruitment and Selection has a significant positive impact on Organizational Commitment.

H1b: The relationship between Recruitment and Selection and Organizational Commitment is mediated by Job Satisfaction.

### Training

Employee training aims to improve the skills and abilities of employees to perform a specific task. Because employees are considered an important resource for organizations, companies invest in training programs to enhance their employees' expertise and potential (Jimenez & Valle, 2012). The conduct and performance of the personnel can be refined or enhanced through proper training. The rationale behind having training and advancement is to streamline the understanding and expertise of the employees of the company (Fong et al., 2011). Research concluded that training programs raise the personnel's commitment which leads to organizational performance (Bimpitsos & Petridou, 2012). It has been established that enhancement of employee training results in increased organizational commitment (Paşaoğlu, 2015). Maheshwari and Vohra (2015) concluded that training equips employees with skills that improve their understanding of the organizational processes and further enhance their organizational commitment. Various research has depicted a significant relationship between training and organizational commitment (Bisharat et al., 2017; Obeidat et al., 2014; Paşaoğlu, 2015).

This study proposes the following hypotheses:

*H2a: Training has a significant positive impact on Organizational Commitment.*

*H2b: Job Satisfaction mediates the relationship between Training and Organizational Commitment.*

### Rewards and recognition

The reward framework should be a benefits package that includes, for example, salary, vacation, medical allowance, travel allowance,

and commission for the company's employees. Employees will be more attracted to work when they are sure of the rewards and recognition they will receive. A suitable reward system and effective compensation structure are essential because they can increase employee motivation, thereby further improving the company's productivity, efficiency and competitiveness (Lawler, 1990). Malhotra, Budhwar and Prowse (2007) concluded that rewards play a key role in developing and maintaining workforce engagement and ensuring retention of employee skills and commitment.

The reward dimension of HR practices (include benefits) has a high correlation with commitment and job satisfaction (Kooij, Jansen, Dikkers, & Lange, 2010). Numerous academicians have shown a significant relationship between rewards and recognition and organizational commitment (Chew & Chan, 2008; Obeidat et al., 2014).

This study proposes the following hypothesis:

*H3a: Reward and Recognition have a significant positive impact on Organizational Commitment.*

*H3b: Job Satisfaction mediates the relationship between Reward and Recognition and Organizational Commitment.*

### Performance appraisal satisfaction

A vehicle for enhancing organizational commitment is the effective performance appraisal framework (Behery & Paton, 2008). It is an arranged process that assesses an employee's performance in terms of their strengths and shortcomings. Kampkötter (2017) investigated the impact of performance appraisals on employees' job satisfaction. His study depicted very interesting results which indicated that performance appraisals have a highly significant positive effect on job satisfaction. It is evident that if the employees knew that they were fairly assessed, then a high level of job satisfaction and organizational commitment would be achieved.

This study proposes the following hypotheses:

*H4a: Performance Appraisal Satisfaction has a significant positive impact on Organizational Commitment.*

*H4b: Job Satisfaction mediates the relationship between Performance Appraisal Satisfaction and Organizational Commitment.*

### Promotion

Another important aspect, which can also be related to performance appraisal, is the promotion aspect, which shows that organizations today place much more emphasis on looking for the possibility of getting employees from within the internal labor pol and internal career development. Guest (1997) suggested that the availability of career development opportunities in an organization and employee commitment are linked because employees believe that there are career opportunities in the organization. Highlighting internal career opportunities related to promotion is likely to create a sense of fairness and equality among employees, which will lead to increased levels of engagement. A focus on providing fair and equitable promotion opportunities also helps companies not only retain highly qualified employees but also increase their commitment level.

This study proposes the following hypotheses:
*H5a: Promotion has a significant positive impact on Organizational Commitment.*
*H5b: Job Satisfaction mediates the relationship between Promotion and Organizational Commitment.*

### Work environment

To succeed, companies should plan their workplaces in such a way that it expands the level of employee dedication and inspiration that eventually would result in ideal outcomes. Khuong and Vu (2014) suggested that employees who feel good about their workplace are more likely to work more passionately and appreciate the work environment when contrasted with individuals who feel otherwise. In this manner, administrators ought to enhance the workplace to guarantee the welfare and comfort of their employees. Various investigations found that the workplace had noteworthy beneficial outcomes on organizational commitment. Hanaysha and Tahir (2016) and Khuong and Vu (2014) claimed that better work environment conditions led to favorable effect on job satisfaction. According to Hanaysha (2016), the

workplace is one of the critical principles of organizational commitment.
This study proposes the following hypothesis:
*H6a: Work Environment has a significant positive impact on Organizational Commitment.*
*H6b: Job Satisfaction mediates the relationship between Work Environment and Organizational Commitment.*

### 2.4. Human Resource Management Practices and Organizational Commitment

Previous research has analyzed the impact of HRM at the firm level, and their results were depicted as revenue, turnover, and profitability (Guchait & Cho, 2010), while few researchers have concentrated on the impact of HRM practices on single employee's state of mind such as organizational commitment (Edgar & Geare, 2005; Guchait & Cho, 2010; Hemdi & Nasurdin, 2006). Agarwala (2003) and Rodgers (1995) proposed that organizations can utilize incentives, correspondence, and motivation to boost employee commitment.

HRM practices and their influence on organizational commitment within an organization, especially affective commitment, have been the subject of much debate in research (Meyer and Allen, 1997). HRM practices involving selection procedures, training, performance appraisal, promotion, rewards, and job security strengthen organizational commitment (Chang and Chen, 2002; Meyer and Smith, 2000; Whitener, 2001; Wong et al., 2002). These results are imperative for the management to retain its valuable workers by keeping them committed to the organization. This will ultimately help the organization attract quality employees from outside. Social exchange theory provides a strong basis for the positive relationship between HRM practices and organizational commitment (Blau, 1964; Witt, Kacmar, & Andrews, 2001), suggesting that employees and organizations establish exchange relationships that instil in them a responsibility to reciprocate to the organization because of the benefits it brings them.

### 2.5. Perceived Supervisor Support and Organizational Commitment

Some researchers have suggested that organizational commitment is likely the most

insightful of how employees feel about their supervisors and the behaviors they exhibit (London, Smither, & Adsit, 1997).

Supervisor support refers to the extent to which employees within an organization perceive that their supervisors value their contributions and prioritize their well-being (Eisenberger and Stinglhamber, 2002). As a social exchange construct, the underlying assumption is employees who perceive support and care from their supervisors will have a sense of attachment to the organization and feel obliged to "return the favour" by continuing in the organization (Cropanzano and Mitchell, 2005). Direct supervisors are seen to be the closest link of an organization to its employees; as such, employees tend to interpret their supervisor's orientation towards them as the expression of perceived organizational support, which helps build a positive attitude towards the organization. Executives of an organization have a significant role to play in providing guidance on how empowerment and motivation strategies can be applied for organizational commitment and loyalty to accomplish organizational outcomes. One of the contextual factors in support of employee empowerment is supervisor support.

Based on the social exchange theory, studies suggest that supportive supervisors have a positive effect on employee attitudinal and behavioral outcomes. Wayne and Green looked at how supervisors and subordinates interact with each other in a healthcare setting in 1993, and Liden and Graen observed the effects of supervisor – subordinator exchange on performance and job satisfaction in a university setting in 1980. Supervisors can be emotionally, informally, and socially supportive, and they can be key individuals in avoiding job stressors at the workplace (Himle, Jayaratne, & Thyness, 1989). They can also act as organizational mediators in their actions toward subordinates (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). This type of support is especially important in hospitality organizations, where frontline employees face unique challenges such as extended work hours, unbalanced, rigid work schedules (Karatepe,

2011); difficulty in obtaining valuable information that improves personal growth and job performance (Zhou, 2003); and a need for self-fulfilment and satisfaction that can be influenced by the style of a supervisor (Øgaard, Marnburg, & Larsen, 2008).

The perceived support employees receive from supervisors or people of higher authority enhances their commitment. Eisenberger and Stinglhamber (2002) assert that perceived supervisor support denotes the perception that employees have towards their supervisors as being caring, valuing their contributions and supporting them in times of challenges. From the perspective of social exchange theory, when employees receive the necessary support to undertake their work, they shall reciprocate these kinds of gestures by remaining committed and loyal to their organization. However, if such support is not forthcoming and employees feel less empowered by their organization, then their commitment levels will be significantly and negatively affected.

This study proposes the following hypothesis:

*H7: Perceived Supervisor Support has a significant positive impact on Organizational Commitment.*

The conceptual framework of the hypothesized relationship is outlined below.
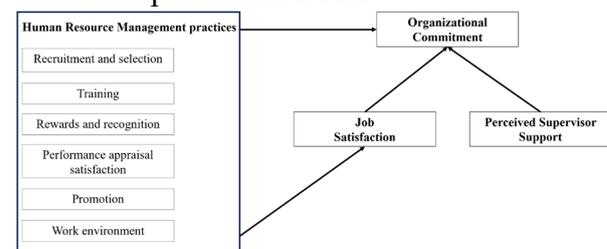


## 3. RESULTS AND DISCUSSION

By inheriting relevant reports, articles, and research, the proposed model suggests using the following items to assess the relationship between HRM practices and Organizational Commitment and investigating the mediating role of Job Satisfaction in measuring the impact of HRM practices on Organizational Commitment. As this model would be used to conduct empirical research on the tourism sector, the phrasing of items might be adjusted to suit this purpose.

***The three-factor model of the Organizational Commitment Questionnaire*** (Meyer and Allen, 1991)

Affective Commitment
1. I feel like part of a family working in the organization.
2. I feel emotionally attached to the organization.
3. Working at the organization is a great deal of personal interest to me.
4. I feel a strong sense of belonging to the organization.
5. The organization deserve my loyalty.
6. I am proud to tell others that I work in the organization.
7. I would be happy to work at the organization until I retire.
8. I feel that the problems faced by the organization are also my problems.
9. I enjoy discussing the organization with others.

Continuance Commitment
1. I am not concerned about what might happen if I left the organization without having another position lined up.
2. It would be really hard for me to leave the organization right now even if I wanted to.
3. Too much in my life would be disrupted if I decided to leave the organization now.
4. It would not be too costly for me to leave the organization now.
5. Right now, staying at the organization is a matter of necessity as much as desire.
6. One of the serious consequences of leaving the organization would be the scarcity of available alternatives.
7. One of the reasons I continue to work for the organization is that leaving would require considerable sacrifices.

Normative Commitment
1. I do not feel any obligation to remain with the organization.
2. Even if it were to my advantage, I do not feel like it would be right to leave the organization now.
3. I would feel guilty if I left the organization now.
4. The organization deserves my loyalty.

5. It would be wrong to leave the organization right now because of my obligation to the people in it.
6. I owe a great deal to the organization.

***Human Resource Management practices***

Recruitment and selection (Edgar and Geare, 2005)
1. The recruitment and selection processes in this organisation are impartial.
2. Favouritism is not evident in any of the recruitment decisions made here.
3. Interview panels are used during the recruitment and selection process in this organisation.
4. This organisation does not need to pay more attention to the way it recruits people.
5. All appointments in this organisation are based on merit (i.e. the best person for the job is selected regardless of their personal characteristics).

Training (Karatepe and Vatankhah, 2014)
1. I receive continued training to provide good service.
2. I received extensive service training before I came into contact with customers.
3. I receive training on how to serve customers better.
4. I receive training on how to deal with complaining customers.
5. I receive training in dealing with customer problems.
6. I was trained to deal with customer complaints.

Reward and recognition (Karatepe and Vatankhah, 2014)
1. If I improve the level of service I offer customers, I will be rewarded.
2. The rewards I receive are based on customer evaluations of service.
3. I am rewarded for serving customers well.
4. I am rewarded for dealing effectively with customer problems.
5. I am rewarded for satisfying complaining customers.

Performance appraisal satisfaction (Kuvaas, 2006)
1. I am satisfied with the way my organization provides me with feedback.
2. The feedback I receive on how I do my job is highly relevant.

3. My organization is good at providing recognition for good performance.
4. The feedback I receive agrees with what I have actually achieved.
5. I think that my organization attempts to conduct performance appraisal in the best possible way.
6. My organization seems more engaged in providing positive feedback for good performance than criticizing poor performance.

Promotion (Ghazanfar et al., 2012)
1. There are opportunities of being promoted from within the organization.
2. There is an availability of potential positions within the organization.
3. The organization plans for the career development of employees.
4. Employees get to share their preferences whenever a vacancy exists.

Work environment (Hanaysha, 2016)
1. I am satisfied with the space allocated for me to do my work.
2. My workplace is very clean.
3. There is adequate space between me and my nearest colleague.
4. My work environment is quiet.
5. Overall, my work environment is pleasant and visually appealing.

*Job Satisfaction* (Hanaysha and Tahir, 2016)
1. I like doing the things that I do at my workplace.
2. I am satisfied with my earnings from my current job.
3. I am extremely glad that I chose the organization to work for over other choices.
4. Overall, I am satisfied with my current job.

Based on the review of perceived supervisor support and its relation with organizational commitment in the model, further research should be done to assess its impact.

*Perceived Supervisor Support* (Greenhaus et al, 1990)
1. My supervisor takes the time to learn about my career goals and aspirations.
2. My supervisor cares about whether or not I achieve my career goals.
3. My supervisor keeps me informed about different career opportunities for me in the organization.

4. My supervisor makes sure I get the credit when I accomplish something substantial on the job.
5. My supervisor gives me helpful feedback about my performance.
6. My supervisor gives me helpful advice about improving my performance when I need it.
7. My supervisor supports my attempts to acquire additional training or education to further my career.
8. My supervisor provides assignments that give me the opportunity to develop and strengthen new skills.
9. My supervisor assigns me special projects that increase my visibility in the organization.

Additionally, organizational commitment can be influenced by a variety of factors, including but not limited to: age, gender, race, personality, attitudes, climate and culture, values, fairness of policies, and decentralization (Meyer & Allen, 1997), the model can consider adding control variables or moderators in order to examine if the relationships differ based on the demographic profile of the respondent with respect to age, education, job designation, etc..

## 4. CONCLUSION

To assess and suggest modifications to HRM practices in the quest to improve organizational commitment, it is necessary that a model be built with clear indicators to explore and evaluate the intricate relationship between HRM practices, Organizational Commitment, and the potential mediating role of Job Satisfaction. The proposed model aims to provide a comprehensive framework for understanding how HRM practices impact organizational commitment, with a specific focus on the mediating role played by job satisfaction.

The tourism sector, being inherently people-centric, relies heavily on the commitment and satisfaction of its workforce for sustainable success. As such, this paper posits that an in-depth investigation into the interplay among HRM practices, job satisfaction, and organizational commitment is imperative for elucidating the dynamics within this industry. The proposed model incorporates key elements

from existing literature and inherits previous research and their measures to offer a set of items to survey stakeholders. The empirical research derived from this model aims to contribute valuable insights into the effectiveness of HRM strategies in fostering employee satisfaction and commitment within tourism organizations.

Moreover, the model can be adapted and modified for empirical research in the context of Vietnamese tourism or other service-based industries.

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# PROPOSAL FOR SOME SOLUTIONS TO BUILD HIGH-QUALITY HUMAN RESOURCES IN DA NANG CITY NOWADAYS

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**Abstract**
*Developing high-quality human resources is considered a strategic issue in the industrialization and modernization of Da Nang City in particular and the country in general. Based on the necessity of building high-quality human resources in the country's development strategy, this article analyzes the characteristics of Da Nang City and proposes several solutions to build high-quality human resources in Da Nang City.*
**Keywords**: Da Nang City, human resources, high-quality human resources.

The history of human development has proven that humans are always at the center of economic and social development strategies, and harnessing human resources is essential for rapid and sustainable development. Humanity has witnessed the remarkable progress of Japan, Hong Kong, Singapore, and South Korea. Therefore, developing high-quality human resources for countries around the world has become a strategic issue of paramount importance. Vietnam has always attached special importance to the development of high-quality human resources. The documents of the 13th National Congress of the Party have also identified "developing human resources, especially high-quality human resources; prioritizing the development of human resources for leadership, management, and key sectors based on improving the quality of education and training, recruitment mechanisms, and talent retention" as one of the orientations for the country's development in the period 2021-2030. The implementation of the Party's guidelines, policies, and laws of the State in all provinces and cities nationwide have undergone significant transformations in the comprehensive development of high-quality human resources, including Da Nang - a city that has been systematically building high-quality human resources and has achieved the

"Han River Miracle".

## 1. THE CURRENT REQUIREMENTS FOR BUILDING HIGH-QUALITY HUMAN RESOURCES IN VIETNAM

*Firstly, it stems from the country's renovation and international integration efforts.*
President Ho Chi Minh once said, "To build socialism, we must first have socialist people" and "To build socialism, we have no other choice but to mobilize the entire workforce for production... To develop production, we must first improve labor productivity, and to improve labor productivity, we must organize labor effectively". After nearly 40 years of renovation, the current socio-economic situation of the country presents opportunities and advantages as well as risks and challenges in attracting and utilizing the talents of the country and localities. The World Economic Forum in 2015 affirmed, "Talent, not capital, will be the main factor linking innovation, competitiveness, and growth in the 21st century". Therefore, for Vietnam to achieve even greater success in the cause of renovating and building socialism, it is necessary and urgent to invest in building an "ecosystem" to nurture, attract, and retain talents. Moreover, the development of the market economy orientation of Vietnamese socialism also poses new challenges for the contingent of officials,

civil servants, and workers, requiring our Party and State to attract and gather truly talented people.

The process of globalization, international integration, and the impact of the Fourth Industrial Revolution require the presence of talent. The country needs to develop policies to attract people with sufficient capacity, character, and understanding of international laws while being proficient in modern working skills to make positive contributions to the country's integration process in the region and the world. In particular, the rapid development of the Fourth Industrial Revolution worldwide has had profound impacts and changes in all fields, creating opportunities but also challenges for the workforce. To meet the requirements of the Fourth Industrial Revolution, Vietnam needs to build a contingent of officials, civil servants, and workers that is both abundant in quantity and high in quality. In the era of the Fourth Industrial Revolution, attracting and utilizing talent is a strategic and urgent issue for building and using high-quality human resources to develop the country in new circumstances.

*Secondly, it stems from the requirements of practice*

The implementation of the policy to build high-quality human resources in general and attract and utilize talents by our Party and State has shown positive results, but there are certain limitations. In recent years, our Party and State have actively built and promulgated policies to attract and utilize talents, and the reality has shown positive results. However, the implementation process has also encountered limitations, such as the 13th Party Congress pointing out: the "Lack of mechanisms and policies for selecting and employing talented people", "Administrative-heavy mechanisms and policies for scientific and technological activities, which have not created a favorable environment for promoting creativity and attracting talents" and "Lack of mechanisms and policies to encourage and protect people with the courage to think, act, innovate, and take responsibility, both in the state and private sectors". This shows that the discovery, attraction, and utilization of talents have not yet

become our country's top national policy or national strategy. The limitations and shortcomings in personnel work are also the main reasons why the development of the country has not matched our potential, strengths, and aspirations, which in turn undermines people's confidence in the Party and the State. Therefore, the 13th Party Congress set the requirement to "innovate the recruitment, utilization, and employment regime of talented people in state management, science, technology, and innovation".

## 2. THE POLICIES OF DA NANG CITY ON DEVELOPING HIGH-QUALITY HUMAN RESOURCES.

Da Nang City is a key economic area in Central Vietnam. Situated in a favorable location, it serves as an important transportation hub connecting the North and the South. It is located on the North-South transportation axis, including road (National Highway 1A), railway, sea, and air routes. Additionally, the construction of National Highway 14B will connect Tien Sa port with the Central Highlands provinces, and shortly, it will be connected to the trans-Asian road system through Laos, Northeast Cambodia, Thailand, and Myanmar. Da Nang serves as one of the important gateways to the sea for the Central Highlands and countries in Northeast Asia. Its geographical position is a significant advantage that facilitates economic exchanges with coastal provinces, the Central Highlands, the whole country, and foreign countries. This advantage also attracts high-quality human resources from across the country and provides conditions for developing high-quality human resources through cultural exchanges within the country and with foreign cultures.

Apart from favorable natural, economic, cultural, and social conditions that contribute to the effective implementation of Da Nang City's high-quality human resources development policies, the rapid development of the city has created financial resources to carry out these policies. It has also attracted individuals who are interested or selected for training. In other words, the brand of Da Nang - a peaceful, livable city - is an attractive policy that contributes to the successful implementation of

high-quality human resources development policies and retains talented individuals.

Since becoming a centrally-governed city, Da Nang has achieved impressive achievements in various economic and social aspects by utilizing comparative advantages, internal strength, and external resources. These achievements are the result of the guidance and support from the Party Central Committee, the Government, the Ministries, and Central agencies, as well as the cooperation of localities nationwide, especially the efforts and unity of the city's Party Committee, authorities, military, and people in its construction and development.

The Standing Committee of the City Party Committee issued Decision No. 6575-QD/TU on February 2, 2017, regarding the plan to develop and create a young workforce to assume key positions in the city until 2025 and subsequent years. The plan includes the recruitment of leaders for administrative agencies and public establishments under the management of Da Nang City, effective implementation of employment positions in administrative agencies and public establishments, and suitable job arrangements based on job positions and professions.

The City People's Council issued Resolution No. 107/2017/NQ-HDND on July 7, 2017, which "Regulates the policies for developing high-quality human resources in public areas of Da Nang City"; The City People's Committee issued Decision No. 28/QD-UBND on June 4, 2019, which "Specifies the implementation of policies for developing high-quality human resources in public areas of Da Nang City"; This decision ensures the coherence between short-term training and the attraction and training of high-quality human resources, contributing to "the construction of Da Nang City as a large socio-economic center, an ecological, modern, smart, and livable urban area".

Driven by the need for developing high-quality human resources and the efforts to successfully implement Resolution No. 43-NQ/TW dated January 24, 2019, regarding the construction and development of Da Nang City until 2030, and Resolution No. 24/NQ-CP dated March 4,

2020, concerning the draft resolution of the National Assembly on the development of Da Nang City until 2030 and the vision until 2045, the Standing Committee of the City Party Committee issued a Special Issue on the Development of Human Resources in the Public Sector, meeting the requirements of the city's socio-economic development in the period 2020-2025. The objective is to continue attracting, training, and fostering human resources, with a focus on missing human resources and highly qualified individuals, to build and develop a leadership team, scientific and technological management, and highly talented individuals. The plan aims to ensure the quantity and improve the quality of human resources, particularly in key sectors and fields that play a decisive role and make breakthroughs in the city's socio-economic development, meeting the requirements of international integration and the development of Da Nang City until 2030 and the vision until 2045.

In addition to remarkable economic achievements, Da Nang is also known for issuing various breakthrough policies, such as urban infrastructure development, economic structural transformation, community-oriented social programs, strong local authorities, administrative reforms that include significant policies in exploiting human resources in the public sector to serve the city's objectives of industrialization and modernization. These achievements have been recognized nationwide, and for many years, Da Nang has consistently ranked among the top provinces in terms of the provincial competitiveness index. It has also contributed its experiences to other localities in the country for reference.

## 3. AN OVERVIEW OF THE ACTIVITIES IN BUILDING HIGH-QUALITY HUMAN RESOURCES IN DA NANG CITY

*Achievements*

Da Nang is a city within the key economic region of Central Vietnam and plays a role as a growth nucleus for the key economic region, driving development for both the Central and Central Highlands areas. After over 25 years as a centrally-governed city, Da Nang has made remarkable progress, solidifying its position as the center of the key economic region in Central

Vietnam and the Central Highlands. The city has achieved significant and relatively comprehensive achievements across various sectors, especially in urban infrastructure and social infrastructure development. Among these achievements, the most significant one in Da Nang's 25 years of development is gaining the support and consensus of the people. At the seminar "Da Nang City after 25 years: Achievements and Prospects," the Secretary of the Da Nang City Party Committee emphasized, "The development of Da Nang today has affirmed the correctness of the Party's and State's directions, meeting the expectations of officials, party members, the people of the city, and the development requirements of the country in the new situation". The achievement is partly attributed to the timely and appropriate policies for attracting and employing talents in Da Nang.

The city has issued various important policies to enhance the quality of the workforce, civil servants, and officials. These policies include regulations on training and development (including high-quality training programs both domestically and internationally), programs and plans for creating a qualified workforce, and particularly policies to attract high-quality human resources. The overall development activities of the workforce have been organized quite cohesively over the past period, with innovative approaches, high determination, and the mobilization of abundant resources. They have gradually been improved and have essentially achieved the goals of standardization, enhancement of competency, professionalism, and integration capacity of civil servants and officials, meeting the mission requirements in each stage. This has significantly contributed to the construction and development achievements of Da Nang City during that time. The specific manifestations include:

### First, the number of officers

*- Regarding officers, civil servants, and officials under the management of Da Nang city.*

As of April 2021, the total number of officers, civil servants, and officials under the People's Committee of the city is 20,596 (of which 14,685 are female, accounting for 71.3%). In terms of educational qualifications, 2,495 have qualifications above bachelor's degree (12.11%), 13,820 have bachelor's degrees (67.01%), and 4,281 have qualifications below bachelor's degree (20.79%).

*- Regarding leadership and management officials*

As of April 2021, the number of officers, civil servants, and officials holding leadership and management positions is 1,582 out of a total of 20,596 officers, civil servants, and officials in the entire city, accounting for 7.7%. Among them, the number of officers, civil servants, and officials holding leadership positions in departments, associations, sectors, districts, and communes is 136 (8.6%); those holding management positions is 1,286 (81.3%); and those leading at the commune and ward level are 160 (10.1%). Out of the 1,528 leadership and management officers, 629 have postgraduate qualifications (39.76%); 936 have bachelor's degrees (59.17%); and 17 have associate degrees (1.07%). Specifically, among the leaders of departments, associations, sectors, districts, and communes, there are 13 doctors (9.6%), 99 masters (72.8%), and 24 bachelor's degrees (17.6%).

### Second, the work of building a high-quality human resource

*- Regarding training and development of leadership and management officers*

The training and development of leadership and management officers in the city are carried out publicly, with the right people, in the right positions, and with the right expertise based on the appointment of officers according to each title. As a result, the team of officers, civil servants, and officials holding leadership and management positions in the city have the required professional qualifications, language skills, and computer literacy. Consequently, many officers demonstrate strong political competence, a sense of responsibility in their work, and the ability to effectively apply the Party's guidelines, policies, and state laws in local practice.

Every year, the city sends officers and civil servants from departments to participate in specialized training courses organized by the

ministries and sectors; 98 comrades from the city are selected to participate in various training programs abroad under Project 165, including 8 for long-term training, 31 for medium-term training, and 59 for short-term training.

- *Implementation of policies to attract and develop high-quality human resources*

After becoming a centrally-administered municipality, Da Nang faced a shortage of resources, especially in the public sector. To address this situation, the city has implemented a comprehensive range of activities to develop high-quality human resources: (1) attracting, recruiting, and assigning highly qualified officers and accepting graduates who excel academically to work. After 16 years of implementation (1998 - 2014), the city has recruited and assigned duties to 1,269 graduates from public universities with regular programs; (2) training and developing human resources according to the High-Quality Human Resource Development Project. As of May 2021, the city has sent 613 individuals (650 times) to participate in human resource development policies. These policies and projects have timely supplemented human resources for the city's public sector, enhanced the quality of officers, civil servants, and officials, and met part of the demand for high-quality human resources necessary for the development of certain key sectors and fields; they have also added more qualified and capable officers, ensuring the accomplishment of tasks in the city's development and contributing to the improvement of the working environment and the construction of the city's image and brand.

The attraction and development of high-quality human resources have been carried out systematically, with innovative approaches and long-term vision. The results have timely supplemented human resources for the city's public sector and improved the quality of the team of officers, civil servants, and officials (attracting and training officers from reputable domestic universities and the list of the world's top 200 universities). These are valuable resources, meeting the demand for human resources in the period of industrialization,

modernization, and international integration. At the grassroots level, the training of participants from Project 89 has contributed to noticeable changes in the quality of the civil service personnel corps, rejuvenating the age structure and shaping a long-term source of officers for the organizations.

- *Arrangement and utilization of officers, civil servants, and officials are carried out in accordance with regulations.*

The city has introduced innovative and creative approaches to creating the officer workforce through the Young Officer Project and the Female Officer Project. The city also pays attention to planning and appointing officers, civil servants, and officials, and notably, it is one of the first localities to pilot the appointment of officers through competitive examinations, creating fair competition and motivation among the city's officers, civil servants, and officials. The training and development allowances for officers, civil servants, and officials, as well as the preferential policies for attracting and assisting trainees under the Human Resource Development Project, promptly in a timely manner and by regulations.

However, alongside the achievements, there are still certain limitations and difficulties.

- The educational qualifications of the current team of officers, civil servants, and officials are not evenly distributed. There is a shortage of officers with high-level scientific and technological expertise, especially in key sectors. Attraction policies and employment incentives have not been truly attractive to experts, scientists, and individuals with exceptional talents compared to the private sector competition. Additionally, there are challenges regarding staffing in recruitment processes for targeted individuals while implementing labor contract management regulations, and incomplete and non-uniform regulations on training and title standards.

- The training methods mainly follow traditional approaches and have not been truly innovative according to practical requirements, primarily focusing on programs determined by grade standards and leadership positions.

- The welfare system has not been truly

appealing, making it difficult to retain talent compared to the private sector. Many other aspects of employment policies, such as working environment, wage policies, housing policies, and promotion opportunities, have not received sufficient attention and still face many obstacles.

### 4. PROPOSE SOME SOLUTIONS TO BUILD A HIGH-QUALITY WORKFORCE FOR THE CITY OF DA NANG IN THE NEAR FUTURE

- *First,* strengthen the guidance and organization of implementing policies for developing a high-quality workforce.

Based on the city's workforce planning, implement the forecasting of high-quality workforce demand for each industry, especially in niche services and high technology, according to each stage. Use the forecasted demand for a high-quality workforce as a basis for developing high-quality workforce activities for city establishments, and units, and supporting the development of a high-quality workforce for society.

- *Second,* improve the quality of training a high-quality workforce.

+ Focus on organizing training and development according to leadership position standards, management position standards, ensuring that 100% of officials meet all the requirements for position standards as stipulated, including training programs, theoretical education for political theory; training in state management according to civil servant standard classification or training according to professional standard classification; training in leadership and management at all levels, training in knowledge according to the field of work, and training in security and defense according to each target.

+ Develop a plan to organize in-depth training courses and their application in advising the construction, planning, and policies for the city to build a team of industry-leading experts and competent professionals in various fields, agencies, units, and localities.

+ Streamline training, development, and deployment of personnel to develop professionals and officials in the city's industries and fields. Send officials for postgraduate education abroad in niche professions that are suitable for the city's economic and social development needs and the requirements for personnel training planning. Encourage officials to seek scholarships for higher education.

+ Promote short-term and highly applicable training programs, especially in the fields of urban planning, high technology development, healthcare, etc.. Enhance leadership and management skills training to improve knowledge, professional qualifications, management capabilities, international integration, and access to modern science and advanced management levels.

+ Develop specific policies to attract managers, experts, scientists, and individuals with exceptional talents to participate in the city's projects or tasks; ensure the right attraction of people and positions; link attraction with training, development, and sustainable human resources in each agency, unit, and the whole city.

- *Third,* is innovative recruitment and evaluation of a high-quality workforce.

+ Continue to improve the job listing system, and corresponding competence framework as the basis for recruiting a workforce that ensures the right people, right jobs, right quantity, and reasonable structure.

+ Apply information technology, personnel science, and human resource development to innovate recruitment procedures and simplify administrative procedures in the recruitment process, ensuring the principles of transparency, openness, and practicality.

+ Recruit new civil servants, and executive officers to reconfigure the functional organization and streamline staffing according to the goal of modernization, replacing those who cannot meet the requirements for fulfilling this task in the modern platform; implement the transformation of human resource management methods from the current functional model to the job position model.

+ Innovate the fundamental method of evaluating personnel based on practical competency assessment, and task completion based on the competency framework of job positions.

+ Establish a process for arranging work and clearly define the functions and tasks of related agencies and units; organize the work of research and information provision to the training and attraction subjects before arranging jobs. City leaders must truly care about and resolutely arrange high-quality human resources to promote the trained capacity and the training objectives of the city.

+ Regularly provide political education, striving orientation, periodic annual meetings between city leaders and training and attraction subjects to exchange information, strive orientation for work and contribute to the city. At the same time, city leaders can grasp the situation, thoughts, and aspirations of the training and attraction subjects to encourage, select for continued training and development into experts in the city's working fields, or choose to train leaders and managers at all levels of the city according to the plan to train young cadres of the Party Committee.

- *The fourth,* is innovation in salary policies and welfare benefits.

+ Reform and implement salary policies based on job positions, titles, and leadership positions, in line with the city's budget, ensuring a reasonable correlation with market wages and providing a decent living for the attracted individuals.

+ Establish timely and deserving reward systems based on job performance, as well as disciplinary measures and appropriate penalties to motivate individuals to enhance their capabilities and professional ethics.

+ Implement integrated "attraction" and "retention" policies for employees. Effectively utilize and retain talented individuals, and allocate tasks that align with their capabilities and expertise. Avoid egalitarianism, improve welfare benefits, and honor high-quality personnel based on their specific contributions and dedication.

+ Invest in infrastructure, improve the working environment, establish a suitable office culture in line with modern administrative practices, and create a friendly environment to maximize human resources.

- *Fifth,* enhance the quality of working conditions and environment, creating a distinctive feature of Da Nang City as a livable city.

+ Create a unique working environment to attract human resources by incorporating key fundamental elements such as a pleasant work atmosphere, friendly colleagues, dynamic and innovative organizational units, ample training and development opportunities, and personal growth prospects. These factors may be more important than just offering a high income to attract talented individuals.

+ Develop research centers and training facilities. Currently, the city has an economic and social research institute, a center for biotechnology and applied science and technology, and five large general and specialized hospitals. Except for the medical field, the research, application, and transfer of science and technology in the city are relatively modest. Therefore, in the coming time, the city needs to focus on investing further in developing science and technology, education, and training, specifically by establishing specialized research institutes and centers, promptly implementing projects related to high-tech zones, industrial parks, information technology, specialized hospitals, and international universities to create a favorable working environment for experts and scientists. Create a favorable environment and conditions to attract talented foreign teachers and scientists, as well as Vietnamese individuals abroad, to participate in the process of training university-level human resources, and conducting scientific research and technology at Vietnamese universities.

Implementing these integrated and effective solutions is the way to develop high-quality human resources to serve the socio-economic development of the city in the context of international and regional integration. It is also the fundamental solution to achieve the goal of "by 2030, building Da Nang City into one of the major economic and social centers of the country and the region; with a role as a center for startups, innovation, tourism, commerce, finance, logistics, high-tech industry,

information technology, and supportive industries," as stated in Resolution No. 43-NQ/TW of the Politburo on the construction and development of Da Nang City until 2030, with a vision toward 2045.

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# SOLUTIONS TO DEVELOP HIGH QUALITY HUMAN RESOURCES IN THE VIETNAM TEXTILE AND GARMENT INDUSTRY FOR SUSTAINABLE DEVELOPMENT

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**Abstract**

*This article proposes the principal solutions to develop high quality human resources in the Vietnam textile and garment industry for sustainable development.*

*The methodological approach that has been used is qualitative research method based on the exploitation of information obtained from both primary and secondary sources. The methods used are collecting information, statistical, descriptive, and data synthesis.*

**Research purpose:**

*This article proposes the principal solutions to develop high quality human resources in the Vietnam textile and garment industry for sustainable development.*

**Research motivation:**

*Sustainable development is an inevitable trend in the global development process. Sustainability creates many opportunities and challenges for the Vietnamese textile and garment enterprises. The Vietnam textile and garment industry's human resources has been limited by factors such a lack of practical skills, an uneven structure of qualifications, and insufficient technological capacity to meet sustainable development requirements. Therefore, in order to meet the sustainability requirements, it is necessary to synchronously conduct a system of solutions to develop human resources in Vietnam textile and garment industry.*

**Research design, approach, and method:**

*The methodological approach that has been used is qualitative research method based on the exploitation of information obtained from both primary and secondary sources. The methods used are collecting information, statistical, descriptive, and data synthesis.*

**Main findings:**

*Workforce skills are positively influencing the development of human resources capabilities for sustainable development in the Vietnam textile and garment industry. Technical and vocational education and training plays an important role to development human resources. In the long-tern, a sustainable, decent work environment will enhance the performance and global competitiveness of the Vietnam textile and garment industry and the country's prosperity.*

**Practical/managerial implications:**

*This paper provides a thematic analysis of the human resources of the Vietnam textile and garment industry and proposes the principal solutions to develop the human resources for sustainable development.*

**Keywords**: high quality human resources; human resources development, Vietnam textile and garment industry, sustainable development.

## 1. INTRODUCTION

The textile and garment industry engages tens of millions of people all over the world and is one of the global industries that provides basic daily human needs (Desore & Narula, 2018). The production process is also quite complex, beginning with fibers and yarn and ending with fabrics that involve various operations and produce various types of specific products. The global textile market was valued at USD 1,695.13 billion in 2022 (Research, 2023). While the textile sector is well-known for its

many positive contributions to the economy, it is also outstanding for its considerable environmental and social issues when it comes to long-term sustainability (Roy, Sen, & Pal, 2020). The textile and garment industry consumes a great deal of energy and emits a great deal of pollutants. Water, fuel, and chemicals are all commonly used as vital resources in the textile business, and they are used in large quantities. A significant amount of water is consumed by the textile industry, which requires more than three trillion gallons of fresh water per year for fabric manufacturing around the world (Desore & Narula, 2018). Chemicals released into the environment from textile treatment and dyeing activities account for approximately one-third of all chemicals released into the environment (Desore & Narula, 2018). As a result of these numerous issues, there have been a lot of studies in an attempt to make the textile industry more environmentally friendly. These studies focus on the implementation of Ecodesign tool in textile companies (Salo, Suikkanen, & Nissinen, 2020), the circular economy and sustainability of the clothing and textile industry (Chen, Memon, Wang, Marriam, & Tebyetekerwa, 2021; Koszewska, 2019), use of biotechnologies in textile processing and environmental sustainability (Rahman, Billah, Hack-Polay, & Alam, 2020), eco-sustainability of textile production (Patti, Cicala, & Acierno, 2020; Zhang et al., 2022) or corporate social responsibility for sustainability (Chi, 2011; Luque & Herrero-García, 2019). However, there are very few studies that examine the sustainability issue in the textile and garment industry via high human resource development. Vietnam has emerged as one of the leading textiles exporting countries worldwide in recent years. Garment and textile products were among its major commodities based on export turnover in 2022. Vietnam's textile and garment industry in 2022 achieved positive results when it reached an export turnover of 44.4 billion USD, an increase of about 9.7% compared to 2021 (Vitas, 2023). The textile industry is regarded as one of the industries that faces the biggest challenges in incorporating sustainability into its business practices. Textile

industries are very harmful to the environment. Water and chemicals mixed with contaminated and various chemicals from washing, scouring and dyeing companies are constantly challenging us. For this reason, sustainability is very important in the textile sector and greening the textile industry is necessary in the current context. Furthermore, the development strategy of Vietnam's Textile, Garment and Footwear industry to 2030 and vision to 2035 also mentioned the development of the Textile, Garment and Footwear industry according to the circular economy model, implementing greening processes in production and achieving certificates on environmental protection, green growth, and sustainable growth (Quyết định của Thủ tướng chỉnh phủ, 2022).

In 2020, the Vietnam Textile and Apparel Association coordinated with the WWF - International Organization for Conservation of Nature to implement a project "Greening Vietnam's Textile and Garment Industry" through improving sustainable water and energy management (WWF & Vitas, 2020). In Vietnam, Crystal Martin Company Ltd., one division of Crystal International Group Limited, was established in 2012, specializing in lingerie and swimwear products, effectively applying the HIGG Facility Environmental Module (WWF & Vitas, 2020). Saitex International Company Ltd. is one of the first enterprises to effectively implement green production processes via the use of renewable energy from the sun and biomass, air drying system and green building; therefore, Saitex has reduced consumption by 13 million kWh/year (WWF & Vitas, 2020). In Vietnam, there are very few studies that examine the sustainability issue in industrial textiles or sustainable development practices. The biggest challenges among these are the shortage of high-quality human resources and insufficient technology. Human resources have an essential role in the socio-economic development of each country in general and each locality in particular. The study enriches the literature relating to Vietnam's textile human resources, sustainable development in textile industry and proposes some solutions to develop high quality human resources in Vietnam textile and garment industry for sustainable development.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Sustainable development

The term sustainable development became more pronounced in 1987 after the Brundtland report. The report offers two major definitions: "our common future" and "the three pillars of sustainability". Three significant pillars of sustainability are illustrated in Fig. 1. Our common future is clearly defined in the report as meeting our own (present) needs without compromising the ability of the future generation to meet their own needs (Brundtland, 1987). A sustainable development approach does not only involve problems associated with the environment and ecology. The social aspects of sustainable development are also important because the entire idea is based on the economy, environment, and society.
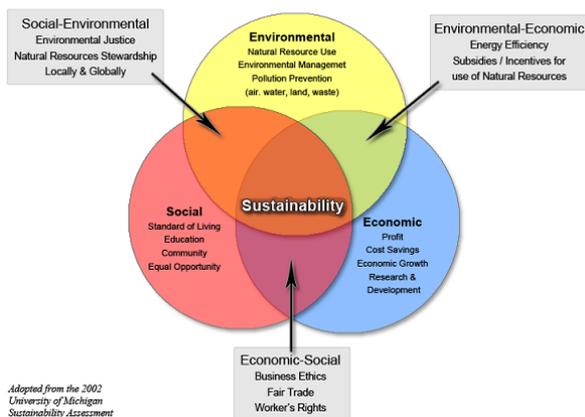


**Fig. 1.** Three pillars of sustainability (WordPress.com, 2014).

The companies place a lot of prominence on environmental pillars such as reducing carbon footprints, packaging waste, water usage and their overall effect on the environment (Phan et al., 2020). The five segments of environmental sustainability are the material, manufacturing, retail, consumption and disposal phases. The environmental aspect of sustainable development focuses on improving the quality of the natural environment (Phan et al., 2020). The social pillar of sustainable development focuses on the support and approval of its employees, participants and the community it operates in who can help businesses in a number of ways raising internal morale and employee engagement and improving risk

management (Baumann-Pauly, Wickert, Spence, & Scherer, 2013). The economic pillar of sustainability is the practice of supporting long-term economic growth without negatively affecting the social, environmental and cultural aspects of the community. This pillar focuses on certain activities such as compliance, proper governance, and risk management. Our common future is clearly defined in the report as meeting our own (present) needs without compromising the ability of the future generation to meet their own needs (Brundtland, 1987). A sustainable development approach does not only involve problems associated with the environment and ecology. The social aspects of sustainable development are also important because the entire idea is based on the economy, environment, and society. Sustainability is supposed to have three dimensions: social, economic and environmental, which are labelled as the triple bottom line and factor in the decisions of people, profit and planet by the organization (Purvis, Mao, & Robinson, 2019).

### 2.2. The Sustainability in the Textile and Garment Industry

The textile and garment industry includes every business involved in the development, manufacturing, and distribution of textiles (Muthu, 2020). It starts in agriculture with fiber production, the husbandry of sheep and silkworms, and the mining of metals and minerals. Then these fibers are processed into yarns, fabrics and clothing. This includes spinning mills, weaving mills, knitting mills, dyeing mills, and garment mills (Uddin, 2019). The conversion of fiber (natural or man-made) into yarn is called spinning. The spinning department has many steps like blowing room, carding, drawing, combing, simplex and ring frame. There are different methods of fabric manufacturing. Among them, weaving and knitting are mostly used. Weaving is the major method of fabric manufacturing. The weaving department also has different sections like winding, warping, sizing, and looming. Knitting is the second most frequently used method of fabric manufacturing. The popularity of knitting has grown tremendously in recent years because of the increased versatility of

techniques, the adaptability of the many new man-made fibers, and the growth of consumer demand (Uddin, 2019). The fabric is then wet-processed. Wet processing is the department where desizing, scouring, bleaching, washing, mercerizing, dyeing and finishing are done. Desizing is done to remove the sizing materials. Scouring is done to remove the fats, oil, and wax by using alkali. Bleaching is done to remove the natural color from the fibers. Washing is done to clean the textile material; mercerizing is done to make the fabric brighter than bright and dyeing is done to make the fabric monochromatic colored (Uddin, 2019). Textile industries generate environmental harm at all stages of production from raw material cultivation to disposal of finished goods. Large amounts of chemical loads, high amounts of water usage, high energy consumption, air emissions, solid waste and odor formation are the major environmental challenges in textile industries. For this reason, it is necessary to assess the performance of the textile industry while considering the three pillars of sustainability to achieve sustainable production.

Sustainability aspects of textiles must look into the entire supply chain of textiles and the clothing with the scales to assess and further improve upon the social, environmental and economic impacts at each stage of the entire supply chain. Particularly, about environmental impacts, there is a long list of environmental impacts that can be evaluated for various textile products in their different life cycle phases. Some of these impacts include climate change or carbon footprint; ecological footprint; acidification; eutrophication; human toxicity; ecotoxicity; water depletion; energy demand; depletion of abiotic and biotic resources; ozone depletion potential; photochemical smog; and land use impacts (Muthu, 2017). Producers and retailers have been focusing their efforts on improving the social aspects: instituting fair working conditions, setting social standards, establishing minimum wages, ensuring occupational safety, imposing a ban on child and forced labor and so on (Chi, 2011). Sustainability is the sustainable development of textile companies that will meet current needs

without harming the environment. There is a significant shift towards green transformation, with an increasing focus on producing raw materials from recycled or organic sources. With current development trends, consumers, brands, and regulators are increasingly demanding that products be produced in an environmentally friendly manner. This shift is driving significant changes in the industry, and enterprises that do not adapt risk being left behind. Adopting sustainable practices is not just about meeting these new requirements, but also about seizing strategic opportunities such as meeting global standards, efficiency and cost savings, and attracting investment

## 2.3. The Vietnam Textile and Garment Industry

According to the General Statistics Office 2022, the Vietnamese textile and garment industry is the key economic sector contributing the largest share of total export turnover. With a high average growth rate of about 17% per year, it is one of the top five garment manufacturing countries in the world. Vietnam's textile and garment export turnover in the 2010 – 2022 period is presented in Fig. 2. Data provided by the Vietnam Textile and Apparel Association (VITAS) shows that in 2022, the total export turnover in products of the textile industry is only about 44.4 billion USD, 9.7% higher than in 2021. However, it has some weaknesses such as low value-added, mainly outsourcing for foreign countries so the profit margin is low about 5 to 8%. The main reason is that the current high-quality human resources are weak; labor productivity is low and skill labors, design and management human resources have not been invested and trained. In the current trend of sustainable development, the world economy is moving from a technical and knowledge economy to a green economy and sustainable development. High-quality human resources have become one of the most important factors for developing not only the economies of countries but also enterprises.
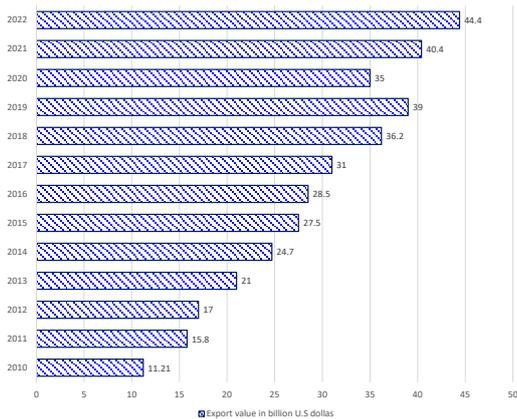
**Fig. 2.** Vietnam's textile and garment export turnover in the 2015 – 2022 period (USD billion).

*Source: General Statistics Office &Vitas*

Data provided by the Vietnam Textile and Apparel Association (VITAS) shows that in 2022, the total export turnover of products in the textile industry is only about 44.4 billion USD, 9.7% higher than in 2021. The textile and garment export turnover reached 18.6 billion USD in the first half of 2023, marking a 17.6% decline compared to the corresponding period in the previous year. Moreover, the World Trade Organization's statistics also demonstrate that Vietnam's share of the global textile market is about 5.7%, with Bangladesh slightly ahead at 6.5%. This indicates a highly competitive environment, where other countries are also striving to increase their market share. To meet these requirements, Vietnam's textile and garment industry needs to train qualified human resources, approach green technologies, and adopt sustainable practices. As such, human resources play an important role in this process. Therefore, the purpose of this article is to analyze and evaluate the current situation of the Vietnam textile and garment industry, highlight strengths and weaknesses in the development of high-quality human resources in the sector, and propose solutions to the development of high-quality human resources in the context of sustainable development.

**2.4. Theories of human resource development**

Human resources and human resource development are topics that attract enormous attention from researchers and organizations. There have been many ways to conceptualize human resources based on different perspectives. According to the definition by the United Nations, human resource is the level of skill, knowledge, and capacity of the entire human life, actual or potential for socio-economic development in a community (Cau & Chanh, 2009). According to Srivastava (Srivastava, 1999), human resources is understood as inclusive human capital, including physical strength, mental power and professional skills that each individual possesses. In Vietnam, the concept of human resources is understood as the number of people and the quality of people, including their physical and mental health, health, intelligence, capacity, and quality (Phạm Minh Hạc, 2001). Thus, it can be seen that, depending on the research approach, there are many different definitions of human resources. However, the common point of the human resources reports is the quantity and quality of human resources. It can be understood that human resources are considered a combination of strength, intelligence, and mental energy (Huỳnh, 2022). From the above analysis, human resources can be considered and evaluated according to quantity, quality, and structure.

Human resources play an important role in the development of enterprises, industries, fields, as well as for a country. The existence and development of enterprises depend on three groups of resources: (1) physical resources such as machinery and equipment, factories, land; (2) human capital; and (3) organizational capital (Barney, 2015; Huỳnh, 2022). To resolve the challenge of sustainable development, enterprises must handle the problem of effectively using these three groups. The development of high-quality human resources not only allows enterprises to maximize their potential and strengths, but also creates resilience and competitiveness in human resources at home and abroad. At the same time, creating a comparative advantage between our country and other countries in the world in terms of high-quality human resources will be an opportunity and condition for Vietnam to promote cooperation and development in various fields, thereby enhancing the country's position and prestige in the international arena (Huỳnh, 2022).

Therefore, it can be understood that the human resource development of a country is a revolution in the quantity and quality of human resources in terms of physical strength, intelligence, skills, knowledge and mental capacity, along with developments in the structure of human resources. This approach is applied in this article to study human resources for sustainable development.

### 3. METHODOLOGY

In order to achieve the objectives of this study, the methodological approach that has been used is a qualitative research method based on the exploitation of information obtained from both primary and secondary sources. Secondary data were collected from reliable sources: the General Statistics Office (GSO), the Vietnam Textile and Apparel Association (VITAS), Vietnam National Textile and Garment Group (VINATEX) and Vietnam Customs. Data from internationally and locally published studies were also consulted.

The methods used are collecting information, statistical, descriptive, and data synthesis. The method of collecting information is based on researching documents related to the research topic and it is used first when the researcher wants to approach a topic. The method of theoretical analysis and synthesis is used to study various documents and theories related to research topics such as sustainable development, sustainability in the textile industry, human resources, human resource development and human resources development strategies.

### 4. RESULTS AND DISCUSSION

#### 4.1. Evaluation the current of Human Resources in Vietnam's Textile and Garment Industry

As the main export industry of Vietnam, the number of enterprises, increased by 157.4% compared to 2015, Fig.3. As of 2021, the number of textile and garment enterprises was 13,801; accounting for 12.4% of the manufacturing industry.

**Number of enterprises having business outcomes (enterprise)**

|        | 2015 | 2018  | 2019  | 2020  | 2021  |
|--------|------|-------|-------|-------|-------|
| Textile | 2789 | 4404 | 5086 | 4858 | 4693 |
| Garment | 5981 | 7627 | 8655 | 8370 | 9108 |
| Total   | 8770 | 12031 | 13741 | 13228 | 13801 |

**Fig. 3.** Number of acting enterprises having business outcomes from 2015 - 2021.

*Source: Statistical Yearbook of Viet Nam 2022.*

The textile and garment industry has created many jobs every year, as of 2021, the number of employees in textile and garment enterprises was 1,805,568; accounting for 23.8% of employees in the manufacturing industry and 12.2% of the total employment of all economic sectors, Fig. 4 (General Statistics Office, 2022).

**Number of employees in acting enterprises having business outcomes (person)**

|        | 2015 | 2018 | 2019 | 2020 | 2021 |
|--------|------|------|------|------|------|
| Textile | 243428 | 309488 | 315751 | 330698 | 314011 |
| Garment | 1337132 | 1560751 | 1598372 | 1449929 | 1491557 |
| Total   | 1580560 | 1870239 | 1914123 | 1780627 | 1805568 |

**Fig. 4.** Number of employees in acting enterprises having business outcomes from 2015 - 2021.

*Source: Statistical Yearbook of Viet Nam 2022.*

However, the incomes of laborers in the textile and garment sectors are not high (In 2022, an average of about 9.1 million VND/person/month, lower than the average level of the economic sector (about 10.2 million VND/person/month), table 1 (General Statistics Office, 2022).
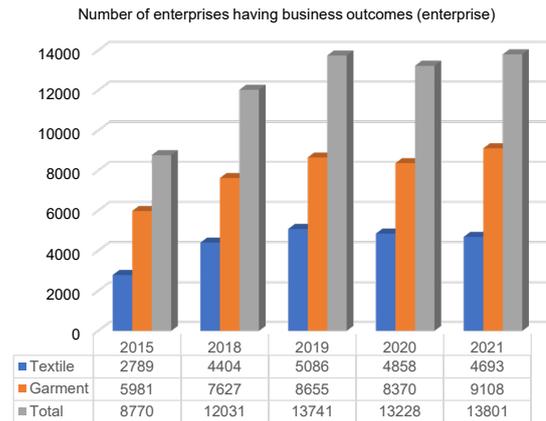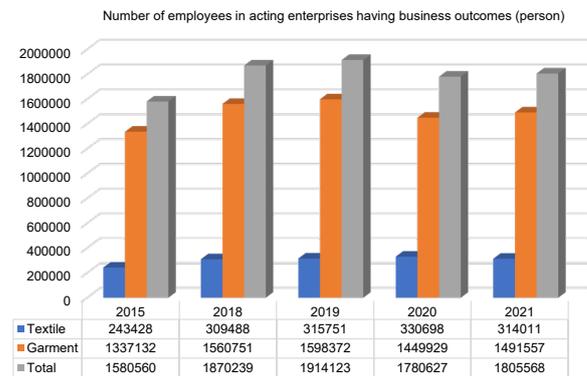
**Table 1.** Average compensation per month of employees in acting enterprises having business outcomes from 2015 - 2021.
*Source: Statistical Yearbook of Viet Nam 2022.*
Unit: Thousand dongs

|         | 2015 | 2018 | 2019   | 2020   | 2021   |
|---------|------|------|--------|--------|--------|
| Textile | 6365 | 8206 | 8618   | 9176   | 9895   |
| Garment | 5585 | 7184 | 7437   | 7633   | 8320   |
| **Average** | **5975** | **7695** | **8027.5** | **8404.5** | **9107.5** |

In terms of productivity management, labor quality in textile and garment enterprises has received much attention, investment and improvement in recent years, but labor productivity is still lower than in other countries in the region (Nhung & Thuy, 2018). This is one of the challenges for Vietnam's textile and garment industry toward sustainable development.

In recent years, the strength of the human resources in the Vietnam textile and garment industry has been abundant, easy to train, young working age and hardworking is regarded as one of the factors that create a competitive advantage for Vietnam textile and garment industry. However, it can be seen that there is an imbalance in the distribution of labor qualifications in the Vietnam textile and garment sector, table 2 (Tạ Văn Cánh, 2019). The percentage of common labor accounts for the majority with 85.5%, while the proportion of qualifications such as college and university is much lower than that of other major groups. The imbalance in human resource structure in the Vietnam textile and garment industry is a major barrier to digital transformation, green transformation, and circular economy towards sustainable development.

**Table 2.** Qualification of Vietnamese textile and garment workers in 2019
(Tạ Văn Cánh, 2019).

|         | Untrained | College | University |
|---------|-----------|---------|------------|
| Textile | 82%       | 14%     | 4%         |
| Garment | 89%       | 8%      | 3%         |
| **Average** | **85.5%** | **11%** | **3.5%** |

Most of the labor force involved in textile and garment manufacturing comes from rural areas of the country; education, technical expertise as well as skills necessary for industrial production are not well-equipped. The quality of trained labor does not meet the technical requirements of the industry. The labor force is one of the main factors of production and business in the textile and garment industry and is reflected in both the quantity and quality of labor force. The textile and garment sector is characterized by labor intensive, manual processes. Therefore, the training of human resources is critical for the sustainable development of the textile and garment industry in Vietnam. The number of trained employees each year has increased, but the quality of the workers is still seriously lacking in the textile and garment enterprises, especially the technical and managerial workforce, design, marketing. The supply of human resources for enterprises in the industry is inadequate, especially for high-quality human resources. The competition to attract high-quality human resources among enterprises and sectors is becoming more fierce; Developing high-quality human resources takes a lot of time and costs.

Vietnam's textile and garment industry development strategy for 2030, and vision to 2035, clearly defined the viewpoint that exports continue to be the main and important driving force for the development and growth of the sector, and industry development is closely linked to conservation. Protect the ecological environment, fulfil social obligations and responsibilities, and ensure compliance with sustainable development goals and international commitments (Quyết định của Thủ tướng chỉnh phủ, 2022). However, in the context of many difficulties, to achieve this goal, many synchronous solutions are required. Among these, human resources development for the textile and garment industry is a crucial requirement in the current context.

**4.2. Solutions for human resources development in the textile and garment industry**

In the global development process, sustainable development is regarded as an unavoidable tendency. Each country has different policies on environmental protection, and uses different textile and garment products, but they are all aiming for safety and energy savings, saving water, limiting chemicals, protecting the

environment. Sustainability, regeneration, climate change, traceability, supply chain management, and the circular economy are the overarching themes for the future of the textile industry. Moreover, Prime Minister Pham Minh Chinh affirmed that Vietnam is determined to fulfil its commitment to achieve net zero emissions by 2050, and with the full companionship and support of the international community, strive to quickly reduce greenhouse gas emissions by 43.5% by 2030 and reach a renewable energy rate of more than 70% by 2050. The need for sustainability in the textile industry is more pressing than ever before.

As a result of an evaluation of the current situation of human resources in the textile and garment industry and the requirements of human resource development for sustainable development, it is necessary to deploy a system of synchronous solutions to develop human resources for all sectors of the Vietnamese economy in general, and human resources for the textile and garment industry in particular, including key solutions such as the following:

### 4.2.1. Solutions for developing an overall strategy for developing high-quality human resources in the textile and garment sector

This is a large and important task, requiring careful research, breakthrough thinking and a long-term vision, consistent with reality. The objectives, scope, roadmap, and overarching methods and policies must all be clearly defined in the strategy. In particular, the strategic goal must prioritize overcoming the conflicts between the development of quantity, quality and structure; determine the size, quantity and structure of each type of human resources accordingly. The strategy also develops a reasonable, highly predictable implementation roadmap, develops and completes specific mechanisms and policies to develop comprehensive and synchronous high-quality human resources. It is necessary to clearly define this as the central political task of the entire political system, in which it is necessary to soon unify awareness among socio-political associations, first of all, the core force that is directly operating in the field of research and

strategic planning, policy, the impact of opportunities and challenges for our country toward sustainable development.

Many aspects, such as education - training, science - technology, environment, employment, income, social security, insurance, social protection, health care, labor market development, must be renewed and completed at the same time in order to create a driving force for the development of high-quality human resources. The state should continue to renovate institutions, perfect the legal corridor from the central to local levels in order to create a favorable environment for human resources development, and encourage the development of high-quality human resource markets, markets and products of science and technology in the direction of integration, building a legal environment for the development of the textile sector.

In the current period, domestic training has not yet met the demands. We need to develop a strategy to attract highly skilled labor to make up for the shortage of skilled labor. Develop and implement a flexible salary policy based on talent and productivity in order to create a breakthrough in incomes for high-quality human resources. This strategy can attract local and international talents, which is an essential response to the increasing brain drain.

### 4.2.2. Solutions for education and training high-quality human resources

The quality of human resources is determined by the training process, so the network of universities, colleges and training institutions needs to review, adjust and develop the curriculum to meet the requirements of sustainability in textiles. Innovate training programs, contents and methods in line with the requirements of sustainable development in both technological and management fields. Selected advanced (technical) topics for sustainability in textiles:

- Textile Production Waste.
- Textile Industry as part of a Circular Economy.
- Recycling Technologies.
- Textile Wastewater Treatment.

- Sludge Treatment and Disposal.
- Textile waste (soil), water and air Emission.
- Chemical Management in Textile Factories.
- Resource Efficiency in Textile Factories.
- Best Available Technologies.

Education on sustainability topics should attempt to imbibe in learners a value-oriented thought to take care of the environment. In order to integrate sustainability topics into modern higher education the educational bodies should consider the following points:

- Form interdisciplinary teams.
- Promote international exchange programs.
- Create modern learning environments.
- Implement modern teaching techniques and means.
- Enable new learning environments (online/blended/Augmented Reality/Virtual).
- Ability to criticize and analyse situations.
- Build up evaluation abilities.
- Promote practical training of engineers.

Improve the quality of academic teachers and education managers in the fields of sustainability and promote international exchange programs in training specialities that Vietnam does not have enough experts in. Upgrade facilities and purchase modern teaching equipment in accordance with the requirements of new training programs to meet social and corporate demands in digital transformation, green transformation, and circular economy towards sustainable development. Promoting scientific research on engineering and technology in universities and colleges is necessary to develop the high-quality human resources. Research projects focusing on novel sustainable materials and technologies, eco-friendly alternatives, and strategic partnerships will be forged with renowned universities and research institutions. Additionally, businesses that invest in research and development to advance sustainability efforts will be rewarded with incentives.

It is necessary to have cooperation between universities, colleges, training institutions and enterprises to develop training, retraining and upgrading curricula to meet the requirements of enterprises, combining theoretical science and practical science at enterprises.

### 4.2.3. Solutions on raising awareness of industries and society on high-quality human resource development

High-quality human resources is a vital asset to ensure the sustainable development of the economy. Human capital is one of the important driving forces to promote an organization, a locality or a country to develop along with capital, science technology and natural resources. Furthermore, it is also necessary to change the perception of the majority of the population about the value of ladders in society, thereby altering society's perception of professional training. Professional training is an opportunity to find a job for everyone, to stabilize family income and to improve quality of life.

Developing high-quality human resources not only aims to achieve the highest efficiency for current tasks, but also prepares resources for future requirements. At the 26th UN Climate Change Conference of the Parties (COP26) in the UK in 2021, Vietnam committed to achieving net zero emissions by 2050 and cutting methane emissions by 30% by 2030 as compared to 2020, and signed the Global Coal to Clean Power Transition Statement. Therefore, to achieve the sustainable development goal, all industries and the whole society need to raise awareness that the development of high-quality human resources meets the requirements of the international integration of Vietnam.

## 5. CONCLUSION

Sustainable development is recognized as an inevitable trend in the global development process. Each country has distinct environmental policies and employs different textile and garment goods, but they all aim for safety and energy savings, preserving water, reducing chemicals, and safeguarding the environment. Sustainability creates many opportunities and challenges for businesses in general and Vietnamese textile and garment enterprises in particular. Human resources is the most important factor determining the success and failure of enterprises in particular and the prosperous development of Vietnam's economy in general. This article systematizes the theoretical basis for sustainable

development, the human resources, and analyzes the current situation together with the strengths and limitations of human resource quality in the Vietnam textile and garment industry. The research results show that the labor force of the Vietnam textile and garment industry is abundant, easy to train, young in age, creating opportunities for sustainable development processes. However, there is a shortage of skilled human resources; an unreasonable structure of labor qualifications and limited technological capacity to meet the requirements of sustainable development. Therefore, in order to meet the sustainability requirements, it is necessary to synchronously conduct a system of solutions to develop human resources in general and Vietnam's textile and garment human resources in particular, including: (1) Developing an overall strategy for developing high-quality human resources in textile and garment sectors; (2) Improving the quality of university and college education to meet the requirements of human resources development; (3) Raise awareness among industries and society about high-quality human resource development.

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# REALITY AND SOLUTIONS FOR DEVELOPING HUMAN RESOURCES TO SERVE SUSTAINABLE ANIMAL FEED SECTOR IN THE NORTHERN DELTA OF VIETNAM

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**Abstract**

*Vietnam currently ranks 10th globally and is the leading country in Southeast Asia in terms of animal feed products in the livestock industry. The sustainable development of this sector has become an essential trend in Vietnam. The Northern Delta region is also focusing on promoting the sustainable development of the animal feed industry like other regions. In this context, human resources play a crucial role, especially in achieving sustainable development goals. Overall, human resources in the animal feed industry in the Northern Delta region have made significant progress in recent years. Contributing positively to the restructuring process, improving productivity, and enhancing the industry's competitiveness. However, faced with new challenges and requirements, human resources in this industry in the region still have many limitations. This article uses secondary data sources from the General Statistics Office, the General Department of Vietnam Customs, and recent reports from some localities. Using statistical, synthesis, and analysis methods, the author has summarized the experience of the Southwest Delta region. Based on this, the article proposes some solutions to promote the development of human resources to serve the sustainability of the animal feed industry in the Northern Delta region in the near future.*

**Keywords**: Human resources; animal feed; Northern Delta.

## 1. INTRODUCTION

In the current context of the animal feed industry, challenges such as technology adoption, automation, the Internet of Things (IoT), Big Data, and Artificial Intelligence (AI) have created difficulties for human resources, not only in Vietnam but also worldwide. These challenges have made the development of the animal feed industry an unavoidable issue. It is the requirement and top priority in Vietnam's overall development, especially in the North Central Coast region.

In reality, there have been many in-depth theories analyzing the human resources that serve the rapid and sustainable development of the animal feed industry. In the development strategy of the animal feed industry, The Party and State management agencies as well as the authorities in the Southwest Delta region, have issued many resolutions and policies to develop human resources. Especially, those serving the sustainable development of the animal feed industry, and have achieved certain achievements.

The animal feed industry in the Northern Delta region has made significant progress, but there are still limitations. In the next phase, research and development of human resources related to the sustainable development of the animal feed industry will be important to promote its development in line with the potential and goals of the region. Based on secondary data sources from local reports and statistics from the General Statistics Office and the General Department of Vietnam Customs, the author has conducted statistical, synthesis, analysis, comparison, and contrast methods to address the experiences gained from the Southwest Delta region in developing human resources to support the sustainable development of the animal feed industry. Based on this, the author proposes appropriate solutions for the Northern Delta region.

## 2. SOME DEFINITIONS

### 2.1. Definitions of "animal feed"

According to the standards regulating several terms and definitions related to animal feed promulgated together with Article 2, Law No.

32/2018/QH14 dated November 19, 2018, of the Chairman of the National Assembly, animal feed Feed is defined as the product, which animals eat and drink in fresh, raw or processed form including complete compound feed, concentrated feed, supplementary feed and traditional feed [15].

## 2.2. Characteristics of the animal feed industry

- The products of the animal feed processing industry, including animal husbandry feed, directly affect the health of livestock, the cost of livestock products, and the quality and nutrition of animal products. They also have an impact on the health of humans who consume animal products, food safety, and the ecological environment.

- The animal feed processing industry is responsible for managing the state's products and goods. The Ministry of Agriculture and Rural Development is the government agency directly responsible for the production of animal feed. The industry's activities include production, licensing, quality control, distribution, and consumption of products.

- The animal feed processing industry is a supporting industry for the animal feed industry. It uses products from the animal feed, aquaculture, and pharmaceutical industries as its primary source of raw materials. Therefore, the animal feed processing industry has a greater impact on other manufacturing industries.

- Scientific research, technology, and innovation in production are always a mutually beneficial relationship between businesses and the country. For businesses, through scientific research, formula research, and food production, they can create their own exclusive technology for product innovation, improve quality, reduce costs, and differentiate themselves from competitors in the same industry. Furthermore, research on nutrition and animal feed processing technology aims to help domestic businesses keep up with global trends and access modern science. It provides scientific solutions for developing livestock in a sustainable relationship with other industries

to efficiently utilize natural resources, ensure hygiene and food safety, and minimize environmental pollution. Based on this, research is conducted on mechanisms and policies for livestock development that adapt to the trends of integration and economic globalization.

## 2.3. Concepts of human resources

According to author Nguyen Tiep, the term "human resources" has two meanings. The connotation meaning is "human resources include the entire population capable of labor." The denotation meaning is "human resources include the group of people in working age who are capable of labor." Based on these concepts, according to the author: Human resources refer to the overall human resources of a locality, region, or country, including physical strength, mental capacity, and skills that can participate in the production process to meet development needs. Tran Xuan Cau and Mai Quoc Chanh (2008) believe that "human resources" are individuals who can create material and spiritual wealth for society, with a certain quantity and quality at a specific time. Therefore, the development of human resources focuses on the development of quantity and quality.

The denotation meaning refers to "human resources" as all individuals of working age, whether trained or untrained, employed or unemployed, but actively seeking employment and willing to work. When evaluating the role of human resources in the process of industrialization and modernization, the summary of practice at the 12th National Congress of the Party also affirmed: "Summarizing and building the system of cultural values and standards of the Vietnamese people in the period of industrialization, modernization, and international integration."

## 2.4. Concepts, characteristics of human resources for sustainable development of the animal feed industry

Human resources for sustainable development of the animal feed industry refer to the collective of workers, experts, and teams with specialized knowledge and skills who are

united in their goal of developing the animal feed industry in a sustainable manner. This concept emphasizes the importance of utilizing human resources to ensure the long-term growth of the industry, while also addressing environmental, social, and economic factors.

For the animal feed processing industry, human resources have the following characteristics:

- The labor force is the direct production workers: This is the largest labor force in the human resource structure of the enterprise, as the enterprise directly recruits and serves in the direct production stage. The majority of the direct labor force is unskilled labor without formal training. Therefore, each enterprise and household business has recruitment and training methods that meet the production requirements of the unit for each different job position.

- Indirect labor force: This mainly refers to employees of functional departments that serve the management work of the enterprise, such as sales and marketing staff. This staff is directly recruited by the company for each position based on the specialized knowledge they have been trained.

- The labor force consists of technology engineers, agricultural engineers, and livestock engineers: these are labor forces that are deeply trained in livestock or nutrition. They need to have the ability to access nutritional science in order to perform work in the laboratory and check the production process to ensure that the purchased ingredients are high quality. They develop diets and formulas to ensure complete nutrition products at minimal cost.

- The labor force consists of industry-leading nutrition research experts: they are an indispensable resource for the animal feed processing industry. Currently, the majority of nutrition research human resources are affiliated with research institutes and universities. They are experts in studying the nutritional needs of animals during different stages of physiological development. At the same time, they conduct research on balanced nutrition, food safety, and environmental protection for high-quality animal products.

## 3. CURRENT SITUATION BETWEEN HUMAN RESOURCE DEVELOPMENT AND SUSTAINABLE ANIMAL FEED INDUSTRY DEVELOPMENT

### 3.1. The relationship between human resource development and sustainable development of the animal feed industry

*3.1.1. The reality of the relationship between human resources and the sustainable economic development of the animal feed industry*

- Developing human resources promotes the sustainable economic development of the animal feed industry.

The relationship between human resources and the sustainable economic development of the animal feed industry reflects the profound impact of labor on productivity, economic efficiency, and competitiveness of the industry. The connection between human resources and the sustainable economic development of the animal feed industry is demonstrated through the process of economic restructuring, rural development, and the establishment of large-scale animal feed production models that aim to produce commodities and apply advanced technology. In recent years, the labor force participation rate in the animal feed industry in the region has decreased to only 35.5% of the total labor force [10]. However, the quality of human resources has significantly improved in terms of educational and technical expertise, contributing to the application of scientific and technical knowledge to improve productivity and ensure sustainable development. The quality of human resources expressed through cultural level and technical expertise has increased significantly, contributing to the application of science and technology to improve productivity and ensure sustainable development. This is expressed through the formation of large-scale manufacturing factories and the participation of businesses in purchasing products.

"The livestock and animal feed industry is on a growing trend, with a high growth rate in recent years. New businesses are increasing and old businesses are also expanding their scale, this

shows that the demand for human resources in the veterinary industry is still very high. At the Faculty of Animal Husbandry and Veterinary Medicine of Hue University of Agriculture and Forestry, there are many former students who, after graduating from school, go back to work and return to the faculty as employers. These are opportunities for cooperation to create opportunities. jobs for students of the faculty", Associate Professor. Dr. Nguyen Xuan Ba shared [4].

"After the African swine fever epidemic passed, the total pig herd of businesses gradually recovered and increased, and the demand for human resources also increased, while the number did not change, this also increased. contributes to scarcity, not to mention quality. The time has come for businesses to accompany and coordinate with schools in training human resources. Businesses need to have a clear plan for using human resources to be able to cooperate with schools in training," said Mr. Pham Phu Phat [4].

- The sustainable development of the animal feed industry will promote the process of human resource development.

The sustainable development of the animal feed industry will promote the process of human resource development, which can be measured by the proportion of trained labor with educational and technical qualifications, thereby contributing to addressing the issue of employment for human resources in the animal feed industry. With nearly 300 animal feed companies and a range of businesses producing veterinary drugs and supplies, strong investment in the pig, poultry, and livestock sectors has created a high demand for human resources and plays a crucial role in the industry's development.

The representative of the enterprise at the Forum, Mr. Pham Phu Phat from C.P Vietnam Corporation, stated that the company's farm sector currently employs over 2,000 workers, with an annual recruitment demand of up to 1,500 employees. This highlights the pressure on the enterprise's human resources.

In reality, the labor force in the animal feed industry in the Northern Delta region has decreased by 8.2% (561.7 thousand workers) from 2011 to 2020, while the working-age population has increased from 11,453.4 thousand workers in 2011 to 12,390 thousand workers in 2020. During this period, the level of education among the labor force has also significantly increased from 12.72% to 27.92%, more than doubling. Although the unemployment rate has decreased from 2.18% to 2.08% [12], the notable increase in employment and the proportion of trained workers highlights the positive contribution of the animal feed industry to the development of human resources in the Northern Delta region.

### 3.1.2. The current situation of the impact relationship between human resources and the development of an environmentally sustainable animal feed industry

- Human resource development promotes effective exploitation of resources towards sustainable animal feed industry development.

Trained human resources in the animal feed industry will contribute to the effective exploitation of resources, thereby contributing to the rapid and sustainable development of the animal feed industry. Because human resources in the animal feed industry are trained and have the ability to apply science and technology to effectively exploit capital and resources. In the process of developing a sustainable animal feed industry, applying science to production will help effectively exploit land resources, save water resources, and protect the environment, making the animal feed industry develop stably. in terms of scale, improving productivity, developing a large commodity economy, and reducing pressure on labor and income. On the contrary, developing a sustainable animal feed industry will contribute to increasing income and improving the lives of workers.

Trained human resources in the animal feed industry will contribute to raising awareness of environmental protection, improving the level of handling environmental issues, thereby contributing to the sustainable development of the animal feed industry. This is expressed

through the rate of businesses and factories using clean water, having wastewater treatment systems, protecting the environment,... According to the 2020 survey results, the rate of businesses using Domestic water and wastewater treatment systems are 99.4% and 97.8%, the highest in the country [12].

Along with that, the proportion of villages and communes that have had many applications of science and technology in waste treatment classification such as: Bac Ninh, Hung Yen, Hai Duong, Hai Phong, etc., especially the application of science and technology in waste treatment. Drainage system treatment, general household waste collection and separate collection points for bottles, jars and pesticides have increased. According to the results of the 2020 animal feed industry survey, the proportion of communes with a common domestic wastewater system is 2 times higher than the whole country (74.75% compared to 34.75%) [12].

- The sustainable development of the animal feed industry contributes to improving the efficiency of human resource development..

During the development, the Northern Delta region places great emphasis on the development of the animal feed industry in connection with environmental protection, creating a healthy and stable living environment. This contributes to the development of human resources in terms of physical, intellectual, and personal aspects. In recent years, the labor force in the animal feed industry in the region has improved in terms of height, weight, endurance, as well as educational and technical qualifications. Their ability to adapt to the development of science, technology and the changing labor market has also increased. Along with that, the staff consists of managers, entrepreneurs, educated and trained labor force, who have knowledge and awareness. Along with the development of a sustainable animal feed industry in terms of environment, human resources are increasingly improved, trained, and taken care of their health... This labor force will be a qualified and civilized team who know how to behave

appropriately and be friendly to the environment.

### *3.1.3. The current situation of the relationship between human resources and the sustainable development of the animal feed industry in society*

- The sustainable development of the animal feed industry contributes significantly to the development of human resources.

The sustainable development of the animal feed industry not only contributes significantly to the labor market but also positively impacts the physical well-being and quality of life of workers, ensuring a labor supply for this industry.

In recent years, improving the physical fitness of human resources has been an important part of the development process in the animal feed industry. The prevalence of malnutrition in children under 5 years old decreased from 18.5% in 2010 to 14% in 2020. The rural areas also witnessed significant growth, with an average life expectancy of 73.91 years old, with an average height of 168.5 cm for males and 157 cm for females. Additionally, the average weight for males is 57.5 kg and for females is 48.7 kg [12].

The connection between the sustainable development of the animal feed industry and the human resources in society can be seen through the achievement of the goal of eradicating poverty and reducing hunger. Although the poverty rate in rural areas is still high (2.24% in 2020), the development of industrial crops for animal feed has significantly reduced this rate. From 2010 to 2020, the poverty rate has decreased by 3.46 times, from 8.3% to 2.24%, which is lower than the national average by 1.6% [12].

In addition, the sustainable development of the industry also contributes to improving the quality of education, healthcare, and social welfare policies. The results of the 2020 survey showed a high rate of the population attending and graduating from school, ranging from 95 - 99%, while the proportion of workers serving in the animal feed industry with training degrees increased from 12.72% in 2010 to 27.92% in 2020. The healthcare system has also seen significant improvements, with 100% of

villages in the region having medical stations and 99% of communes having well-built medical stations. The average number of doctors is 5.9 doctors per ten thousand people, ensuring the health of the workforce [12].

- The development of human resources contributes to promoting sustainable development of the livestock feed industry in terms of society.

Human resources, when developed in terms of skills and application of scientific and technical standards as well as physical fitness, have made significant contributions to promoting the development of the animal feed industry, not only in terms of scale but also in relation to the structure and value of this industry. Especially in the Northern Delta region, this transformation has impacted household economy, farm economy, and cooperative economy.

In recent years, although the number of households participating in animal feed production has decreased from 1.749.654 households to 1.356.560 households, the value from animal feed production farms has significantly increased, reaching around 93,000 to 100,000 trillion Vietnam Dong. This is a significant increase compared to the period from 2011 to 2015, when the value only reached from 54,000 to 60,000 trillion Vietnam Dong. On average, each farm reached 2.741 million Vietnam Dong, an increase of 7.6% (194 million Vietnam Dong). It is also noteworthy that the number of livestock farms decreased from 43,000 farms in 2011 to 10,120 farms in 2020. However, the number of animal feed cooperatives reached 3,363 cooperatives. This shows that although the scale in terms of the number of households and cooperatives has decreased, the value has increased from 40 - 50 million to 500 - 1,000 million Vietnam Dong [12].

At the same time, the development of human resources has also positively influenced the output of the industry, including the cultivation of food crops, livestock farming, and aquaculture. Rice productivity reached 7.422.4 thousand tons, while the number of livestock such as buffalo, pigs, and cattle increased from 84.656.7 thousand to 110.540.7 thousand. The

production of aquaculture also significantly increased from 198.403 thousand tons in 2010 to 703.022 thousand tons in 2020 [12].

**3.2. The current status of human resources in the animal feed industry**

According to the Department of Economic Cooperation and Rural Development, currently, the country has about 18 million workers working in the field of agriculture - forestry - fishery, of which 4.31 million have been trained. According to forecasts, by 2030, Vietnam will have about 100,000 agricultural enterprises, 30,000 cooperatives, hundreds of thousands of cooperative groups, farms, etc., so a large number of workers will be needed in the field of Agriculture. Although human resource training in the field of agricultural business has been implemented, it is still lacking and weak, unable to adapt to the development of agricultural businesses and help ensure the rapid development of the agricultural sector. lasting. Currently, the whole country has about 54 institutions of higher education, research and postgraduate training related to the field of Agriculture, with about 325 professions, and about 10,000 bachelors graduating every year. serving various activities in the field of Agriculture and Rural Development. Compared to the required number of trained people, this number is still small. Meanwhile, training human resources with enough knowledge and skills to meet the needs and demands of high-tech agriculture plays a very important and urgent role. In reality, most of the trained human resources are only focused on the production stage of product production, not enough for marketing, promoting products, creating and protecting brands to create output. stability for agricultural products [12].

The increasing demand for high-quality human resources for animal feed while the supply is sharply decreasing is the main reason leading to a significant shortage of human resources for the animal feed today and will become more serious in the future. The next 5-10 years if there are no timely and sustainable solutions.

Therefore, the goal of the agricultural sector from now to 2030 is to provide vocational training to about 1.5 million rural workers nationwide each year on average; The rate of

trained agricultural workers reaches more than 70%; The rate of workers with degrees and certificates (from elementary and above) in the agriculture, forestry and fisheries sector will increase from 4.6% in 2020 to 10% in 2030. Training facilities under the Ministry of Agriculture and Rural Development annually enroll an average of 200 graduate students, 2,500 graduate students, and 20 thousand undergraduate students.

The migration of rural laborers causes a lack of jobs in urban areas and at the same time causes a labor shortage: According to the General Statistics Office [12], in 2020, the number of migrants aged 15 years and older was 877.8 thousand people. and the majority move to urban areas (69.0%); Most are concentrated in the Southeast region (47.8%), the Red River Delta region (23.4%) and are under the age of 30. This shows a lack of young workers in rural areas, so the majority Currently in rural areas are the elderly, women, and children. Because the rural economy is basically purely agricultural, seasonal labor is a very strenuous activity, highly dependent on the weather, and the industry develops slowly, so after harvesting crops, many people do not have anything. Jobs, most have to find jobs in urban areas and industrial concentration areas. The unemployment rate of migrants (9.82%) is about 4.4 times higher than the general unemployment rate of workers aged 15 and over (2.25%), mostly concentrated in rural laborers, without professional or technical training.

The rate of trained workers in the area is low: Labor quality has gradually improved but is still limited. The low quality of rural labor has prevented workers' income from increasing rapidly, causing a growing gap between rich and poor, and between urban and rural areas. Although the poverty reduction policy has achieved some results, poverty reduction must be done by improving the labor quality of rural laborers. In 2020, the rate of trained workers with elementary degrees or certificates or higher in rural areas is 16%, much lower than the rate in urban areas (39.3%) and lower than the rate in rural areas. national average (24.6%)[12]. This is a big challenge in improving the quality of rural labor, especially

in the context of industrialization, rural modernization and the strong impact of the Fourth Industrial Revolution;

The scale of employed workers in the region is continuously increasing but is not sustainable: In 2008, there were 33.961 million workers in rural areas with jobs, in 2020 it will be 36.091 million people (an increase of 9.4%). However, due to the impact of the Covid-19 pandemic, the number of employed workers tends to decrease, mainly in rural areas (37,094 in 2019, 36,091 million in 2020). It is worth mentioning that the quality of employment is not sustainable, workers in rural areas still mainly work in agriculture, forestry and fisheries (33.1%).

## 4. SOME SOLUTIONS FOR DEVELOPING SUSTAINABLE HUMAN RESOURCES TO SERVE THE DEVELOPMENT OF THE ANIMAL FEED INDUSTRY IN THE NORTHERN DELTA

Human resources is one of the key factors directly affecting productivity and the quality of animal feed production. Therefore, businesses and the government need to have human resource development policies based on the following main solutions:

- The direct production labor force must continuously receive training in specialized knowledge of the animal feed processing industry. This is because a fact shows that products only achieve high productivity and quality when the direct labor force understands and comprehends the production technology processes, as well as the processes for preserving raw materials and finished products. This is especially important for management personnel and marketing department employees, who not only need to have a solid understanding of specialized knowledge but also need to be formally trained in feed processing technology, nutritional science, and livestock farming techniques. However, the current vocational training system has hardly provided a source of human resources for the animal feed processing industry. On one hand, the market demand for these human resources is not large enough, so the training process does not bring economic efficiency. On the other

hand, each enterprise's production equipment and production lines have different characteristics, so they only directly recruit ordinary labor and train them to fit the characteristics of the enterprise. Therefore, the process of training the workforce is only superficial, costly, and limited in knowledge. That is why the Association of Animal Feed Processing Enterprises needs to collaborate with universities and research institutes to develop professional and standardized training programs and plans to ensure the development needs of the industry.

Regarding the training and development of highly skilled human resources and industry experts: Currently, our country has an abundant human resource in the field of nutrition research and animal feed. The highly skilled human resources are mostly concentrated in universities and research institutes. With this potential, the government can directly assign research investments in the field of nutrition and animal feed to institutes and universities. At the same time, clear regulations should be established regarding the granting of patents, protection of intellectual property rights, and authorship rights for research achievements. Ensuring the benefits of researchers and research institutions through the economic gains obtained from research results is a motivating factor that attracts and promotes successful research, making it more feasible and practical in the application of food production and animal husbandry.

## 4.1. Developing human resources is closely linked to the restructuring process and improving the economic efficiency of the animal feed industry in a sustainable manner

The Northern key economic region includes eight provinces: Hanoi, Hung Yen, Hai Duong, Ha Tay, Hai Phong, Quang Ninh, Bac Ninh, Vinh Phuc with a natural area of more than 15 thousand square kilometers (accounting for 4.64% of the total area of the country), population (in 2003) was more than 13 million people (accounting for 16.3%). During the period 1996 - 2003, the entire region achieved an average growth rate of 8.8%, of which industry 11.4%, agriculture 3% and services

increased 9%/year. Although the proportion of agricultural, forestry and fishery production value decreased from 15.42% to 10.96%, it still contributed to stabilizing the lives of more than 72% of the rural population in the region. The agricultural economic structure also has a clear change; of which fisheries reached 8.1% (up 2.6%), agriculture 90.5% (down 1%), forestry 1.4% (down 1.6%) [12].

The entire region has been forming a commodity production area for a number of key agricultural products such as food, vegetables and legumes, and short-term industrial crops; As for livestock farming, while the buffalo herd tends to decrease, the herd of cows, pigs and aquatic products increases sharply in both quantity and quality. However, in the process of restructuring the agricultural economy and rural development of the entire region, many difficult problems also appear; land change is large and happens too quickly due to the process of urbanization and the construction of industrial zones, causing the average arable land of farmers to decrease, to the lowest level compared to other regions in the country; The rate of underemployed rural workers has increased; environmental and groundwater pollution; The agricultural, forestry and fishery processing industry has not kept up with the pace of development of these industries, and is generally still small and backward, causing the competitiveness of agricultural products to decrease and production efficiency to be low.

To enhance the production value in the animal feed industry in the coming years, the Northern Delta region needs to undergo a strong economic transformation towards modernization to ensure sustainable development. This process includes planning the production of animal feed according to large-scale, flexible, and locally suitable commodity models, combined with the development of processing and preservation industries to increase the value of agricultural products.

At the same time, it is necessary to strongly develop a supporting service industry, such as supply, technical consulting, fertilizers, and plant protection, along with expanding the market for the consumption of animal feed

ingredient products. To successfully carry out this transformation process, it is undeniable that there is a need to promote the development of human resources, both in terms of quantity and quality, in order to fully meet the needs of development.

Along with promoting the restructuring of the animal feed industry, the Northern Delta needs to be stronger in industrial scientific knowledge transfer. This can be achieved through training courses designed specifically for farmers, aimed at improving their professional skills and preparing them for the transition to a large-scale, modern, and sustainable animal feed production model. Innovations in industrial scientific knowledge, capital investment, and production processes, along with support in harvesting and preservation, will help stimulate market development and increase the value of animal feed industry production in a sustainable direction.

## 4.2. Developing human resources linked to environmental protection towards sustainable animal feed industry development

The Northern Delta is especially favorable in terms of resources, creating ideal conditions for the sustainable development of the animal feed industry. Land, water, high temperature, and ideal air humidity for crops and livestock development are important resources. However, to make the most of these potentials, the Northern Delta needs to develop capable human resources, in terms of quantity, structure, quality and capacity, to apply science and technology. modern in production. Currently, the Agriculture industry is developing towards green and safe production, increasing productivity and quality of crops and livestock; Applying environmentally friendly production, cultivation, and animal husbandry methods, creating high-quality agricultural products. This is an inevitable production trend, for public health, consumers and sustainable development. Many localities in the area promote the application of scientific and technical advances in agricultural production, converting towards organic, ensuring people's health. To date, Hanoi has 164 agricultural production models applying high technology,

5,000 hectares of safe vegetable production, more than 50 hectares of organic vegetable production... These models not only create clean food sources but also provide 15 - 20% higher economic efficiency than traditional production methods, and especially limit environmental pollution. The above fact has shown the dual effect of production associated with the environment.

This process not only involves minimizing input factors and efficiently using means such as NPK fertilizers, plant protection chemicals, but also aims to exploit resources in a sustainable manner. The goal is to transform the Northern Delta into a high-quality source of animal feed production materials, with increased product value, productivity, and return on investment per unit of area and labor day.

Developing human resources not only supports the effective exploitation of resources but also contributes to the protection of the ecological environment. This not only promotes the sustainable development of the animal feed industry with economic benefits but also fulfils the requirements of sustainable development, bringing benefits to future generations. Therefore, developing human resources to meet the needs of the animal feed industry, while making the industry clean, environmentally friendly, resource-efficient, and reducing pollution, is an urgent issue today.

## 4.3. Developing human resources is linked to addressing social issues towards sustainable development of the animal feed industry

To promote the sustainable development of the animal feed industry in the Northern Delta, developing human resources in both quantity and quality is extremely important, requiring adequate investment in various fields. such as education, training, and health to improve the health and training level of workers. In order to accelerate and increase the efficiency of the process of economic restructuring of agriculture and animal feed, it is necessary to adjust the agricultural development planning for the entire region according to the following orientations: Ensuring food security, developing global agriculture. area, gradually

shifting to produce goods with clean, high-quality products; increasing the proportion of livestock and aquaculture industries, improving agricultural labor productivity, developing employment services for rural workers, investing in developing high-tech agricultural models with the goal of bringing every hectare Farming achieves an average income of 50 million VND/year.

The entire region strives to bring the agricultural growth rate to 7.1%/year; livestock 8%/year; seafood 22.4%/year. In the agricultural economic structure, strive to bring the production value of the fisheries sector to 18.3%; forestry 1% and agriculture 80.7%, with the total production value of the entire industry reaching more than 30 trillion VND, an average annual increase of nearly 2,000 billion VND, export turnover reaching 0.9 - 1 billion USD, The value of agricultural products/labor increased from 3 million VND/year to nearly seven million VND/year [12].

The subject in this development process is not only the government and farmers but also includes businesses and professional training institutions. They need to understand the benefits when participating in the investment and development of human resources, making significant contributions to the development of the animal feed industry. Currently, the involvement of scientists, businesses, and professional educational institutions cannot be denied, as they play an important role in the production chain.

To ensure a harmonious benefit for all parties involved, strengthening the relationship between the animal feed industry, farmers, and rural areas is a key factor. Developing a high-tech animal feed industry, combined with the construction of industrial and service facilities for the animal feed industry. Along with planned urban development, are fundamental and necessary factors that support the comprehensive and effective development of the animal feed industry.

In addition, to develop human resources in the Northern Delta, it is crucial to strengthen the role of animal feed industry associations and local authorities. There should be investment incentives, appropriate educational and training development planning, supporting the formation of large-scale specialized areas and key products. At the same time, policies addressing labor issues, employment, income improvement, education and healthcare development, along with social welfare systems, are necessary to ensure a sustainable workforce for the development of the animal feed industry.

## 5. CONCLUSION

The sustainable development of the animal feed industry sets an important strategic goal that will impact the comprehensive development of the Northern Delta region in the coming decade. With its strategic location and numerous advantages in terms of natural resources, economy, and society, the Northern Delta region not only brings great development opportunities but also faces significant challenges in the context of economic restructuring.

To form the animal feed industry in a sustainable direction, an important decisive factor is ensuring human resources are capable of meeting new practical requirements. Developing human resources to promote the process of restructuring the animal feed industry towards sustainability and improving the economic efficiency of the industry; Developing human resources to solve social problems, such as unemployment and low party ranks, to promote sustainable development of the animal feed industry; Developing human resources towards environmental protection, implementing measures to minimize the impact of the animal feed industry on the environment.

In the coming years, to promote the sustainable development of the animal feed industry, the author has proposed some solutions suitable for the Northern Delta region, leveraging the strengths of its geographical location, natural resources, economy, and society. Specifically, these policies aim to attract professionally trained human resources into the animal feed industry and develop positive aspects of the region.

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# DEVELOPING RESOURCES FOR TRADITIONAL CRAFT VILLAGES IN KIM BANG DISTRICT, HA NAM PROVINCE

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**Abstract**

*Conserving and developing traditional craft villages is one of the important goals of Kim Bang district, Ha Nam province. However, to be able to develop traditional craft villages, there need to be reasonable and effective policies. In addition, the local labor force cannot be ignored. Within the framework of this article, the author conducts a study on the impacts of policies on developing human resources for traditional craft villages and then proposes policy implications to aim at enhancing the development of human resources for traditional craft villages of the district in the coming period.*

**Research purpose:**

*To reflect truthfully and objectively on the current situation of handicraft production and solutions for sustainable human resource development in traditional craft villages.*

*The purpose of this study is to explore the role of human resources in promoting the conservation and development of traditional craft villages in Kim Bang district, Ha Nam province.*

*To find solutions to conserve and promote the development of human resources for craft villages, boost production activities, and develop tourism of traditional craft villages.*

**Research motivation:**

*Traditional craft villages play an important role in preserving cultural heritage and providing income for local communities. However, these villages often face challenges such as environmental degradation, loss of traditional knowledge and economic instability. It is necessary to understand how human resources can be utilized to promote sustainable development in these communities.*

*Conserving and developing crafts and craft villages aim to preserve and promote the values and cultural identity of local craft villages, promote production development, enhance competitiveness, add value for craft products; create jobs, increase income for people; protect landscape, space and environment, contribute to promoting sustainable rural socio-economic development.*

*Based on that, the current situation and potential of traditional craft village tourism are identified and solutions are proposed to develop human resources for craft villages to promote production and tourism of traditional craft villages in Kim Bang district, Ha Nam province.*

**Research design, approach and method:**

*This study will use a mixed approach, combining qualitative and quantitative data analysis and collection techniques. Data will be collected through interviews with related subjects, surveys of villagers and analysis of secondary data sources.*

**Main result:**

*The study is expected to show the importance of investing in human resources, including education, training and capacity building, infrastructure development for craft village tourism... to promote sustainable human resource development in traditional craft villages. The findings may also highlight the need for policies and programs to support the development of tourism and human resources in the district.*

**Practical/managerial implications:**

*The findings of this study may have practical implications for policy makers, development practitioners and local leaders. By understanding the role of human resources in promoting sustainable development, these stakeholders can design and implement more effective interventions to support the long-term sustainability of traditional craft villages. In addition, the study may provide*

*valuable insights for managers of handicraft businesses, who can use these findings to inform their human resource management activities.*

**Keywords:** traditional craft villages, Kim Bang, Ha Nam.

# 1. INTRODUCTION

In order to conserve and develop traditional craft villages, where artisans and many households specialize in long-standing professions that are passed down through generations, have a supportive link in production, sell products in the style of guilds, small and medium businesses, even in retail, they usually have professional associations in which members always have the sense of following the vows, regimes, clans, and guilds in the process of becoming a profession. Traditional craft villages usually have a majority or a large number of people doing traditional crafts, even 100% of the population doing handicrafts or a few families specializing in long-standing professions. Their products not only have high applicability but also are unique, impressive, and sophisticated products.

Nowadays, in the process of socio-economic development. Craft villages have really become small-scale industrial economic units, with a role and a very positive effect on socio-economic life.

The state and authorities at all levels always pay attention to leadership, creating favorable conditions for craft villages to develop. The resolution of the seventh session of the Central Executive Committee (term X), on Agriculture, farmers and rural areas, clearly stated the advantages and difficulties that directly affect the process of building new rural areas today. The resolution identifies the need to "promote small-scale industrial production, implement the program of conservation and development of craft villages".

Before the increasingly deep and wide integration requirements of the market economy, the attention of the Party's leadership, the administration of the authorities at all levels and the efforts of each craft village, the production and business activities of craft villages have gradually stabilized and developed new steps. Craft villages have actively fostered human resources, focused on investing capital, technology to innovate designs, improve product quality, expand domestic markets and gradually

penetrate foreign markets. Craft villages have solved local employment and created stable income for hundreds of rural workers, contributing to poverty reduction, community cohesion of residents in villages; maintaining political security, social order and safety and solving the situation of free migration to big cities.

Accordingly, the value of industrial production - small industry in the district area every year always achieves a high growth rate. In 2022 alone, the value of industrial production – the small industry is estimated to reach over 21,900 billion dong, up 24.4% compared to 2021. There are many products with high growth rates, such as garments; baked bricks; picture frames; fine art, pottery... with an increase from 11% to 41% compared to 2021.

Kim Bang district also maintains the effective operation of 17 traditional craft villages, villages with professions, creating regular jobs for thousands of local workers. Thanks to that, the industrial - small industry activity of the district develops relatively comprehensively in all fields and sectors. Some industries have a tendency to develop strongly such as: ceramics, sculpture, pearl inlay, lace embroidery, carpentry, bamboo and rattan weaving,... Only in Kim Bang district, the production value of craft villages accounted for 10% and in 2010 increased to 12% of the total value of industrial production - small industry in the whole district.

Conserving traditional craft villages, contributing to solving unemployment, increasing income, and improving the lives of millions of rural workers is a very necessary task in the integration period. However, craft villages are facing many difficulties in finding outlets for products, in training to keep their profession and the serious environmental pollution situation...

However, the conservation and development of traditional craft villages in the district still have some limitations due to many reasons, mainly: The ability to grasp and market craft villages is not good; technology transfer and design improvement are slow; the competitiveness of

craft products in the market still has many shortcomings because they only focus on producing sophisticated products; the issue of human resource training has not been properly paid attention to; access to capital sources for production of small businesses is still difficult; solving environmental pollution is not good; the infrastructure is not synchronous and has not been properly addressed. In 2010, more than 20% of craft village businesses went bankrupt, the rest are facing many difficulties.

## 2. THEORETICAL BASIS FOR SUSTAINABLE DEVELOPMENT OF CRAFT VILLAGES

### 2.1. Traditional profession

Tradition is a term used to refer to the values, elements, and beliefs of a community or society that are preserved for a long time from one generation to another. Tradition shows inheritance as the main characteristic, but also has development according to history.

Tradition is expressed in forms: tradition of learning, traditional festivals, family tradition, traditional profession. A traditional profession is a small-scale handicraft industry that was formed, existed and developed for a long time in history, produced in a concentrated area or a village and passed down from generation to generation (transmitting profession), preserving production techniques (professional discretion), and summarizing experience.

### 2.2. Craft village

In the process of historical development up to now, it shows that the village has a crucial position in production, as well as the life of rural residents. Vietnamese villages developed very early, often associated with agriculture, and rural economy, where traditional handicrafts and products bearing the quintessence of the nation's culture and civilization were born. The development process of craft villages is the development process of small-scale industries in rural areas.

Currently, the concept of a craft village is not only limited to villages that only have people who specialize in handicraft industries and there is no village that is purely trading villages as the previous concepts. In the process of industrialization and transition to the market economy mechanism, in craft villages, production technologies are no longer entirely manual, many modern techniques have been applied to production stages.

### 2.3. Sustainable development of traditional craft villages

According to common logic, sustainable development of traditional craft villages is the long-term development process that combines closely, reasonably and harmoniously in using resources effectively, maintaining labor productivity, ensuring continuous creation of products and services with traditional cultural characteristics, meeting current needs without causing harm to future generations. Therefore, the sustainable development of traditional craft villages must also be based on the three pillars of sustainable development:

- Economic sustainability: ensuring the production and business activities of economic units in craft villages develop long-term and continuously with high productivity and efficiency.

- Social sustainability: ensuring that production and business must comply with the law, preserve and develop the identity and cultural values of traditional crafts, while performing well the obligations to contribute to society, ensure the rights and improve the life and capacity of those who participate in production activities in traditional craft villages.

- Environmental sustainability: ensuring that production and business go hand in hand with maintaining the ecological balance and natural environment without degradation, while not causing harm to human health and adversely affecting other economic activities in traditional craft villages.

Thus, in the relationship with production and business development in traditional craft villages, the environmental protection of craft villages must be harmoniously combined to improve the environment. Based on this perspective, it is necessary to abandon the approach in both policy formulation and management organization in craft villages in the past that focused on economic growth, production and business development in craft villages without or with little attention to environmental protection and improvement.

From the above analysis, it can be understood that sustainable development of traditional craft villages is the harmonious and balanced development of craft villages on all three economic, social and environmental aspects, aiming to ensure production and business activities of craft villages achieve productivity, increase income for workers, while preserving and promoting the national cultural identity through craft products and protecting the ecological environment of craft villages.

However, to develop traditional craft villages sustainably, the most important factor is human and human resource development policies of traditional craft villages. By good implementation of these policies, they will contribute to promoting sustainable development of traditional craft villages.

## 3. CURRENT STATUS OF HUMAN RESOURCES DEVELOPMENT POLICY OF KIMBAN DISTRICT IN THE RECENT PERIOD

### 3.1. Vocational training policy

This policy aims to support training, retraining, and fostering labor in craft villages, striving to achieve the target of 100% of craft villages having labor trained through professions; thereby creating more jobs for rural workers in craft villages, while aiming to improve the quality and effectiveness of vocational training, contributing to the shift of labor structure and economic structure, serving the industrialization and modernization of agriculture and rural areas.

To realize this goal, the Kim Bang district has implemented policies to encourage artisans to directly open classes to transmit professions; classes to train skilled workers, vocational teachers and designers in craft villages and consulting activities to develop products.

- Propagating, raising awareness of preserving and promoting the traditional cultural values of the nation through mobilizing the transmission of professions, vocational training for young workers to ensure the inheritance in craft village activities.

- Support vocational training for rural workers, including vocational training to serve craft villages in the district.

For rural workers who have been trained in agriculture and initially applied the knowledge they have been trained to develop the household economy, most of the households still do the old profession, but with higher productivity and efficiency, the rate of self-employment after vocational training is about over 80%.

Although initial results have been achieved in vocational training, the quality of labor in craft villages is still low, the management and administration capacity of businesses, cooperatives, and craft village households is still limited; the grafting and transmission of professions face many difficulties. Currently, except for some professions such as sewing, carpentry, weaving, requiring workers to be trained systematically, other professions hardly require labor quality. Therefore, most of the labor force are elderly people, women making use of their leisure time. In craft villages that require labor to be trained, vocational training and transmission are also facing difficulties, because workers have switched to work in industrial zones and export processing zones in the locality to stabilize their jobs and ensure their income.

Thus, due to economic pressure while income from work is not guaranteed, most of the workers who have been trained in vocational training do not continue to work in craft villages, but have become workers in industrial zones to earn income for their lives. Therefore, the State needs to have a mechanism to support job creation after training, as well as policies and solutions to increase income for craft workers in villages.

### 3.2. Policy to honor artisans and skilled workers

This policy aims to establish preferential regimes to attract artisans, excellent scientific and technical staff to participate in the development of professions and craft villages. To encourage, motivate, and promote the role of artisans and skilled workers in the locality in restoring traditional professions and introducing new professions to the locality.

According to the Regulation, artisans, skilled workers, and people who have contributed to bringing professions to the locality are recognized when they meet the standards of political quality, morality; seniority in the profession; achievements in producing products and results of transmitting and teaching professions.

When being recognized, artisans, skilled workers and people who have contributed are supported on the following basic contents:

- Support procedures and reduce fees for registering author's rights, intellectual property rights for products and works made.

- Be proposed to award the titles of People's Artisan, Excellent Artisan, Artisan when meeting the conditions according to the regulations.

- Organize direct transmission and teaching of professions and collect tuition fees from students on the principle of agreement.

- Be supported with funds for research, design, improvement of models, innovation of technology, organization of transmission, teaching, participation in fairs, exhibitions; be given priority to participate and support funds from the Programs of Industrial Promotion, Agricultural Promotion, Trade Promotion and other programs.

With 5/8 craft villages that have been recognized in the Kim Bang district, mainly traditional craft villages, the number of artisans (including both artisans and skilled workers) recognized in the period of 2020 - 2022 is not many, because the regulation of certifying artisans is increasingly strict, the number of people interested in submitting files to be certified is less and less.

The reality shows that the elderly people in craft villages, sticking with the profession for a long time, are the ones who keep the soul of the craft village. Whether they have a title or not, they are devoted to the craft of their ancestors, family and homeland. However, the recognition and awarding of titles from the management agency is the motivation to encourage them to continue to create and contribute to the preservation and development of the craft village. However, besides the lack of attention from the local authorities in proposing individuals for evaluation, the content of some regulations on evaluation under Regulation 35 is not yet suitable for reality, which is also a big barrier that makes people not enthusiastic about the titles. Therefore, it is necessary to set out criteria for the evaluation of artisans' titles, to ensure transparency and publicity. However, it is necessary to consider the content of the regulations related to the number of

transmissions, teaching and regulations on the achievements of craft workers to be more suitable to the actual situation in the locality, and to evaluate more accurately the contribution of craft workers with seniority and prestige to the preservation and promotion of the value of craft village products.

In reality, those who have been doing the profession for a long time really do not care about the title, so honoring artisans is to encourage and motivate those who are wholeheartedly preserving and developing the folk cultural knowledge of the nation to continue to contribute and create.

Although there have been many efforts in implementing policies to develop and honor the artisans of traditional craft villages, in reality, besides the respect for being considered the "master" of their craft, these individuals are difficult to be recognized as artisans according to the criteria set out.

Moreover, the regulation on the achievements of transmitting and teaching professions of those who are awarded the title of artisan is not feasible, not close to the reality. Accordingly, those who are awarded the title of artisan must have achievements in restoring, maintaining and developing the profession; have transmitted and taught the profession to at least 50 people or have been recognized by the local authorities or professional social organizations as having transmitted and taught the profession to many skilled workers in the locality. This is a very difficult regulation to implement even for craft businesses, so it becomes even more difficult to apply to individuals. Clearly, each traditional craft village is likened to a "living human treasure", because it preserves the treasure of intangible and tangible cultural heritage, contributing to creating a colorful and rich national cultural picture and identity. Therefore, each artisan of the craft village is considered a "living human treasure", so it is necessary to adjust the content of the regulation to recognize and honor the contributions of the artisans.

## 4. SOLUTIONS FOR SUSTAINABLE HUMAN RESOURCE DEVELOPMENT IN TRADITIONAL CRAFT VILLAGES

Currently, many craft products have low competitiveness, production is still limited and

spontaneous; idle labor has not been well exploited, the young labor force has not been attracted to follow traditional professions and attach to economic development in the locality, the physical and spiritual life of a part of the people in the district still faces many difficulties. In order to exploit the potentials and advantages of the district to promote the achievements while overcoming the difficulties and limitations in the past. Aiming at the goal of developing human resources for craft villages in general and developing human resources for traditional craft villages of Kim Bang district in particular. Within the scope of this study, the author has proposed some policy implications as follows:

- Effectively implement the provincial regulations on the conservation and development of traditional professions, craft villages, and traditional craft villages in the period of 2021 - 2030;

- Affirm and enhance the role and importance of preserving and developing professions and traditional craft villages;

- Create favorable conditions for craft villages to develop sustainably associated with tourism, culture, and traditional festivals to preserve the cultural and historical values of craft villages;

Find and utilize the domestic and foreign markets for consuming craft products, small-scale industrial products of the district; promote the advantages of the district to expand the market, form the supply of market information for businesses, production facilities; support businesses, production facilities to participate in fairs, exhibitions, meetings, seminars,... gradually proactively penetrate the market for products that the district has advantages. Encourage all economic components (including businesses with foreign investment) to participate in product consumption; expand and create conditions for businesses and individuals to participate in product export.

- Strengthen the administrative reform, the economic mechanism of fair and healthy competition for all economic components in the locality. Encourage businesses, production facilities to actively learn and apply quality standards, technical standards, environmental and labor standards, technology standards of products and regulations on food hygiene and

safety; support businesses, production facilities in building product brands, especially signature products from traditional craft villages of the district.

- Focus on the quality of vocational training, implement the socialization of vocational training to attract all resources for vocational training activities, diversify the forms of vocational training and create favorable conditions for all workers to have opportunities to learn professions and find jobs. Vocational training must be associated with solving employment problems for workers who do not have jobs and creating new jobs for workers who lose their jobs.

- Encourage the application of science and technology in the direction of combining new modern technology and traditional techniques on the basis of ensuring harmony and bringing economic efficiency.

- Consolidate the organizational apparatus, strengthen the management, and focus well on the resources for the development of craft villages, to avoid unplanned investment and development; create a favorable environment for the application of scientific and technological topics into production. Well-organised support for businesses, production facilities on market information, investment encouragement policies, investment procedures and timely solutions for the proposals and recommendations of investors.

- Enhance the value of production of goods of craft villages in rural areas, improve production capacity and build brand names of craft products.

## 4.1. Human resource training policy for traditional handicraft villages

To preserve and develop traditional craft villages, it is necessary to pay attention and care for the human factor, in which the generations of artisans are the direct decisive factor. Because artisans are living human treasures, they are the ones who have the mission of acquiring, transforming, supplementing and transmitting professions; they are also the bridge between the ancestors and future generations and have many years of attachment to the profession. The reality shows that some craft villages have declined in production for many reasons, but there are still

opportunities to preserve and develop traditional craft villages because there are still artisans who teach the profession.

Developing the production of craft villages in the new situation requires a highly skilled human resource, but in reality, most of the labor force in craft villages is self-taught right at the craft villages. Organizing artisans to transmit professions to young workers will create a generation of highly skilled workers, meeting the requirements of improving the quality of the labor force in craft villages. This is the resource to form the new generation of artisans of the craft village. Honoring artisans is one of the factors to preserve the craft village and vice versa, to preserve and develop the craft village, it is necessary to promote the role of artisans. This is the practice of craft villages.

In the new conditions, business owners, and production households need to be equipped with basic knowledge and skills in management, business, market and content on cultural conservation, science and technology ... These subjects themselves originate from farmers, and rural areas, so they are still limited in this knowledge. Therefore, to become a business owner in the new situation, individually each person needs to have the awareness of self-reliance and enrichment by their ability and capacity, and on the state side, there needs to be support by opening training classes, fostering skills and knowledge that this subject is lacking.

For workers in traditional handicraft villages, the current reality shows that the forms of training and transmission of professions are quite diverse in traditional handicraft villages, but they have not attracted workers to participate. Most of the workers who participate in vocational training classes later have the ability to find jobs in industrial zones and industrial clusters in the locality, meaning that they are less attached to the professions in craft villages. Therefore, there needs to be a mechanism to encourage and support the opening of free training and transmission classes for workers, while connecting with production facilities to create opportunities for finding jobs after training. The reality in craft villages in Kim Bang district, Ha Nam province shows that the results of vocational training in craft villages such as

Quyet Thanh, Tay Son are higher than other craft villages, because they create opportunities for workers to have jobs after training, ensuring income. Therefore, on the side of the agency in charge of rural vocational training (under the Department of Labor - Invalids and Social Affairs), there needs to be a mechanism to connect with production and business facilities of traditional handicraft villages in order to both bring job opportunities for workers and ensure regular production activities. In addition to providing a trained labor force for craft villages, it is necessary to have a mechanism of coordination and linkage to provide skilled workers and understand the traditional professions of the locality. This activity contributes to diversifying business forms, while preserving, conserving and promoting the cultural values of the nation.

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Honoring artisans is one of the factors to preserve the craft village and vice versa, to preserve and develop the craft village, it is necessary to promote the role of artisans. This is the practicality of craft villages.

Artisans play an important role in preserving and developing traditional craft villages. There should be policies to reward and preferentially treat artisans, encourage them to teach and transmit professions to the younger generation. The reality shows that most artisans have the desire to transmit professions, production secrets to the next young generation. The problems they face are that the young generation is not interested in the crafting profession, opening training classes for some professions also requires funds, and materials. To overcome these problems, it is necessary to have measures to propagate and disseminate to the young generation about the importance of preserving and conserving the national traditional professions, while ensuring that workers are assured of their livelihood.

It is necessary to support a part of the funds for opening training and transmission classes of artisans. With that, the new vocational training work really brings efficiency, helps to maintain the labor force to ensure the production and business activities of the traditional craft villages develop.

Regarding the recognition of artisans, currently, although there have been specific regulations on the matter, the state management agencies and local authorities need to regularly organize the evaluation, recognition and awarding of noble titles, as well as material rewards worthy of the artisans, skilled workers who have made products with traditional and exquisite features.

In addition, the recognition of artisans needs to ensure transparency, fairness and needs to conduct surveys of people's opinions in craft villages to ensure recognition, awarding of the right people, the right merit, and preserving the enthusiasm of the artisans.

In terms of the conditions for recognizing the titles of Artisan, Skilled Worker, the management agency needs to advise the district People's Committee on adjusting the regulations on the achievements of vocational training as well as the achievements of winning prizes in competitions. Accordingly, the recognition needs to have open criteria, based on the actual contribution of the people who do the profession, recognized by the people of the craft village and the associations.

## 4.2. Preserving and developing traditional craft villages must be closely combined with various forms of craft village tourism and ecotourism

Traditional craft villages and craft village tourism play an important role in the socio-economic strategy of the whole country. The development of craft villages and craft village tourism not only has economic meaning but also has great cultural and social significance. The development of traditional craft village tourism is considered an important solution in preserving, conserving and honoring the unique traditional cultural values, while strongly supporting the rural areas to shift the economic structure towards sustainable development, meeting the demand for product consumption in the country as well as in the international market.

Human resources of traditional craft villages play an important role in the development of craft village tourism. The artisans and skilled workers of the craft village are the ones who have the merit in preserving and promoting the cultural identity of the craft village. When visiting the craft village, tourists often want to meet artisans, learn about their learning process, creativity and contributions to the development of the craft village.

Kim Bang is a district associated with the rice civilization, with the community structure of villages where the cultural strata, unique customs and practices, and distinctive features of the culture are still preserved; especially the traditional handicraft villages. Therefore, the potential of craft village tourism is vast, but it is still a relatively new field that needs to be invested and developed.

In Kim Bang, many communes have traditional craft villages, some places are not only craft villages but the whole commune does the profession. Many famous craft villages are associated with unique products, imbued with culture, soul and talent: lace embroidery, inlay, bronze casting,... There are craft villages that exist in association with the development of ancient villages, historical relics, and tourist areas such as: Que Quyen pottery village. Moc Kim Bang village with famous craft products but the reality has not been invested and developed commensurate with the potential of craft villages. In the tourism development strategy of the district, it is necessary to pay proper attention to promoting the development of various forms of craft village tourism. The planning and construction of craft village clusters in the direction that the same locality can coexist many different forms of production to not only promote the existing strengths but also help tourists to visit many professions while only needing to visit one commune, even one village. Right in each craft village, it is necessary to prioritize the construction of infrastructure, exhibition areas, cultural works, building typical artisan households into tourist attractions, ensuring security and social safety, and enhancing education to raise awareness and communication skills for people in craft villages when contacting tourists. Reasonably solve the

problem of sharing benefits from tourism for all. Developing craft villages associated with tourism is an inevitable direction to both preserve the unique cultural values of each locality and promote tourism development. Therefore, it is necessary to strengthen the activities of promotion, and advertising of craft village tourism; planning, investing in infrastructure development; developing brands for craft products. Organize tours, routes of craft village tourism associated with experiential tourism, visiting historical and cultural relics, traditional festivals; mobilize central and local capital sources for craft villages in Ha Nam to develop sustainably.

## 4.3. Renovate mechanisms and policies to mobilize resources and enhance the application and transfer of technology in production in craft villages

Facing the increasingly high demand of the domestic and export market, the competition of imported goods, the products of craft villages need to be innovated in terms of quality, design, and cost reduction, which requires craft villages to enhance the application and innovation of production technology, pay attention to the training of high-skilled human resources and solve environmental pollution problems. Therefore, accessing financial resources to support production is very necessary for craft villages. Currently, the state has issued mechanisms, policies and incentives for capital loans, taxes for the development of small-scale handicraft industries, but still lacks synchronization, not really creating a legal corridor for businesses and production households in craft villages to access capital sources, especially preferential loans to expand production and innovate technology. Some businesses that could not access preferential capital sources fell into difficulties, leading to a reduction in production scale.

In addition to creating favorable mechanisms and policies, it is necessary to regularly organize fairs of traditional handicrafts, model demonstration activities; establish funds for encouraging industry, credit guarantee funds, to support production for craft villages. This is a necessary requirement.

Yearly, the district needs to build and implement a plan for training, fostering, and developing human resources, focusing on surveying, proposing to supplement the list of vocational training, and building cost norms for training. Along with that, strengthen the propaganda, dissemination of effective models that can be applied to the locality, consult vocational training, free employment, distribute leaflets "Things to know about vocational training for rural workers" and handbook "Vocational training policy for rural workers" ... to the hands of residents.

The Center for Vocational Education - Continuing Education of the district innovates the training method, focusing on the professional quality of the teaching staff. The teachers of the center participate in training courses, fostering improvement in their profession, skills and pedagogy of vocational training.

## 4.4. The relationship between tourism development associated with craft villages and some solutions for sustainable development of sustainable human resources

In the condition of economic development, tourism becomes an indispensable need in the cultural and social life and tourism activities associated with communities, traditional craft villages, are being developed strongly to become an important economic sector today.

For the socio-economy, tourism has many strong impacts, tourism plays a very important role in developing traditional craft villages.

One of the solutions of Kim Bang to preserve and develop sustainable traditional craft villages is to link the development of craft villages with tourism. This is considered a correct step, not only expanding the market, opening up many opportunities to promote the production of traditional craft products, but also contributing to preserving and promoting the traditional cultural values in each craft village.

Tourism helps create many jobs for residents, attract labor from localities and neighboring areas, increases income and contributes to improving people's lives.

Contribute to increasing revenue and sales of traditional handicraft products in craft villages by selling souvenirs to tourists. This is also a form of export at the place without paying taxes and limiting risks.

Tourism development creates more investment opportunities for traditional craft villages. Create opportunities to export traditional handicrafts in craft villages

Create cultural exchange opportunities for foreign tourists, contribute to shifting the economic structure in rural areas, shifting agricultural labor to the service sector.

Preserve the precious traditional cultural values of craft villages. Restore and develop traditional handicrafts that have been lost in the market economy and the process of industrialization and modernization of the country.

Craft villages are places where special handicraft products are produced, with high use value and artistic value, characteristic of a locality.

Developing tourism in the region, tourists can visit Tam Chuc spiritual tourist area, visit Ba Danh Pagoda - Ngoc Mountain, visit and experience the pottery profession at Que Quyen pottery village.

Traditional craft villages are humanistic tourism resources that contribute to attracting tourists, making tourism activities richer and diverse, with many attractive options for domestic and foreign tourists.

Developing traditional craft villages and craft village tourism is an important component of industrialization and modernization of rural areas; this is an urgent task in the socio-economic strategy. The development of craft villages and craft village tourism not only has economic meaning but also has great cultural and social significance. This is one of the factors that preserve and promote the cultural identity of each locality. The great and precious value of craft villages is not only in solving employment in rural areas, and contributing to the shift of economic and social structure in rural areas, but more importantly, more fundamentally, it is the craft villages that have preserved and developed the traditional handicraft products with the national cultural identity, contributing to making the Vietnamese culture shine in the region and in the world.

The people who have the merit in preserving and promoting the cultural identity of craft villages are the artisans and skilled workers of the craft villages. When visiting the craft village, tourists often want to meet artisans, and learn about their learning process, creativity and their contributions to the development of the craft village. This is also a strength of craft village tourism that needs to be exploited. However, the development of traditional craft village tourism depends on many factors.

Firstly, the tourist market: The market is an important factor for development, to speed up the development, it is necessary to have products suitable for each type of market and constantly expand and develop the market. Expanding the domestic tourist market, especially for international tourists, researching the tourist market is a matter of concern for craft villages in developing tourism.

Secondly, capital for production development: This is an important material resource for any business activity. The main task of capital is to invest in production development, infrastructure, technology,... Therefore, the prosperity of craft villages also depends largely on the mobilized capital sources. In the past, in the self-sufficient economy, capital for production was usually small, mainly self-owned or mobilized by relatives in the family. Nowadays, to meet large-scale production, meet the high demand of the market economy, the amount of capital needs to be larger to invest in technology innovation, bring equipment, machinery into production, and contribute to increasing productivity, product quality.

Thirdly, infrastructure: Including the system of roads, water supply, drainage, communication, commercial services, public works,... This is a factor that facilitates the production process, exploitation and promotion of the potential of each craft village. These factors ensure the supply of raw materials for production, product consumption as well as expanding production scale, applying scientific and technological advances to production, while minimizing environmental pollution of craft villages. Therefore, in places where there is full and synchronous infrastructure, craft villages have the conditions to develop strongly. However, currently most craft villages are still facing many difficulties due to the poor and unsynchronized infrastructure conditions.

Fourthly, human resources: In traditional craft villages, there are artisans and skilled craftsmen,

with very sophisticated levels. They are passionate and attached to their profession, especially important in transmitting and teaching the profession, as well as creating unique products. Nowadays, there are still many artisans who are passionate about their profession, want to preserve the national cultural identity and tradition of their ancestors. The issue of training to improve technical level still has many limitations, the quality of the labor force is not high, the level of expertise and culture is low, especially for business owners in meeting the increasingly high demand of the domestic and international market.

Fifthly, economic pressure: The main source of livelihood for rural people is income from agriculture. In many places, due to the narrow land, crowded population or climatic conditions, soil, the income from agriculture is low, not meeting the needs of life, so people have to look for non-agricultural occupations to earn extra income. In the process, they have chosen suitable occupations and gradually formed craft villages. Many traditional craft villages that exist and have developed strongly to this day have high population density, low average agricultural land area per capita, such as Ninh Hiep village (Gia Lam, Hanoi), Dong Ky village (Tu Son, Bac Ninh), Dong Ho folk painting village (Thuan Thanh, Bac Ninh),... The Red River Delta became the earliest and most concentrated place of traditional craft villages, perhaps due to economic pressure.

Sixthly, geographical location: Statistics show that most traditional craft villages develop in favorable locations for transportation or near raw material sources. Such locations are convenient for transporting raw materials, exchanging and trading products,... Especially in the past, due to the underdeveloped transportation conditions, the factor of "river port and market" always played a key role in the transportation and trade of craft villages. Many traditional craft villages were formed on the basis of locally available raw materials such as Huong Canh pottery (Binh Xuyen, Vinh Phuc), Tho Ha (Viet Yen, Bac Giang),...

Seventhly, the tradition of craft villages: Each traditional craft village has its own experiences, techniques, professional habits, secrets in production and business. These experiences, techniques, professional habits, secrets create the unique features of each craft village and are in the hands of artisans, skilled workers, passed down from generation to generation to preserve and develop the traditional profession in the locality. The traditional factors help the craft village to keep its professional secrets, the products of the craft village have the unique, the characteristics of each craft village. Therefore, it is a factor that plays an important role in maintaining and developing the craft village itself.

Eighthly, the direction and policy of the Party and the State: This is an important factor for the sustainable development of craft villages. The state's support policy

The policies and policies of the Party and the State on the one hand support and encourage people to boldly invest in production, apply modern technologies to production, enhance competitiveness. On the other hand, ensure that craft villages develop according to the planning, plan, and ensure the environment. The state builds planning, plans for developing craft villages, issues policies to encourage development such as preferential loans, land compensation, labor training, taxes,... On the other hand, the organization and management of the state create conditions for craft villages to develop sustainably, limit pollution and environmental degradation. Without the management of the state, craft villages compete freely and unhealthily, not only not developing but also hindering development, not improving the competitiveness of craft villages with the domestic and foreign markets,... However, the policies of the state for craft villages are still few. Many localities have their own policies to encourage the development of craft villages.

## 5. RESULT AND DISCUSSION

**Table 1.** The results of vocational training in Kim Bang district in the period 2020 - 2022

| Numbers | 2020 | 2021 | 2022 |
|---|---|---|---|
| Labor with training | 65% | 65% | 68% |
| labor with diplomas, certificates | 54,5% | 54,5% | 56% |

## 6. CONCLUSION

The implementation of the task of conservation and sustainable development of traditional villages according to the policy of the Party and the State has a special meaning and importance in the country's development. Craft village tourism has developed, becoming a unique tourism product not only in the Northern Delta but also in the craft villages of the Central and Mekong Delta regions, contributing a type of cultural tourism, ecotourism to the rich tourism products of our country.

The development of craft villages and craft village tourism has made great contributions to the country's economic development such as: Creating jobs for rural labor, shifting the economic structure of rural areas, shifting the labor structure, limiting free migration, building new rural areas,... However, the development of craft villages and craft village tourism in our country still has many limitations, not commensurate with the potential. Our country has joined the WTO, in the trend of integration, opening up economic, tourism and cultural exchange activities around the world has created favorable conditions for the development of craft villages and craft village tourism. However, the development of craft villages and craft village tourism is also facing many difficulties. To develop craft villages and craft village tourism, it is necessary to implement synchronously many solutions for the economy and society. This is the task that the Party, the State and the Party committees, authorities, mass organizations and the entire people must strive to implement for the goal of economic and social development.

Through research, and analysis from many sources of documents as well as by many different methods, the author has proposed some solutions to develop sustainable human resources for traditional craft villages in Kim Bang district, Ha Nam province.

With the above policy implications, the author hopes that in the coming time, the promotion of sustainable development of human resources for craft villages will be focused and promoted, the traditional craft villages in Kim Bang district, Ha Nam province will become more stable and develop, promote well the traditional cultural values of the village, and from there contribute to the economic and social development of the locality.

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# SUSTAINABLE HUMAN RESOURCE MANAGEMENT IN FAMILY COMPANIES IN VIETNAM: PRACTICE AND SOME IMPLICATIONS

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**Abstract**

*As the core content of corporate governance, sustainable human resource management is valued by managers to achieve the related purposes of ensuring the safety and sustainable development of corporate assets, especially for family businesses. The level of sustainable human resource management of the family business will directly influence the management level of the family business, even becoming a key indicator to measure the prosperity and decline of the family business. From this point of view, the article is mainly based on human resource management experiences in family businesses in the world, assesses the current situation of human resource management in family businesses in Vietnam, and clarifies specific causes of human resource management issues and the main challenges for sustainable human resource management in family businesses in Vietnam, and on that basis, some suitable solutions are proposed to optimize the level of human resources management of family businesses in Vietnam.*

**Research purpose:**

*The goal of the research is to analyze human resource management experiences in family businesses around the world, evaluate the current situation of human resource management in family businesses in Vietnam, and clarify the specific causes of the problem. Human resource management issues and main challenges for sustainable human resource management in our country. family businesses in Vietnam, on that basis, propose some appropriate solutions to optimize the human resources management level of family businesses in Vietnam.*

**Research motivation:**

*The research motivation is to promote better and sustainable inheritance and development of Vietnamese family businesses. It is necessary to strengthen the research on human resource management issues of Vietnamese family businesses based on the specific reality of Vietnam's economic environment.*

**Research design, approach, and method:**

*The study approaches from the perspective of a general assessment of the human resource situation in family businesses around the world, to analyse the actual situation and challenges in sustainable human resource management in family businesses in Vietnam. Through secondary data analysis, synthesize and draw out important points that need attention in the process of sustainable human resource management in family businesses in Vietnam. This study is a meaningful premise for future experimental research.*

**Main findings:**

*The study analysed and pointed out some limitations of human resource management in family businesses in Vietnam, which are that the human resource policy system is not clearly defined and ineffective use of human resource functions, efforts through a professional approach to become a more sustainable company, not paying enough attention to employees other than family members, and not establishing professional human resources departments in organizations, organizations to effectively implement sustainable human resource management. The study has proposed some specific solutions to overcome this problem.*

**Practical/managerial implications:**

*The proposed solutions have scientific and practical significance and are suitable for human resource management activities in family companies in Vietnam.*

**Keywords**: sustainable, management, human resources, family company, implications, Vietnam.

# 1. INTRODUCTION

The rapidly increasingly competitive global economy forces organizations to explore and effectively use resources to gain competitive advantage (Cetin S., et al., 2016). In today's volatile and fiercely competitive economy, to survive and develop sustainably, businesses must have a clear vision, mission, and goals. But to achieve what is set out, people are the decisive factor. A strong and sustainable human resources system will realize the strategic goals set, bringing the business to success. The competition focuses on human resources (Jiang et al., 2012; Ployhart & Moliterno, 2011). Companies that effectively use their human resources will outperform their competitors (Paula et al., 2022). Aneta Kuźniarska (2020) believes that sustainable human resources as the future of the human resource management system of family businesses. Sustainable development is a goal that every business organization today is aiming for. The beginnings of "sustainability" are associated with limited access to natural resources and popular ecological trends that have developed over time. The concept of sustainable development operates in three dimensions as follows: economic, social, and environmental aspects (Alfes, K., 2013 Ali, S.; et al., 2021; Alkhani, R., 2020). Bamberg, S (2007) pointed out that sustainable human resource management (SHRM) provides a clear example of the inclusion of such sustainable practices into business. The obligation to implement them lies first with the management team, which in the case of family companies means the owners, then the human resources departments, and as a result their effectiveness depends on human resources, organizational force. To create a sustainable source of human resources, human resource management in family businesses needs to comply with sustainable management principles.

Globalization and information and communication technology advancements have changed management attitudes toward workers. Employees, previously considered a cost component, have become the organization's most asset, and each employee is starting to be seen as a talent that creates value for the organization (Guest, 2017; Peccei & Van De Voorde, 2019). Human resource management mainly focuses on two primary goals: employee satisfaction and organizational productivity (Rofcanin et al., 2019). In companies where jobs, duties, responsibilities, and conditions within an organization are unclearly defined, employees may feel reluctant and pressured and be conflicted in their work. Family businesses must fully implement human resource management activities: planning, recruitment, selection, placement, training and development, compensation, and compensation. Human resource planning means determining the number and qualifications of employees needed in an organization and the resources to satisfy these needs (Akhigbe et al., 2013). Today, recruitment, selection, and employment of people play a role in organizational success and failure. Because recruiting the most suitable personnel and qualified employees will provide the organization with the highest benefits, benefits are considered one of the most essential functions of human resources. The most important thing an HR department can do is select and use the right people to fill the gaps in the organization. Selecting and recruiting personnel is essential because any mistake in this area will be difficult to correct. It will also bring a lot of material and immaterial losses. Choosing the wrong people will negatively affect the organization, but choosing the right people will positively impact and increase productivity (Cetin, S., et al., 2016). For these reasons, human resource managers must pay attention to selecting and recruiting the right people for the correct positions. Therefore, they must be inclined to find and employ people with proven talent and an entrepreneurial spirit. On the other hand, individuals who are fully trained for their work in the company will achieve their career goals faster, increase their value and level of competitiveness, and improve their living conditions and self-esteem; these improve their motivation. At the same time, from an organizational perspective, workers achieving higher levels of knowledge, skills, and abilities after training will bring many benefits, such as higher productivity and efficiency, sustainability, competitive

advantage, and long-term profitability. For this reason, personnel training is vital for organizational performance because it is believed that employee training and organizational performance are closely related (Liu et al., 2007). In an organization, remuneration and remuneration are factors that affect employee motivation, job satisfaction, and company performance (Liu et al., 2007). This system has been established in organizations with a clear organizational chart, and individuals are evaluated according to their hierarchical position for pay. Wages should be at a level that satisfies workers and is competitive with industry competitors because higher wages paid by a rival company for the same job can lead to poor employee performance and even staff loss (Cetin, S., et al., 2016). Human resource management activities need special attention to ensure the survival and development of family companies. Family businesses play an important role in contributing to the economic growth of countries, especially developing countries (Zahra, A.; Sharma, P, 2004), and sustainability worldwide (Schulze, W.S.; Gedajlovic, E.R, 2010). Family businesses account for more than 80% of all businesses in the world of free economies (Poza, E.J, 2010). Family businesses contribute 70 – 90% of global GDP, create more than half of all jobs in developed countries (El Agamy, F.; Schreiber, C, 2014) and account for at least two-thirds of businesses worldwide (Davis, J, 2014). We can see the importance of family businesses to the global economy. In Vietnam, 95% of Vietnamese enterprises are family businesses, and the 100 largest family-run enterprises account for about 25% of the country's GDP. In the list of the 50 best-listed companies in Vietnam, many are family-owned and classified blue-chip stocks, such as Vietjet Aviation Joint Stock Company, Thanh Cong Group, and KIDO Group (Luong Tuan, 2019). A recent survey by the Vietnam Chamber of Commerce and Industry VCCI showed that only 10 percent of family-run businesses can develop sustainably through three generations. Due to the critical role of family businesses in the economy, family businesses need to constantly improve the efficiency of human

resource management to enhance the development of the business and contribute more to the economy. The aim of this study is an attempt to indicate what an important role in terms of building the future of family firms is played by the adoption of the principles of sustainable management with the participation of the employees and the owners based on the appropriately designed functions of human resource management. This study also analyzes the characteristics of family businesses in the world in general and Vietnam's family businesses, in particular, analyze the difficulties that family businesses face, thereby proposing several functions - and policy ideas for sustainable resources in family firms in Vietnam.

## 2. FAMILY COMPANY
### 2.1. Characteristics of family companies in the world

Currently, in the world, many successful businesses are family-owned or operated on a family scale. Specifically, Novartis - the world's leading drug manufacturing corporation, owned by the Sandoz family, with a market capitalization of up to 279 billion USD. Roche is a healthcare corporation operated by the powerful Hoffmann-Oeri family with at least eight billionaires, with a capitalization value of 254 billion USD. Walmart – A group specializing in consumer goods and retail owned by the Walton family, capitalization value reaches 241 billion USD. The five heirs in the Walton family who hold 50% of the group's stock value are all world billionaires. Meta – the world's leading technology company with the former name Facebook. Founder Mark Zuckerberg brought in family members and owned 1/3 of the company's total assets.

Other famous large family companies worldwide include Anheuser-Busch InBev, Samsung Electronics, Oracle, Volkswagen, Nike, and Kinder Morgan. Family companies are established to make a living or prevent the family legacy's separation. The breadwinner manages them, and most management positions are allocated to family members (Cetin, S., et al., 2016). In family firms, the family's welfare and objectives take precedence over the firm's

objectives (Brenes et al., 2006). Lyman believes that the family owns a family company and that at least one family member holds administrative power and at least one family member participates in management as an employer or officer in good order (Tikici & Uluyol, 2006). Many of the world's companies are family-owned, and most are run in countries where legal protections for minority shareholders are weak. It is seen that most companies worldwide are family companies. The family company can be classified as one of the largest companies Koç and Sabancı in Turkey, Walmart, Ford in the US (Cetin, S., et al., 2016), Saudi Aramco in Saudi Arabia, Hermes in France. Besides economic efficiency, family firms positively impact employment, social and political balance and support interregional development (Cetin, S., et al., 2016). Furthermore, to better understand the factors that influence family firms' goals, strategic actions, and operations, it is crucial to better analyze the characteristics that distinguish them from other companies (Chrisman et al., 2007). Considering the oldest companies worldwide, family companies are reaching the 49th and 46th generation in Japan, and family companies are reaching the 26th generation in Italy and the 14th in the United States.

## 2.2. Characteristics of family companies in Vietnam

In Vietnam, large family companies include KIDO - A food company founded and run by two brothers, Mr. Tran Le Nguyen, and Tran Kim Thanh. DOJI - Gold, silver, and gemstone group was founded and operated by the Do family, headed by the Chair of the Board of Directors, Do Minh Phu. Some other famous family companies in Vietnam are Vingroup, Tan Hiep Phat, and Biti's (Tran et al. et al., 2023). Family companies are companies established and operating under enterprise law. Company members are people from the same family and hold most of the company's total charter capital or shares.

Some key characteristics of family companies in Vietnam (standard, non-legal features):

Company members: The owner, the person holding the company's management positions, is a family member. In some companies, most employees are family members (related by marriage, blood, adoption, or close family relationship).

Capital contribution ratio: Family members usually hold 100% of the company's charter capital or shares.

Time of existence: Usually has a more extended period of operation and existence than other companies because family companies have an intergenerational inheritance to maintain and develop the company.

*Advantage of the family business model*

Ownership and capital contribution ratios are often concentrated in one person or a group of people in the family, thus limiting the participation of outsiders in managing and operating the company.

The organization and management of the company are carried out flexibly. In addition to applying the company charter, it can be resolved by family principles and traditions.

The members of the company often have significant responsibility for the job.

Cooperation and trust among members of the company are high and close. This is also the basis for creating trust for partners in business activities.

Disadvantages of the family business model

Difficulties in mobilizing capital and other external resources such as facilities and human resources because the nature of a family company is a closed business management model within the family.

The development and maintenance of a company depend highly on human factors. Typically, businesses that want to maintain the family company model must have succession from the next generation. The following managers must have the capacity and prospects to develop the company.

Conflicts and divisions among family members will affect the company's management and business operations. Some family companies disband and cease operations due to internal conflicts.

## 3. THE NEED TO STRENGTHEN RESEARCH ON HUMAN RESOURCE MANAGEMENT FOR SUSTAINABLE DEVELOPMENT OF FAMILY BUSINESSES IN VIETNAM

*(1) Purpose of sustainable human resource management*

Human resource sustainability is a set of skills, motivation, values, and trust created to avoid detrimental environmental effects by adopting justice, development, and welfare (Cohen E. et al., 2012). Sustainable human resource management practices make it possible to achieve the financial, social, and environmental objectives of an organization's internal and external stakeholders. Moreover, sustainable practices can limit unintended consequences and adverse feedback (Ehnert I., et al., 2016) and seek outcomes that meet stakeholder expectations.

According to the strategic development requirements of the business, human resources are allocated appropriately in a planned manner and through a series of processes such as recruitment, training, utilization, evaluation, motivation and adjustment, employees in the enterprise, contributing to creating motivation, engagement, and loyalty of employees, promoting the capacity of employees, helping businesses create value, bringing benefits to businesses, improving capacity to compete in the market.

*(2) Requirements for human resource management in the sustainable development trend of family businesses*

Through the extensive development process of Vietnamese family businesses during the reform and opening-up period, economic laws have gradually been perfected, customer requirements for product quality are increasingly higher, management Businesses are increasingly complex and competition is increasingly fierce. Today family businesses must develop in a lean direction. The goal of the enterprise is performance management, scientificization of human resource management and standardization of system management. The most profound expression is a scientific, reasonable, fair, stable, and positive

development, and innovation in human resource management.

In the current era of economic globalization, our country's family businesses are competing with businesses in the international market. Compared to these businesses, our country's family businesses have a lower level of business management, a large gap in the length of business existence, business scale, business innovation capacity, and business culture. career and other aspects. In addition, the most basic and most important factor is the lack of an advanced and modern human resource management model.

## 4. CHALLENGES OF SUSTAINABLE HUMAN RESOURCE DEVELOPMENT IN FAMILY COMPANIES

Just like family companies in the world, in family companies in Vietnam, family members or relatives may be recruited or placed in positions unsuitable for their capacity. One of the leading causes of this situation is the satisfaction of family expectations and the desire to protect relationships. Another factor, due to the influence of national culture, is that members of family companies in Vietnam prefer to work with relatives. Because they think that relatives will be more trustworthy. From there, they overlook other factors such as knowledge, skills, hard work, and dynamism. Vietnam is highly collectivist (Björn Koslowski, 2021) and tends to meet personnel requirements through internal promotion and recruitment of family members rather than using other sources outside the company. Family members (sons, in-laws, daughters, grandchildren, nephews, cousins) who are expected to take up managerial positions are encouraged to study business administration or those areas where the public The family company is in business to overcome the lack of management skills of the previous generation. This is also like highly collectivist countries like Turkey. The elderly do not want their children and grandchildren to have the same problems, supposedly trying to give them the best learning opportunities by sending them to world-famous business schools (Ateş, 2005). In collectivist cultures like Vietnam, assessing individual performance often encounters

obstacles due to the notion that individual performance appraisal affects the atmosphere and unity of the collective team. Instead, most family companies use relationship-related competencies and processes as performance metrics rather than people-related competencies and outputs. A unidirectional top-down evaluation process is commonly used in evaluation. Another point is that the internal balance of the family is noticed in the distribution of wages to protect the relationships between family members. This can result in not having a big difference between the salaries of superiors and their subordinates.

## 5. CONCLUSION AND SOME MANAGEMENT IMPLICATIONS

Besides the advantages, human resource management in family companies has many limitations because it has not been systematically implemented, and the human resource management policies have not been clearly defined. Another issue of a family company is ensuring the sustainability of the company and transmitting it to the next generation. To do this, family companies must select appropriate HR policies and implement them effectively and continuously. Furthermore, higher-than-average wages will help family businesses attract employees with the right qualifications, knowledge, and skills to contribute to better and more efficient output. On the other hand, companies can institutionalize the effective use of human resource functions through a professional approach to become a more significant and more sustainable company… Leaders in family businesses need to realize that the most critical resource to ensure a competitive advantage in today's competitive world is the qualified human resources that the company has; they should care about other employees at least as much as family members, and they should create opportunities and changes for them to grow. Professional human resources departments should be established in organizations to effectively implement sustainable human resource management. Details:

**(1) Improve methods of recruiting and promoting family business personnel**
Suppose a family business wants to recruit personnel, especially outstanding talents. In that case, it is not enough to have high salaries and high benefits but also to create a stage for them to show their talents so that they have the same promotion opportunities as family members, and at the same time cancel the "privilege", outstanding talents should be attracted to the company leadership, even the decision-making levels.

**(2) Strengthen training and evaluation of family business employees**
Training can mainly improve employee performance and employee evaluation through performance appraisal. Family businesses can help employees build career plans, develop employees' knowledge and skills, and help them understand their expertise and interests. On a secondary basis, make employees' strengths fit the company's needs, achieving personal and achieving goals. It is necessary to apply different forms and methods of evaluation to evaluate employee achievements, clarify strengths, affirm achievements, and promptly detect shortcomings to help employees improve their skills and develop their full potential. The evaluation must be fair and equitable. Different standards should not be applied because of the family's closeness and strangeness. Employees must be treated equally and realistically.

**(3) Improve incentive and restriction mechanisms for family business personnel**
The incentive mechanism includes scientifically and reasonably evaluating work performance and quality of employees and implementing fair rewards based on their achievements. What is more critical are legal constraints that regulate the rights, obligations, and responsibilities of the parties through legal norms. In addition, there are moral and emotional constraints. Establish a fair, flexible, and diverse reward mechanism that everyone in the company must comply with, combining material and mental incentives. There needs to be more than a high salary. However, it must also provide employees with many benefits,

such as training and promotion opportunities for employees to work better, organizing annual trips, and paid leave. Family members and outsiders are equal and must be treated equally. The disadvantages of human resource allocation limit the further development of family businesses. It is necessary to carry out management innovation and establish a modern scientific and reasonable human resource allocation system to bring the family business to further development.

We can see that family companies need to implement sustainable human resource management measures that will boost employee attitudes, helping them work in a decent work environment. Organizations provide training, manage and reward employees for their performance for their dedication to the sustainable development of the organization while engaging employees in problem-solving and decision-makers anticipate having employees with new competencies needed for sustainable development (e.g. green attitudes and green skills). These employees can create a good work environment and demonstrate sustainable behavior while using organizational resources. Therefore, this article has important theoretical and practical significance for Vietnamese family businesses.

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# FOSTERING HO CHI MINH'S WORKING STYLE AMONGST CADRES OF PARTY CELLS AT MILITARY SCHOOLS IN THE CURRENT CONTEXT

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**Abstract**

*During his lifetime, President Ho Chi Minh always attached great importance to the role of cadres in the revolutionary cause. He emphasized that "cadres are the core of all tasks", comparing them to "A tree's roots without which the tree will get withered, a river's headwaters without which the river will get dried". Only with the implementation of cadres can every mission of the revolution be achieved. Also, he dubbed cadres machine lines associated with constituting parts. In case the machine line worked improperly, then the whole process would malfunction no matter how good the engine was. If the cadres were to fulfill their duties, they ought to work in a standardized and scientific manner. Furthermore, they were expected to take every task, less or more important, into careful consideration. Besides, they needed to take an objective, democratic, and realistic approach to developing plans, carrying out tasks. By studying and following Ho Chi Minh's thought, morality and style, the masses and the leadership, including cadres of party cells at military schools could enhance their capabilities and qualities.*

**Research purpose:**

*The paper investigates President Ho Chi Minh's outstanding working style to create a modern and effective working style with ethical standards and meaningful values for the cadres of party cells at military schools*

**Research motivation:**

*Ho Chi Minh's working style is one of the precious assets in his entire legacy left to our nation. Studying and following his working style is not only theoretical but also has enormous practical values for the cause of "growing people" in the reform period.*

**Research design, approach, and method:**

*The research methods consist of document research, synthesis, analysis, and expert consultation.*

**Main findings:**

*Based on analyzing the content and explaining the causes of the daily problems, the paper proposes several basic solutions to improve the efficiency of fostering Ho Chi Minh's working style for cadres of party cells at military schools in the current context.*

**Practical/managerial implications:**

*The values of Ho Chi Minh's ideology, ethics, and working style have a guiding meaning not only for cadres of party cells but also for the lecturers in research and teaching on Ho Chi Minh's outstanding values.*

**Keywords**: Ho Chi Minh's working style, democracy, universal style, scientific style, exemplary style, military.

## 1. INTRODUCTION

Ho Chi Minh's working style is a harmonious combination of the traditional cultural values of the Vietnamese nation with the quintessence of human culture, based on the method of Marxism-Leninism's materialist dialectic. The admirable qualities of a devoted leader committed to the country and the people have inspired enduring motivation for every generation. The content of Ho Chi Minh's working style is democratic, inclusive, scientific, and putting his words into action. In the current times, it is necessary to continue to apply creatively and effectively Ho Chi Minh's

thoughts on the democratic working style of cadres, contributing to building cadres of political integrity and professional competence, meeting the requirements and objectives of the revolution cause.

Officials in the army's units, especially the secretaries of party cells, are those who directly put the Party's revolutionary lines and guidelines, and the State's policies and laws into practical action in their units. They are both leaders, commanders, and managers as well as those who directly train and educate the troops and ensure the successful implementation of the assigned tasks. This characteristic requires unit cadres to have work ethics in line with the rest of the army's duties and responsibilities. In fact, some tasks are not properly accomplished, not due to a lack of resources, skills, or facilities, but rather an inefficient work approach. For the unit military leaders, including the cadres of the party units, learning, following and adopting Ho Chi Minh's working style proves to be critically important as it helps to determine the ability to complete tasks in their assigned roles and responsibilities.

## 2. LITERATURE REVIEW

By merging scientific principles with his distinct characteristics, Ho Chi Minh's working style is clearly and deeply expressed in both his thought and the practice of his revolutionary activities. The style embodies democracy, inclusiveness, scientificalness, and the act of putting his words into action (Ban Tuyên giáo Trung ương, 2016).

### 2.1. Democratic working style

The democratic working style is the most important content in Ho Chi Minh's view on styles. The basis of the democratic style is to respect the people's authority, serve the people wholeheartedly, listen to the people's opinions, have good relations with the people, learn from the people, and be subject to the people's supervision. In his work, Ho Chi Minh (2011e, p. 263) affirmed: "In our country, the government belongs to the people, and is governed by the people. The people are the masters of the government. The people elect representatives to act on their behalf. That's democracy". Ho Chi Minh asked cadres to understand how to work for the interests of the

people, be organized by the people, be inspected and supervised by the people and listen to the people's suggestions for self-correction.

Democracy must be shown in all aspects of social life, especially in the working style of cadres. The democratic working style requires each leading cadre to stick with and respect the collective, put himself in it, listen to its opinions, and promote its strength. At the same time, he must be humble and ready to take responsibility for what they have done and the decisions they have made.

The democratic working style must be reflected in every job, regardless of how significant it is, in all aspects where the leading cadres must bear their responsibility, well accomplish the collective-assigned tasks, and adhere to the principle of democratic centralism, collective leadership and individual responsibility with the moto "Collective leadership means democracy and task individualization means centralization, of which the combination lead to democratic centralism" (2011b, p. 620). In terms of Party meetings, Ho Chi Minh always asked to promote democracy so that all Party members could express their opinions and aspirations, show their initiatives, and share their own experiences. Contrary to democratic ways of working are manifestations of bureaucracy, bossiness, authority, orders, embezzlement, and wastefulness.

Self-criticism, criticism from the people, willingness to learn from them are always welcome. "If you want to be a good cadre, you must be ready for self-criticism" as "self-criticism will lead to progress" (2011a, p. 28) and "Self-criticism is like self-washing every day, which ensures our proper thoughts and actions. The revolutionaries must practice self-criticism even more resolutely" (2011d, p. 80) said Ho Chi Minh. He thought that in life and work, everyone has their advantages and disadvantages, the good and the bad, the good and the evil, the progressive and the backward. For good self-criticism, Ho Chi Minh reminded that each cadre and party member should have a sincere attitude, be honest and resolute from the bottom of his heart, and never hide his shortcomings. Criticism to offend, slander, or

bring down each other must be completely avoided. In 1950, at the First National Conference on Training and Learning, Ho Chi Minh advised cadres and Party members that they should "learn at school, from books, from each other and the people, and not learning from the people is a great failure" (2011c, p. 361). Not being close to the people, cadres will not understand them and cannot learn from their experience and wisdom. "If you don't learn from the people, you can't lead them" (2011c, p. 432). Cadres, especially leadership ones, must be aware that their knowledge and experience are never enough for leadership. Therefore, they must learn from the experience and wisdom of the people to enrich their own experience.

## 2.2. Universal working style

Inclusiveness is the most prominent feature of Ho Chi Minh's working style. It is expressed in his closeness, trust and respect for people, readiness to listen to opinions, deal with the masses' legitimate requests, accept their criticism and correct their shortcomings. Ho Chi Minh saw the great strengths and creativity of the people, he stressed that "The most precious is the people and the most powerful force is their unity." (2011c, p. 453). This view shows that he always puts his absolute trust in the people, respecting, learning, absorbing and listening to their opinions. At the same time, it affirms that our people are very smart and know how to solve all problems quickly as seen in the saying "How easy it is, a problem cannot be solved without the people's effort. How difficult it is, a problem can be solved with the people's effort" (2011f, p. 280). This theoretical point of view enables Ho Chi Minh to recognize the great strength of the people, both politically and humanely. Therefore, the great strength and endless creativity of the masses ensure the victory of the revolutionary cause.

Understanding the role of the masses in history and considering them not only as the driving force but also as the objective of the revolution, President Ho Chi Minh demands that officials have a people-centric working style. This is manifested in various aspects, such as officials needing to be close to the masses, and listen to and understand their desires; officials must be

able to formulate correct directions and policies and know how to organize the implementation of those directions and policies by reality; in their work and daily life, officials must be humble and amicable with the masses, setting themselves as examples worthy of the people's trust; officials must resist simply "following" the masses. With a deep connection to the masses, working for the benefit of the masses, adhering to the correct path of the masses, and attentively considering the opinions of the masses, President Ho Chi Minh stands as a prime example of an exceptional and intimate relationship between a leader and the masses.

## 2.3. Scientific working style

The scientific working style is a factor that contributes to the enduring attractiveness and vitality of President Ho Chi Minh's approach to the Vietnamese and global revolution. President Ho Chi Minh's scientific working style focuses on key elements such as: work must originate from reality, possess a purpose, and maintain harmony between planned measures and determination; work must be conducted with careful investigation and thorough research; work must involve regular summaries, assessments, experiential learning, checks, and supervision. This working style stems from reality, grasping firmly and respecting objective laws. Respecting objective reality is always an essential requirement in President Ho Chi Minh's scientific working style. He educates that "to lead correctly, cadres must decide all matters correctly..., must organize proper implementation, must organize and control correctly with the help of the masses' (2011b, p. 325). To make decisions and carry out tasks correctly, officials must base their resolutions on accurate investigative and research results, and comprehensively grasp and thoroughly understand the multi-faceted aspects of issues. Work should be conducted respecting objective reality, delving deeply, closely investigating specific situations, without distorting the truth. Officials also need a broad, far-reaching perspective in strategic work, refraining from sacrificing long-term objectives for immediate gains, avoiding falling into "short-sightedness" (being unable to see far and wide, neglecting major issues and focusing

only on trivial matters) (2011b, p. 297). Simultaneously, officials need to actively combat the tendency to work in a bureaucratic, mechanical manner in which decisions are made solely based on reports and subjective intuition rather than substitutive objective analysis and evaluation of the situation, and directives are imposed without deeply understanding the reality on the ground.

President Ho Chi Minh consistently reminds officials that work must be planned. He highlights that: "Setting plans and programs without considering the capabilities of those executing the plans and programs will lead to the fact that everyone wants to do everything, but nothing is thoroughly accomplished" (2011b, p. 463). Drawing from his experiences and practical knowledge, he urges officials to formulate scientific, reality-based, and suitable plans, 'avoiding confusion, without a plan, tackling any task that arises, making every task appear important, chaotic, without organization" (2011b, p. 332) said President Ho Chi Minh. To successfully carry out the set plans, both officials and the masses must have a high level of determination. All well-designed programs and plans will fail if the execution is incorrect, lacking appropriate measures, and the determination of those concerned. President Ho Chi Minh emphasizes that determination must be demonstrated through practical actions, and cadres should remember: "For a 10-part plan, there must be 20 parts of measures and 30 parts of determination" (2011b, p. 485).

## 2.4. Exemplary working style

Implementing the method of setting examples, it's not just about simply praising exemplary individuals or advanced collectives; what's crucial is to nurture exemplary models and advanced examples. Simultaneously, it involves rectifying any manifestations of self-satisfaction or subjectivity, avoiding stagnation, or relying solely on existing traditions to amplify achievements. Executing the setting of examples must always be linked to outstanding individuals, timely propagating widely the positive experiences in education and training. Each official needs to continuously train and cultivate themselves, becoming a model of "virtue, thrift, integrity,

righteousness, and selfless dedication". Ho Chi Minh claims "One must be a role model of frugality and integrity, which sets a perfect example for people to follow" (2011d, p. 177). The most prominent feature in Ho Chi Minh's exemplary working style can be seen as the harmony between words and actions; education and the practice of ethics.

## 2.5. Working style of words and actions

Cadres and party members must accurately articulate the Party's principles and orientations as well as the State policies and laws. In both life and work, cadres must be exemplars in those aspects so that they can faithfully implement themselves, disseminate, and mobilize the people to carry them out precisely. To adhere to the Party's ideology, first and foremost, cadres must possess a firm stance and unwavering thought and remain steadfast in all situations. They must be committed to the goal of national independence in connection with socialism for the people's freedom and happiness. Furthermore, to accurately represent the Party's standpoint every cadre and party member must continuously engage in studying the theories of Marxism-Leninism. According to Ho Chi Minh, to correctly uphold the Party's directions cadres need to surmount the weaknesses in theoretical understanding, discard disdain for theory, and avoid empty theorizing because these are precisely the reasons leading to dogmatism and shortcomings of ideological experience.

It is unacceptable that one says one thing but does another thing. According to Ho Chi Minh, each cadre must maintain consistency between words and actions, realizing what they say to produce desired outcomes, gaining extensive support and compliance from the masses. In contrast, speaking one way and acting differently or excessive speech with little action will have adverse impacts. Ho Chi Minh posed a question as follows: "If I indulge in corruption, can I demand others to be honest? It is definitely "No". I must be diligent and pure, only then can I ask others to do the same things" (2011e, p.98). In both life and work, cadres and party members must be pioneers, matching words and actions and practicing what they preach. Ho Chi Minh pointed out a

phenomenon: "Some comrades memorize certain Marxist-Leninist books and consider themselves to understand Marxism-Leninism better than anyone. However, when faced with practical tasks, they become mechanical and confused with inconsistent words and actions" (2011g, p. 611). Ho Chi Minh also emphasized that cadres must communicate with the people using honest, concise, practical, easy-to-remember and understandable language without lengthy, vague and deceptive expressions.

One must not merely talk without acting. Words only have genuine effectiveness when they are connected with specific actions, both small and large, simple and complex. To realize the Party's resolutions, making the people trust and determine to follow the Party's leadership, Ho Chi Minh (2011b) reminded: "the people must believe whatever cadres say; words and actions must be in harmony; make the people and soldiers believe in yourself" (p. 260) and "the best is to speak, act and set a good example for others to follow" (p. 126). The masses not only listen to what cadres say but also observe how they act. It is the actions of the cadres that generate the most powerful influence on the masses.

### 3. RESEARCH METHODS AND RESULTS

#### 3.1. Research methods

The current paper used interdisciplinary research methods that focus on procedures such as logical and historical methods, document analysis and synthesis, statistics and comparison, and expert consultation to clarify Ho Chi Minh's ideology and working style for developing cadres of Party cells at military schools in the current context.

#### 3.2. Current situation of training and fostering Ho Chi Minh's working style for the cadres of Party cells at military schools

Currently, the Communist Party of Vietnam is creatively applying Ho Chi Minh's working style on cadres in general and on cadres of military party cells in particular in response to changes in the new period.

Immersed in Ho Chi Minh's ideology on working style, especially since thoroughly grasping and implementing Directive 05 of the Politburo (term XII) on "Promoting studying and following Ho Chi Minh's ideology, ethics, and style", over the past year, cadres of military party cells have continuously trained their working methods and style, ensuring to always uphold the party character, maintain principles, promote democracy, respect discipline, promote personal responsibility; always close and attached to officers and soldiers, being the nucleus of the solidarity center, building comprehensive and strong units with high combat readiness and excellently fulfilling assigned tasks. However, a part of cadres of party cells in military institutions are not truly self-conscious and proactive in promoting responsibility through self-study, self-training, and self-innovation of working style to meet task requirements or lack of inconsistency between words and deeds. When handling work, sometimes they are still passive and indecisive. The above limitations have become obstacles, affecting the performance of the responsibilities and tasks of cadres of party cells in military institutions. Therefore, to put the learning of Ho Chi Minh's working style into their practical work, the paper will propose several effective solutions in the next part.

### 4. SUGGESTED SOLUTIONS TO FOSTERING HO CHI MINH'S WORKING STYLE AMONGST CADRES OF PARTY CELLS AT MILITARY SCHOOLS IN CURRENT CONTEXT

Ho Chi Minh's working style holds significant inspirational power among both domestic and international friends. It is a tightly woven fusion of ideology, ethics, and practical experiences throughout the journey of national salvation. It leaves its mark on his way of life and conduct. These characteristics are consistent both in theoretical aspects and practical activities of Ho Chi Minh, forming a "political culture" that guides the cultivation of morality, ethics, and working style for officials, party members, and the people (Quân ủy Trung ương, 2013, 2021). Currently, the vigorous promotion of studying and following Ho Chi Minh's ideology, ethics, and working style requires every Party organization, official and party member especially key cadres, to enhance their self-awareness in self-cultivation, moral

development, and working style. The results of studying and applying Ho Chi Minh's ideology, ethics, and working style must be tangibly reflected in daily thoughts and actions, in relationships with the people, comrades and colleagues, contributing to pushing back the deterioration of political ideologies, ethics, lifestyles, and the negative vices of corruption (Nguyễn Phú Trọng, 2021; Quân ủy Trung ương, 2013).

The grassroots party cells in military academies and officer training schools are the core of political leadership, building comprehensive and strong units with high combat readiness and excellently fulfilling assigned tasks.

The cadres responsible for foundational party units within academies and military officer schools supervise the activities of the local party committees. They are accountable to higher-level committees and their committee for all activities within the unit. They directly guide and organize efforts to establish strong, principled, and effective base-level party units, while also enhancing leadership skills and readiness for action. To proficiently execute their duties, the secretaries need to undergo thorough training and growth that encompasses their personal qualities, skills, and professional approach. These factors are essential in establishing the quality and credibility of the cadres, which significantly influences the success of political tasks within the units. The way these cadres work has a direct impact on the leadership and operational abilities of the local party committees. To improve the quality and effectiveness of instilling, Ho Chi Minh's working style in the base-level party unit secretaries of academies and military officer schools, attention should be placed on a few solutions as follows:

### 4.1. Raising awareness about the importance of studying and following Ho Chi Minh's working style

To put the learning of Ho Chi Minh's style into the practical work of the cadres of the party cells, it is first necessary to unify the awareness of innovating their working style. To be effective, each cadre needs to see that changing their working style is an objective, regular, continuous, lifelong requirement and is an

important content in learning and following Ho Chi Minh's working style. Based on responsibilities and tasks, based on the determined criteria, each person must "self-reflect", "self-correct", strive to study, and follow Ho Chi Minh's working style.

It is also important to shift the collective understanding of all organizations and groups concerning embedding Ho Chi Minh's working style in the cadre team of base-level party cells within academies and military officer schools. This involves effective communication and education to ensure these entities deeply comprehend the roles, duties, positions, and functions of the secretarial team. Equally important is ensuring that these organizations grasp the essential need for cultivating the work approach of the secretarial team and recognize the importance of learning, self-improvement, and adhering to Ho Chi Minh's values and style. Employing diverse and adaptable communication and educational methods is crucial to achieving a unified comprehension among these entities about nurturing the work approach of the secretarial team.

### 4.2. Strengthening the leadership in fostering Ho Chi Minh's working style for the Party cell cadres

Consolidating the leadership and guidance of Party committees, leading officials, and political institutions in fostering Ho Chi Minh's work style within the cadre team of party cells in academies and military officer schools is vital. This involves bolstering the leadership and guidance of Party committees and the direction and management provided by higher-ranking officials. Utilizing the influence of political institutions in nurturing Ho Chi Minh's working style within the cadre teams holds equal importance. Within academies and military officer schools, it becomes essential for political institutions to actively devise strategies, define content, formats, and methodologies to foster and train the cadre team. These plans must closely align with party committee resolutions and the guidance of Party cadres and commanders regarding cultivating Ho Chi Minh's work style for the cadre team. Effective management and execution of training plans must work in

conjunction with relevant institutional departments to ensure successful monitoring, assessment, conclusions, and evaluations of the outcomes of fostering Ho Chi Minh's working style in the cadre team associated with Directive No. 05 on "Promoting studying and following Ho Chi Minh's ideology, ethics, and style" (Ban Chấp hành Trung ương, 2016, 2021). Regularly staying informed and promptly providing assistance to address challenges faced by the cadres during their self-directed learning, improvement, and training in line with Ho Chi Minh's style is of utmost importance.

**4.3. Diversifying methods and forms of building up Ho Chi Minh's working style among cadres of Party cells**

It is of utmost importance to accurately outline and execute comprehensive content, while also employing adaptable and inventive methods to nurture Ho Chi Minh's working style among cadres of foundational party units in educational institutions and military officer schools. Along with that, it is necessary to regularly supplement and perfect the system of standards on the working style of cadres of Party cells. This is the reference frame for adjustment and the basis for evaluating and monitoring the methods, manners, and working practices of these cadres. Through performing responsibilities and tasks, evaluating, drawing experience, and adjusting the system of standards to ensure flexibility, science, and appropriateness; In particular, it is necessary to promote democracy and improve the effectiveness of collective supervision and criticism role of the military.

Precisely defining and implementing the content for fostering Ho Chi Minh's working style within the cadre team is of great significance. This cultivation encompasses a wide spectrum but places particular emphasis on instilling a work ethic that is democratic, rooted in scientific principles, collective in nature, and serves as a model for others. Utilizing flexible and innovative strategies is essential in strengthening the learning process and the practical application of Ho Chi Minh's ideology, ethical values, and approach. This integration should be closely linked with

competitive initiatives and campaigns, as well as the fulfillment of the unit's central political responsibilities. Importantly, it is imperative to "enhance political resilience, leadership capabilities, skills, and party-related competence for grassroots-level Party committee members, especially those in the role of Party cadres" (Đảng Cộng sản Việt Nam, 2021, p. 241). Simultaneously, there should be a "continual commitment to modernize and elevate the quality of Party cell activities; intensify surveillance and oversight, and take prompt measures regarding Party cells and members who violate regulations and Party activity principles" (Đảng Cộng sản Việt Nam, 2021, p. 241).

**4.4. Promoting a proactive and creative spirit in studying and following Ho Chi Minh's working style**

The positivity and initiative of the cadres of grassroots cells in the Party committees of military officer schools should be put into full play. This requires cadres to get self-awareness of their responsibilities in self-study, training, and developing an efficient working style. The reality of the army-building process shows that if cadres have a scientific working style, their effectiveness in performing their duties will be high, and working relationships will be resolved satisfactorily. Therefore, plans for training Party cadres need to be devised and implemented seriously and logically. Support, encouragement, and favorable conditions for cadres of Party cells need to be given by Party committees, presiding officers, and political agencies. Besides, the self-criticism and criticism on the process of cultivating, training, and practicing Ho Chi Minh's working style amongst the cadre team need to be well performed in line with the guidance as follows: "Thoroughly implementing the self-criticism and criticism, evaluating, ranking the quality of Party organizations and Party members yearly" (Thường vụ Quân ủy Trung ương, 2019).

**5. CONCLUSION**

The working style of the Party cell cadres at military schools constitutes the art of leadership, management, command, and supervision of the task implementation at grassroots units. If Ho Chi Minh's working

style is to be popularized, these schools need to attach great importance to the education, training, and nurturing of cadres. In particular, Party committees and commanders must thoroughly and effectively implement conclusions and directives on "Strengthening the study and application of Ho Chi Minh's ideology, ethics, and style", "Promoting the qualities of Uncle Ho's Soldiers, resolutely countering individualism in the new context", etc.. Should these measures be effectively taken, cadres and party members in the armed forces, including cadres of party cells at military schools will get their working style bettered.

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# FACTORS AFFECTING GEN Z'S BEHAVIOR OF CASHLESS PAYMENT IN VIETNAM FORWARD TO THE SUSTAINABLE DEVELOPMENT: A CONCEPTUAL PERSPECTIVE

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**Abstract**

*Amidst digitization, sustainable development and technological strides have transformed conventional payment methods, giving rise to cashless payment alternatives.*

**Research purpose:**

*Building on these changes, this study aims to identify the factors impacting the adoption of cashless payment services by the Generation Z (Gen Z) cohort in Vietnam. The study seeks to uncover influences shaping Gen Z's willingness to use such services and proposes a research framework to enhance their acceptance.*

**Research motivation:**

*The results of this study have provided valuable insights into the factors that Gen Z considers when adopting cashless payment services in Vietnam. Through these efforts, the authors inspire to provide a more comprehensive and profound understanding of the development of cashless payment behavior among Gen Z in Vietnam. This research result can be the basis for further studies or can become the reference for other research on related topics.*

**Research design, approach and method:**

*This study applied qualitative research through the desk research method to review the state of the art of behavior intention and non-cash payment. The research reviews state-of-the-art literature on cashless payments and Gen Z behavior, concentrating on credible sources from 2000 to the present.*

**Main findings:**

*The proposed research model consists of the six key factors influencing the cashless payment behavior of Gen Z in Vietnam including the perception of ease of use, perceived usefulness, perception of risk, perceived trust, social influence, and facilitating conditions.*

**Practical/managerial implications:**

*This research has made a significant contribution towards a comprehensive understanding of the trends and vital factors impacting the adoption of cashless payment services among Gen Z in Vietnam. The research suggests conducting an empirical study to provide some recommendations to the banks and related authorities to strengthen the cashless payments for young and potential customers, Gen Z, by designing sustainable products or services to help banks to become sustainable organizations and support the sustainable development of Vietnam.*

**Keywords**: cashless payment, conventional payment, Gen Z behavior, perception of ease of use, behavior intention, sustainable development.

## INTRODUCTION

In the era of digitization, the development of the digital economy and society, coupled with the impact of the COVID-19 pandemic, has propelled the growth of cashless payment activities globally, and Vietnam is no exception to this trend. Throughout this revolution, Asia has undergone a remarkable period of growth, surging from $96.2 billion in 2017 to $352.8 billion in 2022, surpassing North America, Europe, Africa, and Latin America. Among these, China particularly stands out as a pioneer in the cashless payment revolution. In the Chinese market, technology giants such as

WeChatPay (with 800 million users) and AliPay (with 700 million users) have gradually gained dominance over traditional banks, controlling up to 90% of the mobile payment market share.

This transformation has also influenced Vietnam, where the robust development of technology companies like MoMo (with 31 million users) and ZaloPay (with 11.5 million users) has captured 30% of the mobile payment market share in the country. By the end of 2016, the Prime Minister issued Decision No. 2545/QD-TTg approving the Project for Development of Non-cash Payment in Vietnam for the period 2016 - 2020. The project aims to bring about significant changes in non-cash payment within the economy, alter payment habits in society, reduce social costs related to cash transactions, and decrease the cash-to-GDP ratio as well as the total number of payment instruments.

Despite achieving some positive results, attaining these goals still faces numerous challenges, especially in rural areas. By 2020, according to a report by the State Bank of Vietnam, the ratio of non-cash payment methods to the total number of payment instruments had risen from 86% in 2016 to 88.95% in 2020. However, the target of reducing the cash-to-payment instruments ratio to 79% has not yet been fully realized. Non-cash payment card usage still demonstrates advantages, while other forms such as QR codes and e-wallets have not gained widespread popularity.

Nevertheless, Vietnam has exhibited adaptability in response to the pandemic's impact. The increasing demand for payment options, growing understanding of QR codes, and the trend of online shopping indicate an optimistic push for the further development of the cashless payment system. Payment through QR codes, biometric technology, and e-wallets still holds strong potential for growth compared to the current credit card market. On October 28, 2021, the Government also signed Decision No. 1813/QD-TTg to approve the Project for the Development of Non-cash Payment in Vietnam for the period 2021 - 2025. The

overarching goal of this project is to create an environment that fosters positive transformation toward non-cash payment.

Despite the multitude of studies exploring consumers' inclinations towards adopting non-cash payment modalities, each investigation retains its distinctive attributes, concentrating on specific fundamental variables. This dynamic results in substantial disparities when attempting to apply research findings to distinct countries or regions, each characterized by its distinct economic, social, and cultural traits. In the Vietnamese context, while there has been a wealth of research delving into online banking services and bank cards, there remains a dearth of focus on the intent to embrace non-cash payment services, particularly within the Gen Z demographic – a pivotal catalyst propelling digital economic advancement. Notably, as half of the current population falls under the age of 33, predominantly comprising the Gen Z cohort, this accentuates the rationale for directing research towards understanding the intentions of non-cash payment adoption among the Gen Z generation, rather than solely focusing on the Gen X (born between 1965 and 1980) and Gen Y (born between 1981 and 1996) groups. The Gen Z generation came of age in the digital realm, a reality that significantly shapes their interactions, leisure activities, and learning patterns (Grail Research, 2010). Their lives are intricately interwoven with technology, with early exposure to digital tools exerting a profound impact on their behavioral tendencies. More than 33.3% of Gen Z individuals have expressed a strong proclivity for extensive technology integration, contrasting with a 27% rate among the Millennial cohort. The utilization of the internet, mobile devices, and social networking platforms has rendered Gen Z increasingly accessible across a multitude of communication channels. Furthermore, Gen Z members have cultivated an adeptness in technology employment, seamlessly transitioning from desktop computers, laptops, and tablets to smartphones. The traditional living room television no longer reigns as their primary avenue for news and entertainment

consumption, as they gravitate toward alternative digital platforms (Grail Research, 2010).

This study is strategically designed to penetrate the essence of the intent behind adopting non-cash payment methods, thereby dissecting and confirming the underlying factors that shape this behavioral aspect. The aspiration is for this study to serve as a repository of valuable reference materials for both policymakers and researchers alike. To achieve this, the authors have meticulously constructed a research framework anchored in the Unified Theory of Acceptance and Use of Technology (UTAUT) propounded by Venkatesh et al. (2003). This foundational framework serves as the cornerstone for examining the various factors influencing the propensity to adopt non-cash payment methods within the Gen Z generation in Vietnam. The authors anticipate that this endeavor will not only enhance comprehension of the UTAUT model but also offer a guiding light for future studies dissecting the intricate facets of non-cash payment behavior within the Gen Z demographic.

## LITERATURE REVIEW

### Cashless payment

In the process of payment system development, cashless payment is increasingly becoming a popular and widely used method of transaction worldwide. All participants in cashless payment need to open accounts at banks or utilize electronic payment services provided by intermediary payment organizations. These accounts are typically linked to personal information and can be used to conduct online or in-store payment transactions. There are several definitions of non-cash payment or cashless payment. According to Rahman et al. (2020), cashless payments refer to financial transactions in which consumers make financial transactions in the absence of physical cash, mainly using cards or electronic methods or it is a behavioral change in the people where people eliminate the usage of money as a medium of exchange for goods and services by allowing electronic transfer payments or non-electronic payment via cheques (Bakhshiyev et al., 2020). Recently, non-cash payments refer to the method of settling goods and services

without the involvement of physical cash. Instead, these transactions are executed by deducting funds from the payer's account and transferring them to the payee's account, or through mutual offsetting facilitated by intermediary payment service providers (Tram, 2022).

### Generation Z (Gen Z)

Generation Z was born between 1995 and 2010 (Seemiller and Grace, 2017). Gen Z is the first generation to grow up entirely in the digital age, with the rapid development of technology and the internet. They are passionate and capable of using advanced technology such as iPods, iPhones, and other smartphones; high-speed internet and WiFi hotspots; Amazon and online shopping; social networking sites like Facebook and Twitter; YouTube and streaming services for television, movies, and games. With a high level of tech-savviness, Gen Z is rated as an intelligent, creative, and quick-to-adapt generation, who enjoys exploring and gathering information from online resources. Members of this generation also value interaction and connection with others through social media and other online platforms. Gen Z is also described as a multitasking, flexible, and creative generation, often expressing their opinions through the use of technology and participation in online activities such as writing blogs, creating video content, and participating in online forums. High level of technology use with a large frequency, Gen Z is always ready to embrace new technologies, especially in cashless payments.

### Sustainable development in the bank industry

There are several ways to define sustainable development. According to the International Institute of Sustainable Development, sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (https://www.iisd.org/mission-and-goals/sustainable-development). According to the UN, for sustainable development to be achieved, it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection. These three

elements are interconnected and crucial for the well-being of individuals and societies. In the field of banking and financial industry, sustainable banks provide products or services with consideration of the impact on the environment and society. The banks need to identify and recognize the customer's needs and demands to design sustainable products or services which bring higher value to the bank, create more benefits to customers and society as a whole. It is necessary for the banks to understand the factors affecting the behavior of cashless payment of Gen Z, potential customers of banks in Vietnam.

**Factors influencing cashless payment**

This research highlights key factors that influence the behavior of Gen Z in their utilization of cashless payment, based on a comprehensive review of relevant studies such as perception of ease of use, perceived usefulness; perception of risk, perceived trust, social influence, facilitating conditions (Raden et al., 2022; Halim et al., 2020; Hai-Ninh et al., 2019; Atriani et al., 2021; Ibrahim et al., 2022).

*Perception of Easy of Use*

Perception of Ease of Use (POEU) is a term used in the field of user experience and interface design. It refers to how users evaluate the ease of use of a system, product, or application. POEU focuses on the individual's perception and assessment of the user-friendliness of an interface or technology. POEU measures the ability and convenience of using a product or service from the user's perspective. This includes factors such as ease of use, simplicity, intuitiveness, and accessibility. These factors can influence user adoption, effectiveness, and overall experience. (Wilson et al., 2022; Halim et al., 2020; Atriani et al., 2021; Ibrahim et al., 2022).

*Perceived usefulness*

Perceived Usefulness (PU) is a concept that measures users' perception of the usefulness and value of a system, product, or service. It relates to how users evaluate the system's ability to help them perform tasks, meet their needs, or provide benefits to them. PU focuses on users' awareness of the utility and contribution of a product or service in enhancing performance, convenience, and user satisfaction. Performance Expectancy measures users' expectations of the performance and capabilities of a system, product, or service to help them achieve their goals and tasks. It relates to how users evaluate the ability of a product or service to provide value, utility, and satisfaction in its use. Performance Expectancy focuses on the awareness of features, functionalities, and capabilities of a product or service. Users assess whether the system can help them perform tasks effectively, meet their needs, improve work performance, or provide benefits and value (Halim et al., 2020; Ibrahim et al., 2022; Wilson et al., 2022).

*Perception of Risk*

Perception of Risk (POR) is a concept that measures users' awareness of the potential risks that may occur when using a system or product. It includes factors such as the risk of personal information loss, privacy breaches, financial risks, or other undesirable consequences. POR focuses on how users assess and perceive potential risks and their impact on their safety and trust when using a product or service (Sitompul et al., 2022; Atriani et al., 2021).

Perceived Protection (PP) refers to users' perception of the level of protection and security measures provided by a system or service. It relates to users' confidence in the system's ability to meet and ensure the security of their information. PP encompasses factors such as security policies, security technology, information security assurance, and data protection measures.

*Perceived Trust*

Perceived Trust (PT) measures users' perception of the level of reliability, trustworthiness, and safety of a system, product, or service. It relates to users' trust that the system will function correctly, protect their personal information, and maintain security. PT plays a crucial role in determining user trust and influences their decision to use and interact with a product or service. Factors influencing Perceived Trust include transparency, security policies, the trustworthiness of the service provider, prior experience with the product or service, evaluations from other users, and

overall assessment of the system's safety and reliability (Yuwono et al., 2021; Sitompul et al., 2022; Hai-Ninh et al., 2019).

### *Social Influence*

Social influence measures the influence of others, social groups, or the surrounding environment on users' decisions and behavior. It relates to how social factors such as opinions, thoughts, choices, and behaviors of others can change, impact, and motivate users to make similar decisions and take action. Social influence can take various forms, including influence from friends, family, colleagues, celebrities, groups of people, or information sources from social media. It can influence through conveying information, sharing experiences, evaluations, criticisms, or promoting specific values, perspectives, or behaviors. Factors influencing Social influence include the credibility and trustworthiness of the influencing source, the level of similarity with the user, the degree of presence, and social interaction (Raden et al., 2022; Halim et al., 2020; Hai-Ninh et al., 2019).

### *Facilitating Conditions*

Facilitating conditions measure the availability and support of technical conditions, infrastructure, resources, and knowledge for users to conveniently and effectively use a system, product, or service. It relates to the influence of foundational factors and the surrounding environment on the accessibility, usability, and utilization of a product or service. Facilitating conditions can include factors such as technological infrastructure, physical resources, processes and permissions, technical support, user instructions, compatibility with existing systems, and the ability to meet user needs and expectations (Patil et al., 2020; Raden et al., 2022).

### *UTAUT model*

The selection of the Unified Theory of Acceptance and Use of Technology (UTAUT) model over other models such as the Theory of Reasoned Action (TRA), Technology Acceptance Model (TAM), and Theory of Planned Behavior (TPB) in the study of cashless payment behavior among the Gen Z generation is based on several convincing reasons.

Firstly, UTAUT has been designed to provide a comprehensive framework by integrating elements from existing models. It incorporates the core elements of TRA, TAM, TPB, and other models (Venkatesh et al., 2003), enabling a deeper understanding of technology adoption behavior. This makes UTAUT suitable for a study like this, aiming to comprehensively explore the development of cashless payment behavior among the Gen Z generation.

Secondly, UTAUT considers moderating factors such as gender, age, and experience. This is crucial when studying generations like Gen Z, characterized by diverse behaviors due to the rapidly evolving technological landscape. UTAUT's ability to incorporate these factors enhances its applicability in analyzing nuanced influences on cashless payment usage behavior. This has been demonstrated in the study by Phuong et al. (2022), where they found these factors significantly impact the intention to use FinTech payment services among the Gen Z generation.

Furthermore, UTAUT emphasizes the impact of facilitating conditions and social factors on behavioral intention and technology use. In the context of cashless payments, this is important as it relates closely to technological infrastructure and societal norms. UTAUT's inclusion of these factors provides a more accurate representation of the influences affecting the Gen Z generation's adoption of cashless payment methods.

Moreover, the UTAUT model focuses on the role of performance expectancy and effort expectancy, both crucial factors in the context of cashless payments. Performance expectancy pertains to the perceived efficiency and benefits of technology, while effort expectancy relates to the ease of using technology. These aspects align well with the nature of cashless payment methods, where perceived benefits and ease of use play pivotal roles in the decision to adopt.

In summary, the UTAUT model has become the most popular choice (Namahoot et al., 2023) due to its accurate explanation of 70% of the variance in technology adoption behavior (Venkatesh et al., 2003). Its comprehensive framework allows for an in-depth and insightful analysis of behavioral intention and usage

behavior among the Gen Z generation in the realm of cashless payments.

## RESEARCH METHOD

In this study, the primary research method relies on synthesizing information from journals available on Google Scholar, with the aim of understanding and analyzing qualitative aspects related to the cashless payment behavior of the Gen Z generation.

Utilizing journals from Google Scholar allows the authors to gather information from published studies concerning the cashless payment behavior within the young Gen Z demographic. This information encompasses descriptions of factors influencing the intention and behavior of using cashless payment methods, such as performance, ease of use, social factors, and facilitating conditions.

The method of synthesizing information from journals on Google Scholar enables the authors to assess an overview of the trends and patterns of cashless payment behavior within the Gen Z generation. This aids in determining the significance of qualitative factors and how they impact the intention and behavior of utilizing payment technology within this demographic. The objective of this research method is to provide in-depth insight and a clearer understanding of the core factors influencing the cashless payment behavior of the Gen Z generation. As a result, the authors aspire to contribute to elucidate and construct a distinct research model on factors influencing the usage of cashless payment services among the Gen Z generation in Vietnam.

## PROPOSED RESEARCH MODEL ON BEHAVIOR OF GEN Z IN CASHLESS PAYMENT FORWARD TO THE SUSTAINABLE DEVELOPMENT

Behavioral intention refers to a series of actions that an individual aim to accomplish (Karim et al., 2020). In this study focusing on the non-cash payment behavior of Gen Z, the utilization of Behavioral intention is a crucial aspect of the research. The primary reason for its incorporation lies in the fact that Behavioral intention serves as a vital indicator to measure the level of desire and intention to carry out a specific action. In this context, it aids in gaining a clearer understanding of the capability and

willingness of the Gen Z cohort to adopt and utilize non-cash payment methods. With the objective of comprehending and analyzing the intentions of the Gen Z generation regarding the use of non-cash payment methods, the utilization of Behavioral intention allows the study to delve into detailed insights regarding their expectations and implementation plans. It enables the identification of influencing factors and how these factors can either promote or hinder the intention to engage in non-cash payment behavior in the future. Consequently, the study's findings can provide valuable insights to shape strategies and policies aimed at encouraging and supporting the transition from traditional payment methods to non-cash alternatives among Gen Z.
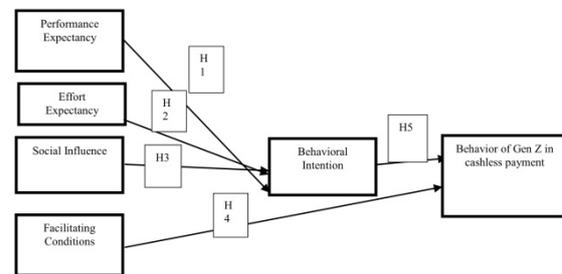


**Fig. 1.** Proposed research model on factors affecting Gen Z's behavior of cashless payment forward to the sustainable development.

## RESEARCH HYPOTHESES

Performance expectations are considered an important factor in an individual's overall perception of the convenience of a new technology (Raden et al., 2022). It is a factor utilized in well-known models such as TAM (Technology Acceptance Model) and UTAUT (Unified Theory of Acceptance and Use of Technology), and several studies have demonstrated its positive influence on cashless payment behavior (Raden et al., 2022; Wilson et al., 2022; Lee, 2009; Patil et al., 2020).

However, the degree of influence of Performance expectations may vary in specific situations. For example, a study by Patil et al. (2020) on understanding consumer acceptance of mobile payments in India found a strong influence of Performance expectations on usage behavior, ranking it third in terms of the strongest relationship within the entire model.

This indicates that when consumers believe that using cashless payment technology will bring them more benefits and convenience compared to traditional payment methods, they are more likely to accept and use that technology as their primary or preferred payment method.

On the other hand, in a different context, a study by See & Goh (2020) on factors influencing restaurant customers' intention to adopt mobile payments found that Performance expectations had the lowest level of influence. This suggests that in this specific context, Performance expectations play a less significant role in determining customers' intention to use mobile payments.

From these studies, the degree of influence of Performance expectations on cashless payment behavior can vary depending on the specific context and situation. Understanding the extent of this influence will help us determine the importance of this factor in evaluating and predicting the cashless payment behavior of the Gen Z generation. Therefore, the following hypothesis is proposed:

*H1: Performance expectancy positively affects Behavioral Intention.*

The dimension of Effort Expectancy is considered an important factor in understanding the acceptance and usage of cashless payment methods by the Gen Z generation. It refers to the perceived ease of use related to the technical features of the payment system. However, previous studies have shown inconsistent results regarding the impact of Effort Expectancy on the actual usage of e-payment.

Contrary to previous findings, an insightful discovery by Raden et al. (2022) suggests that Effort Expectancy does not significantly influence the actual usage of e-payment among the Gen Z generation. This may be attributed to the fact that Gen Z members have grown up with lifelong exposure and use of technology, making them more comfortable with using technological applications.

Although Effort Expectancy may not directly affect the intention to use cashless payment methods, it plays a role in shaping users' perception of the technology's usefulness. As highlighted by Lee (2009), perceived ease of use indirectly influences the perception of

usefulness, thereby leading to stronger acceptance of online banking.

Facilitating conditions, another factor related to Effort Expectancy, is identified as the strongest determinant in this relationship. It significantly impacts how users evaluate the ease of use of cashless payment methods. Additionally, Patil et al. (2020) emphasize the importance of Effort Expectancy in maintaining user interest and interaction with mobile payment applications through user-friendly interfaces.

However, in the study by See & Goh (2020), Effort Expectancy did not have a significant impact on the intention to use mobile payments, according to the UTAUT model. This contrasts with the impact of other factors such as performance expectancy, social influence, and facilitating conditions, which are believed to have a significant influence. Therefore, the following hypothesis is proposed:

*H2: Effort Expectancy positively affects Behavioral Intention.*

According to Raden et al. (2022), Social influence refers to the impression an individual perceives from important others about an action, influencing whether they will engage in that action or not. This may include opinions from family, friends, colleagues, or other social agents whom the user values and respects.

Based on the study by Patil et al. (2020), Social influence is identified as a directly significant predictor of the intention to use cashless payments. The study also indicates that the effect of this factor is lower compared to other relationships in the UTAUT (Unified Theory of Acceptance and Use of Technology) model. However, despite its weaker effect, the significant role of social influence on the intention to use cashless payments suggests that mobile payment service providers need to focus on and effectively utilize this factor to encourage consumer intention and usage.

One way to leverage social influence is through advertising and promoting mobile payments through celebrities and role models (such as movie stars and athletes) who have a large fan base. These individuals can be used as "representatives" for mobile payment services and share testimonials and positive feedback about using the payment system to build trust

and encourage consumers to start using the service.

Furthermore, service providers should improve social media usage to enhance word-of-mouth communication between individuals, thereby boosting consumer usage of mobile payment applications. This can be achieved by creating engaging advertising content on social media platforms and encouraging users to share their positive experiences with the mobile payment service. Through word-of-mouth communication, service providers can enhance the acceptance and usage of mobile payment applications among consumers.

See & Goh (2020) also studied and affirmed that social influence has a strong impact on customer intention to use mobile payments in the restaurant industry. Important and influential individuals, such as friends and family, are considered critical determinants of usage intention. Therefore, providers can advertise mobile payments through informal social media channels, such as social networks, to promote mobile payment usage through word-of-mouth.

Based on these findings, it can be concluded that social influence plays an important role and has a positive impact on the usage of cashless payments. This highlights the significance of researching and gaining a better understanding of the social influence dimension in the field of cashless payments for the Gen Z generation. Thus, the following hypothesis is proposed:

*H3: Social influence positively affects Behavioral Intention.*

Facilitating conditions are defined as the perception of internal and external constraints that can affect the effectiveness of behavior. This indicates that facilitating conditions are related to considering the existence of an organizational and technological system to create favorable conditions for the use of a cashless payment system (Raden et al., 2022). Several studies have shown that facilitating conditions have a positive and significant relationship with behavioral intention and usage behavior of users. For example, in the study by Patil et al. (2020), facilitating conditions are identified as one of the important

factors that positively impact users' behavioral intention. The study also reveals that facilitating conditions have a positive relationship with effort expectancy and have the strongest impact among the related factors (Patil et al., 2020). This suggests that the presence of internal and external facilitating conditions and support is crucial for users to assess the capability and ease of use of the cashless payment system.

Furthermore, the authors also suggest that facilitating conditions may impact behavioral intention through their influence on other factors. For instance, according to the study by See & Goh (2020), facilitating conditions have a positive and significant relationship with the adoption intention of customers in the restaurant industry. This indicates that the presence of facilitating conditions can provide motivation and influence customers' intention to use cashless payments.

From the above research findings, it can be concluded that facilitating conditions play a crucial role in creating favorable conditions and support for users in using cashless payment systems. The presence of these facilitating conditions and support enhances users' ability to assess and positively evaluate the system's usability, thereby increasing acceptance and usage of cashless payment systems. Therefore, the following hypothesis is proposed:

*H4: Facilitating conditions positively affect the Behavior of Gen Z in cashless payment.*

Behavioral Intention is a critical intermediary variable in the UTAUT2 (Unified Theory of Acceptance and Use of Technology 2) model, representing the level of individuals' willingness and effort to perform a specific behavior (Patil et al., 2020). It serves as a key factor in the interaction process between the predictor variables and the technology use behavior. When Behavioral Intention is high, users tend to exhibit a higher likelihood of using cashless payment services, whereas low Behavioral Intention results in reduced usage behavior.

Individuals' intention to use technology is influenced by four main predictor variables:

Performance Expectancy, Social Influence, Effort Expectancy, and Facilitating Conditions. These factors collectively influence individuals' level of willingness and effort when adopting and using technology. The following hypothesis is proposed:

*H5: Behavioral Intention positively affects Behavior of Gen Z in cashless payment.*

## CONCLUSION

In this study, aimed at identifying the factors influencing the adoption of cashless payment services for Gen Z in Vietnam, the authors proposed a research model focusing on the application of variables from the UTAUT framework. These variables encompass performance expectancy, effort expectancy, social influence, and facilitating conditions. Through the application of this model, the authors have had the opportunity to delve deeper into identifying and analyzing the pivotal factors impacting the cashless payment behavior of Gen Z in Vietnam. Due to time constraints and the scope of the research, the authors chose to concentrate on qualitative analysis. The results of this study have provided valuable insights into the factors that Gen Z considers when adopting cashless payment services in Vietnam. Through these efforts, the authors inspire to provide a more comprehensive and profound understanding of the development of cashless payment behavior among Gen Z in Vietnam. Results of an empirical study will provide some recommendations to the banks and related authorities to strengthen the cashless payments for young customers, Gen Z, by designing sustainable products or services to help banks become sustainable organizations and support the sustainable development of Vietnam.

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# HARMONIZING THE INTERESTS OF EMPLOYEES AND EMPLOYERS - ORIENTATION FOR SUSTAINABLE DEVELOPMENT OF HUMAN RESOURCES IN VIETNAM

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**Abstract**

*From the perspective of corporate governance in Vietnam, ensuring employee benefits are in harmony with the employer's benefits is a complex problem. In particular, moderate harmony of interests ensures motivation for employees to contribute and stick with the business but does not affect the interests of the employer (business owner). Therefore, this research article focuses on clarifying the perception of the issue of harmonizing interests between the two above mentioned subjects, and analyzing this situation and thereby proposing some basic solutions to develop human resources. force in Vietnam. The article uses a number of basic research methods such as: synthesis, analysis, comparison, contrast and modelling...*

**Keywords:** enterprises, benefits, employees, employers, sustainable development.

## 1. INTRODUCTION

With the awareness that benefits are the satisfaction of people's physical and spiritual needs in a certain social condition, it can be seen that it is the purpose, basis and direct motivation for each person's socio-economic activities. People conduct practical activities, mainly to satisfy their material and spiritual needs in life. At that time, benefits (especially economic benefits) became the core purpose of determining human behavior. Not only that, the more people are satisfied with their needs and interests, the more material conditions they have to achieve many other benefits. Thus, in order to maximize benefits, create a foundation for a full life, people always find ways to achieve many benefits on the basis of their certain facilities and benefits have become the basis and motivation for people's socio-economic behaviors. In the pursuit of interests, there will be certain conflicts of interest between people. This is formed from respect for private property rights, when considering private ownership as an inevitable condition of the socio-economic economy, the benefits of each person will also be clearly individual. The resolution and harmonization of conflicts and conflicts will create a positive impact so that each subject can maximize the interests of individuals without affecting the

interests of others, moving forward to ensure the interests of the whole society.

In addition, Resolution No. 58/NQ-CP of the Government issued on April 21, 2023 on a number of key policies and measures to support enterprises to proactively adapt, recover quickly and develop sustainably by 2025, has set a specific goal for 2025: *"The corporate sector contributes about 65 - 70% of national GDP, about 30 - 35% of total employment in the economy, 98 - 99% of total import and export turnover"* [1]. To be able to achieve this goal, both on the state and business side, it is necessary to have really serious innovation. The most crucial thing in this process is that no matter what measures are taken, the solution must pay attention to ensuring the interests in general and the economic interests in particular of the entities in the enterprise for the sake of the purpose, basis, and motivation of the entities when conducting labor and production activities. In the enterprise, the relationship of interests throughout and basically needs to be focused on solving it is the relationship between employees and employers. The relationship between these two subjects is a dialectical relationship, including both unity and conflict. Both entities exist in unison within the same it. If the enterprise survives and develops, the interests of

each subject are guaranteed firmly and fully. In contrast, underdeveloped enterprises and sluggish operations inevitably affect the interests of employees and employers. However, this unity of interest relationship is only considered on the overall scope, but in terms of the individual interests of each subject group, the interests between employees and employers have many contradictions.

The employee and the employer are the relationship between the buyer and the seller. The buyer needs the benefits that such goods bring; and the seller needs to receive the money from the buyer. From this, it can be seen that the employer needs a worker who is effective, productive and of high-quality work to earn more profits, while the employee needs to have a suitable salary to cover daily living expenses and have better conditions for self-development. Paying high wages to employees inevitably leads to a decrease in profits that employers receive by employers and vice versa, wanting to increase profits for employers inevitably tends to cut wages and affect the interests of labor. Thus, the harmonization of economics between these two subjects is a complex problem in the process of corporate governance. For businesses to develop sustainably, proper awareness of ensuring the harmony of economy between employees and employers as well as proposing solutions for implementation is absolutely necessary.

## 2. RESEARCH CONTENTS

### 2.1. Perception of the harmonization of interests between employees and employers in enterprises in Vietnam

In order to harmonize interests, the subjects need to implement a combination of measures to ensure the dialectical unity of interests, limit conflicts, and avoid direct conflicts; encourage and facilitate the development of unifying aspects, thereby creating a basis for actors to maximize their benefits. Thus, it can be understood that the harmony of interests is the "equilibrium state" of interests between the subjects, the "optimal state" of society when there is diversity and interweaving of ownership relationships. In enterprises, the harmonization of interests among them must be determined based on the comparison and comparison of interests between the parties.

The beneficial relationship between employees and employers is governed and implemented based on the behavior of many actors internal and external the enterprise, such as: employees; employers; intermediary organizations; state representatives. In which, employees are the main force participating in the process of production and business, creating material wealth for enterprises. The employer (Entrepreneurs) is the force that manages and organizes production and business activities. The intermediate department includes organizations representing the interests of employees and employers such as grassroots trade unions, professional trade unions, business unions, etc.. The Government appears in the relationship of interests between employees and employers with the main task of reconciling the interests of the parties involved.
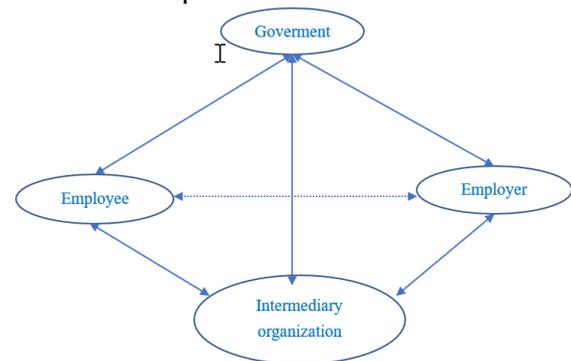


**Figure 1:** Relationship between stakeholders in the enterprise.

In the process of maintaining the beneficial relationship between employees and employers, the above-mentioned entities have a close relationship with each other and use the following methods: imposing, competing/struggling, and cooperating/unifying to achieve their own interests. The choice of which method to use in the process of implementing the interests of individuals and subjects needs to be based on many factors: first of all, the status (position/role) of the subject in the relationship of interests, followed by the level of awareness and capacity, the attitude of the subjects; then the size and efficiency of the business; along with the policy – the law of the state on the distribution of benefits. Each subject in the benefits relationship is governed by a combination of these factors (including negative and positive factors), so they need to choose at

least one search method of seeking benefits in accordance with their actual circumstances to be able to make the most of the benefits.

However, it is also necessary to clearly realize that the relationship of interests between employees and employers in an enterprise is governed by all four subjects including: employees; employer; intermediary organization; representative of The Government, but this beneficial relationship focuses on the unity and struggle of interests between the two main actors, which are the employees and the employers. Therefore, in order to be able to come up with a solution to ensure the harmony of interests, the process of analyzing benefits, pointing out the point of unity and conflict of interests between them is really necessary. So what are the benefits for employees and employers? How is the unity and conflict of interests between these entities expressed?

### From the perspective of the subject of the beneficiary is the employee

In human resource management, so as to be able to grasp the psychology, stimulate employees to work enthusiastically, dedicate themselves and have a long-term engagement with the business, the employer must first of all need to meet a job requirement, in the long-term such as: safe and ensure the essential needs of employees for food, clothing, accommodation, transportation, etc. of employees by the salary and bonus regime, workwear, housing, shuttle bus … These are the first basic benefits that employees need to be satisfied, these needs are not paid attention and satisfactorily solved, it is certainly not possible to solve other needs and benefits. Not only that, employees also want to have stable and long-term jobs. Taking it a step further is the need for social cohesion, connection with other members of the business. To fill a need, businesses need to pay attention to collective activities such as: Team building hospitality regime, birthday parties for employees. Next, employees in any position have the need to be honored and developed at work. Therefore, enterprises need to have a mechanism for promotion, reward, salary increase, training to improve professional skills ... clearly, so that employees can make specific plans to strive for themselves.

According to a survey of 2,100 workers by the Binh Duong Provincial Labor Federation in May 2022, the issue that workers are most concerned about is employment and income accounting for 75.4% of the surveyed results; followed by rates of essential goods accounting for 60.8% of the answers; followed by issues such as: food hygiene and safety; traffic safety; housing; security and order in lodging houses; nurseries for workers' children; places of cultural activities with the corresponding interest levels of 36.1%, 29.3%, 27.4%, 24.5%, 15%, 10.4% [2]. Thus, the benefits that employees want to get are quite diverse and rich, but in general, it is income, specifically salary. However, it should also be emphasized that these needs and benefits are only guaranteed when the business operates stably and effectively.



**Figure 2:** Benefits of employees in the enterprise.

### From the perspective of the subject of interest is the employer (Entrepreneur).

From the perspective of employers or Entrepreneur, the benefits they want to achieve can be summed up with one word **"SPEDB"** is Safety - Productivity - Efficiency - Discipline - Brand

First of all, the production and business activities of an enterprise need to have a safe environment so that employees can work to maximize the efficiency of living labor. A safe working environment is the assurance of occupational hygiene and safety conditions to prevent and control the impact of unsanitary and dangerous factors to ensure no occupational diseases or accidents, injuries, deaths to employees... Safety is a desire not only of employees but also of employers. This greatly determines a lot to the operation and efficiency of the business, and also assesses evaluates the organizational and management capacity of the employer. Productivity and efficiency are two criteria that all businesses, whether they are production or

business want to achieve. The increased output scale associated with the continuous improvement of product quality, at the same time saving costs, improving the efficiency of production materials... will bring revenue sources and potential profits for businesses in the future.

Besides those desires, employers also want their employees to be highly disciplined. The working environment is under high pressure, the nature of industrial production lines is increasingly clear, so employees need to have a disciplined virtue. Discipline helps employers easily manage and organize employees to operate in their business in a principled and systematic manner. And most especially, it is the employer who builds their own brand as well as that of the business in general. Just like when analyzing the interests of employees, the employer also has a core benefit purpose which is income or profit of the business. This is a fundamental point that determines the consistency and contradiction in the interest relationship between employees and employers.
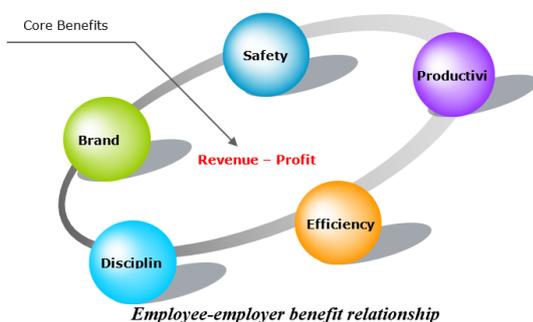


**Figure 3:** Benefits of Employer (owner) in the enterprise.

From the above analysis, we can see that the beneficial relationship between them is dual, both unified and contradictory.

First of all, contradiction is expressed in interests with conflicting, contradictory and sometimes annihilating characteristics between the two subjects. The biggest fundamental contradiction lies in the income of the two subjects. For employees, salary is the result that they receive after their labor process. It has a particularly important meaning when helping employees to compensate and reproduce their own labor power, and at the same time motivates and encourages them to strive and dedicate themselves with peace of mind; while

demonstrating their professional qualifications and professional seniority. Thus, salary is the purpose, basis and motivation for employees to conduct productive labor activities. If the salary is not enough to satisfy the needs of employees, it is inevitable that the motivation to work will not be maintained. As for the employer (who owner of the enterprise), wages are an essential part of the production costs of the business. In economic accounting, when increasing wages inevitably leads to an increase in production costs, which will affect the profitability of enterprises and the incomes of employers. To this end, to maximize benefits, there is always a struggle between employees and employers at different levels to ensure their personal benefits.

However, from the perspective of corporate governance, salary is an expenditure for development investment. High remuneration both attracts and "retains" highly qualified and well-informed employees, On the other hand, it will motivate employees to enthusiastically dedicate and self-training their professional qualifications, thereby improving labor productivity in the enterprise. From both a practical and a theoretical perspective, improving labor productivity will reduce the cost of a product unit, thereby increasing the competitiveness of enterprises, expanding markets, developing the enterprise in both width and depth. At that time, salary becomes an important lever to improve the business performance of the enterprise. As the business grows, the income of both employees and employers will also increase and ensure that other benefits are fully and stably implemented, and have the opportunity to be developed more comprehensively…

As a consequence, the interests of the employee and the employer are always contradictory and unified, so to ensure the harmonization of the benefit relationship between them is not possible to follow the non-economically based on egalitarian principles. However, the harmonization of interests needs to be understood specifically, which is to maximise *the efficiency of benefits, and minimize conflicts that occur between employees and employers in the process of seeking benefits.* In the process of renovation, carrying out industrialization and modernization

of the country with the trend of internationalization and the far-reaching impact of the fourth industrial revolution, Vietnam has been paying great attention to the issue of ensuring safety and security, ensuring the harmonization of interests between employees and employers towards the sustainable development of the country.

## 2.2. The relationship between ensuring harmony of interests between employees and employers with human resource development

From the perspective of the United Nations, human resources are understood as all the knowledge, skills, experience, abilities and creativity of people that are related to the development of each individual and the country. With this concept, it can be seen that human resources, in terms of quantity, are the total number of people of working age working according to state regulations and the working time that can be mobilized from them; In terms of quality, human resources include the health and professional qualifications as well as the knowledge and skills of workers. Thus, it can be seen that workers in today's businesses are the most direct and important part of today's human resources.

On the other hand, benefits are considered one of the important motives that regulate human behavior and activities. Karl Marx once said: "Interest is the basic regulating principle that other principles follow" or like: ""History is nothing more than the activities of people pursuing their own goals.". Thus, Karl Marx - Engels, said that the deepest motivation that motivates people to act is benefit and everything that people gain is associated with their own benefits. Economic benefits are one of the vital issues of production and life. It is the economic benefits that attach people to their communities and create stimulations, urges, aspirations, and passion in the production and business activities of economic subjects. When economic benefits are perceived and realized, it becomes the economic driving force that motivates people to act. Therefore, LIKT is considered one of the basic driving forces of social progress in general, of socio-economic development and production and business in particular. For socio-economic development, there needs to be many driving

forces, including good economic benefits, especially the economic benefits of workers - the most important part of human resources.

In practice in countries around the world, many countries have had positive solutions in solving the problem of benefits for workers in order to develop human resources in a sustainable way. With distribution and wage reform policies, many countries have created incentives for the workforce to develop optimally, thereby creating material conditions to build an abundant human resource, quantity and quality. Meanwhile, in our country, solving the problem of employee benefits still has many limitations, leading to obstacles to sustainable development of human resources for the country in the future. Therefore, it is absolutely necessary to learn from other countries' experiences in ensuring benefits for workers to develop human resources for our country towards the goal: "to come."

## 2.3. The reality of harmonizing interests between employees and employers in enterprises in Vietnam and some straightforward solutions

### 2.3.1. Some results achieved in the process of exploiting and resolving conflicts of interests of entities

***Expand the establishment of beneficial relationships between employees and employers***

By the beginning of 2021, considering only enterprises that are operating and having production and business results, the number of these enterprises have created jobs for more than 14.7 million people (up 4.9% compared to 2016), and an increase of 26.2% compared to the 2011 - 2015 period, creating jobs for 11.64 million people [3]). In particular, state-owned enterprises attract 1.0 million employees, accounting for 6.8% of the total employees with 0.6 million employees working in 100% state-owned enterprises. Non-state enterprises provide jobs for 8.6 million employees, accounting for 58.6%, and this in FDI enterprises is 5.1 million workers, equivalent to 34.6% of the total number of employees in the enterprise [4]. These are remarkable numbers of efforts to solve and find jobs for people of working age. At the same time, it also shows quantitatively the beneficial relationship between employees and employers in current practice. When an employee officially

signs a labor contract, it means that they confirm their rights and obligations with the employer and vice versa, the employer must commit to performing the responsibility in the process of using labor force. From here the relationship of benefits between the official subjects is established. And according to statistics, it can be concluded that the beneficial relationship between employees and employers is rich and diverse, in all types of businesses, in which private enterprises and FDI enterprises account for the majority and tend to increase more and more.

***Employees actively exploit and protect their legitimate interests on the basis of an agreement with the employer***

The benefits of employees are reflected first of all in the salary they themselves receive. According to statistics from the Ministry of Planning and Investment, the average monthly income of an employee at an operating enterprise with production and business results in 2020 reached VND 9.5 million, up 2.4% compared to the previous year and 12.5% compared to 2016. Experiencing 14 changes in regional minimum wages (from 2008 to 2023), along with active participation in protecting workers' rights of public organizations. grassroots unions, the income of workers in enterprises has changed significantly, wages have become the main source of income to ensure the lives of labor and their families; thereby investing in human resource development, creating motivation to improve employee productivity and working efficiency, making an important contribution to social progress and equity, ensuring socio-political stability; promoting and improving the quality of growth and sustainable development.

Other benefits of employees are also constantly being realized and continue to be guaranteed more firmly. By the end of 2022, 4,846 new enterprise collective labor agreements have been signed. The total number of employees benefiting from the labor agreement is 5,830,430 people. Also in 2022, under the intervention and protection of grassroots trade unions, more than 599 employees were allowed to return to work, 322 employees were reduced in discipline; 10,664 people have satisfactorily settled on wages, 1,922 people have social insurance issues,

1,137 people have health insurance, 1,410 workers have unemployment insurance, 676 people adjusted and supplemented the severance allowance regime in accordance with the law, the total amount of compensation and support is VND 66.9 billion [4] (excluding back payments for social insurance for tens of thousands of workers nationwide)…

***The conflict of interest between the employee and the employer was initially resolved***

In the period 2008 - 2018, getting grassroots trade union organizations to the promotion of the role, more than 5,037 collective work stoppages and strikes were resolved peacefully and 446,179 individual labor disputes were consulted [5]. If only in 2022, 144 collective work stoppages (up 53 times compared to 2021) were compromised to ensure the interests of both parties. Not only using measures to resolve conflicts when conflicts occur, to ensure the principle of mutual benefit, preventing strikes and stopping collective work is an even more important task. Therefore, the number of enterprises organizing Employee Conference is constantly increasing: from below the average level in 2008 to over 53% in 2018; The number of conversations between employees and Entrepreneurs has increased dramatically by nearly 4 times within 4 years (2014 - 2018). More than 120,000 periodic and unexpected dialogues have been held. Through dialogues between employees and employers, many concerns, pressing issues and conflicts of employees have been discussed and resolved. On the part of the employer, they have understood and made necessary changes to harmonize the parties to maintain business stability, limit conflicts and instability, and form a safe working environment for the business to develop.

### 2.3.2. Problems and solutions to ensure harmony of interests between employees and employers for sustainable development of human resources

In addition to the achieved results, in the process of ensuring the harmonization of benefits between employees and employers, there are still certain shortcomings.

*Firstly,* the employment rate is still modest.

Over the years, we have actively created jobs, strengthened the establishment of beneficial relationships between employees and

employers. However, compared to the overall job search demand of labors across the country today, this figure is still quite modest when it only accounts for more than 60%. The fact that employees in the age group cannot find a lot of redundant jobs will inevitably affect the assurance of benefits for employees who have jobs, such as competition for jobs, pressure to reduce wages when the supply is low...

*Secondly,* although the income of labors in recent years is having a certain change, helping to improve the lives of employees, it is still necessary to look directly at the fact that, the income level, only ensures a minimum part of the need for the reproduction of labor power, but it is not possible to optimally satisfy other needs of them. According to a survey by the Department of Labor and Social Affairs of Binh Duong province in May 2022 - where there are many key industrial parks in the country, over 77.4% of employees have an income of 5 - 10 million VND. /month, only 13.9% of employees have an income of less than 5 million dong/month, while workers with an income of over 10 million dong/month account for 8.7%. However, with such an income level, nearly half (42.1 percent) of labors do not have enough to cover, 52.5% of workers can barely cover their monthly expenses, only 5% of workers can't afford it partly accumulated and 0.4% of workers have accumulated. That shows this income level is still low, the benefits of workers are not really guaranteed at a decent level.

*Lastly,* the majority of strikes and collective work stoppages organized by employees tend to be spontaneous without conducting negotiations with the employer or consulting with the trade union at the workplace and are not carried out in accordance with the prescribed legal procedures. The underlying causes of strikes arise from disputes over economic interests, working conditions, or violations of labor laws by the employer (not being able to increase wages and bonuses as prescribed; no to be paid overtime). So it can be seen that the conflict of interest between the employee and the employer is still simmering, waiting for opportunities to arise...

The above shortcomings come from many reasons, both from the subjective side and the objective side such as: the awareness level of the

body is still not high, the socio-economic conditions are still subject to many changes, the participation of the subjects is still weak. Therefore, in order to overcome the above shortcomings and at the same time ensure the harmonization of the interests of employees and employers in enterprises in Vietnam, we need to implement some of ***the following solutions***:

***For employees:*** So as to be able to protect their benefits, as well as satisfy the needs of the employer, each employee must actively raise their own awareness; self-training, conduct on-the-job training to improve the personal experience and contribute to improving labor productivity. Employees need to pay attention, the more "healthy" the business is, the more benefits in the best way for employees. Therefore, it is necessary to eliminate the idea of stagnation and work at the expense of workers coming out of small production. Actively coordinate with the representative organization of their interests to protect their interests in a legitimate and legal way.

***For employers:*** It is necessary to be seriously aware of their own organizational and managerial positions. Enterprises that want to operate will need to have a good production system, good labors, professionalism, discipline... But if they want to change the mindset of employees, so that employees can devote themselves to the enterprise, employers need to pay attention to the issue of salary and bonus in the enterprise; care about the lives of employees and in their enterprises; at the same time, support professional training for employees in many forms. In essence, changes in employees change the production and business processes of enterprises and increase labor productivity, improve production and business efficiency, and help employers gain more profitability. In practice, many enterprises have shared shares with employees, which is also a solution that can be thought of on the basis of specific economic accounting of enterprises in a specific way.

***For the government:*** This is a subject with a particularly important role, concentrated in the hands of the power apparatus that no other entity has enough power to replace and must perform the task of regulating and harmonizing interests

between subjects. Therefore, in the coming time, the Government needs to strengthen the regulation and macro management of salary policy. It is necessary to keep tabs on quickly and urgently improve the reform of the wage policy, the new regional minimum wage to be more suitable to the circumstances (the public sector has been raising the official base salary since July 1st. 2023). At the same time, strengthen the inspection, supervision and evaluation of the activities of enterprises in paying salaries and welfare regimes for employees. It is necessary to focus on propagating to employees, of enterprises in a specific way.

***For intermediaries (Labor Unions, trade unions councils...):*** This is the "bridge connecting" part of the interests between employees and employers. Therefore, intermediaries need to actively participate in a quality and effective way in consulting, planning, building, and perfecting the Party's line system, the Government's policies and laws on labor issues. activities, focusing on issues related to employees' interests. At the same time, strengthen the propaganda of labor laws and policies so that employees can seriously implement and know how to use legal tools to protect their rights. Seriously undertake the supervision of the performance of the parties after the process of signing labor contracts and collective labor agreements; at the same time, strengthen coordination in inspecting the activities of agencies and organizations in the implementation of labor laws regimes and policies. On the other hand, actively consult with the employer to develop and supervise the implementation of the salary scale and payrolls according to regulations, organize periodically and regularly dialogue with employees in the enterprise...

## 3. CONCLUSION

Benefits are an objective category, the purpose, basis and driving force of each socio-economic behavior that people perform. In the market economy, benefits always reflect a social relationship with a certain historical character and are manifested more clearly in the production and business activities of people in general and in each enterprise in particular. The most fundamental and core benefit relationship of each enterprise is the relationship between two main subjects, namely the employee and the employer. The relationship of interest between these two subjects implies not only contradiction but also unity. In order for businesses to operate and develop effectively and sustainably, we need to ensure consistency, and limit conflicts, thereby harmonizing the interests of the parties in the process of seeking their own interests. Ensuring the harmony of that interest, is not the separate responsibility of the two subjects but the common responsibility of all subjects interacting in this relationship. When the actors jointly promote their synergy in ensuring common interests, the problem of harmonization of interests will be solved in a really effective and far-reaching way.

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# THE ROLE OF NATIONAL CULTURAL FOUNDATION IN HUMAN RESOURCES DEVELOPMENT IN THE CONTEXT OF GLOBALIZATION – SOME EXPERIENCES FROM VIETNAM

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**Abstract**

*The author mentions the importance of national cultural foundation in human resources development in the context of globalization, with some experiences from Vietnam. The author starts from digging into theoretical basis of national cultural foundation in human resources development in the context of globalization with specialized concepts and terms; then points out opportunities and challenges that globalization poses to the human resources.*

**Research purpose:**

*To affirm that national cultural foundation plays a huge role in human resources development in the context of globalization.*

**Research motivation:**

*To contribute to the preserving and promoting the national cultural foundation in development of human in general and human resources in particular.*

**Research design, approach, and method:**

*Using a combination of interdisciplinary methods along with statistical operations, analysis, synthesis, proof, and comparison…*

**Main findings:**

*Introduce some specific solutions to improve the role of national cultural foundation in human resources development in the context of globalization.*

**Practical/managerial implications:**

*Timely seize the opportinites and challenges posed by globalization, hence promote the role of national cultural foundation in bulding, fostering and developing the human resources.*

**Keywords**: culture, cultural foundation, national culture, human resources, globalization.

## 1. INTRODUCTION

Culture plays an extremely important role in the course of development of every country and nation, contributing to social stability, orienting good values and being the basis and foundation for the forming and fostering of human resources.

As soon as we're born, culture's there, in our families and where we come from. In Vietnam, for example, when the family gathers for a meal, especially in the northern regions, we have a habit of inviting each person one by one. It's important to start with the oldest person, like grandparents, before moving on to parents and older siblings when serving rice. This tradition is a way of showing respect to the elders during meals. Over time, it becomes a cultural practice of inviting people to eat, emphasizing the

importance of respecting others, appreciating the present, and recognizing those who are sharing the meal with us. Culture as seeds planted in people. These seeds grow into qualities that shape how individuals make choices, behave, and develop. When many people grow with these values, the country also follows.

When alive, President Ho Chi Minh stated: *"For the sake of survival as well as the purpose of life, humans created and invented languages, writings, ethics, law, science, religion, literature, art, tools for daily activities in teams of wearing, eating, habiting, and methods of use. All of those inventions and creations are culture"* [5, page 448]. In his writing. *Some theoretical and practical issues about socialism and the path to socialism in Vietnam*, Professor-

Doctor Nguyen Phu Trong – General Secretary of the Central Executive Committee of the Communist Party of Vietnam also stated that: *"Culture is the spiritual foundation of society, the internal strength, the driving force to develop the country and defense the nation"*. Especially, the role and influence of culture in all areas of life are even more highlighted in the current context of globalization and international integration.

Globalization has become an inevitable trend in many countries, nations, together with the upheavals of contemporary world history, it will unceasingly bring huge opportunities and challenges to the whole world. In order to seize the chances and overcome the challenges to develop, avoid falling further behind other countries, Vietnam has to have high-quality human resources that are sensitive, creative and ready to meet the requirements of society. On the other hand, human resources also need to have a noble humanistic spirit, know how to preserve, inherit and promote the traditional values of a nation, and at the same time, know how to skillfully distil the quintessence of humanity's cultural treasure. Therefore, research on the role of the national cultural foundation in human resources development in the context of globalization is necessary and urgent, both the goal and the driving force for the comprehensive development of the country.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Concepts of culture, national cultural foundation

*Culture* is a relatively broad concept with many different approaches. Therefore, up to now there has not been a unified concept of culture. According to Marxism-Leninism: *"Culture is all the material and spiritual values created by humans in the process of social–historical practice, representing the level achieved in social history"* [4, page 507].

In the announcement of cultural policies, the international conference hosted by UNESCO from July 26 to August 06, 1982 in Mexico agreed to introduce the following concept of culture: *"In the broadest sense, culture is a set of distinctive spiritual, material, intellectual and emotional features which determine the character of one society or one social group. Culture encompasses art and literature, lifestyles, basic rights of humans, value systems, traditions and beliefs. It is culture that makes us uniquely human, rational, critical and ethically committed beings. It is through culture that people express themselves, become self-aware, know themselves as an unfinished project, consider their own achievements, and tirelessly search for new meanings, and create works that surpass themselves"* [4, page 23-34].

Thus, culture is the synthesis of all aspects of human life, the entire creation of humans in history, humans are both the subjects and products of culture. Through the process of socialization, culture is passed from generation to generation. Culture represents the level of development of people and society through the way of organizing human life and actions as well as in the spiritual and material values created by people. Therefore, culture represents the internal strength, stature and position of each country.

*National cultural foundations* are unique, distinctive factors that represent "national identity" cultivated over thousand years of history, becoming lasting values that form the soul, appearance, tradition, bravery, quality, lifestyle, aspiration and unique symbol of each country. The foundation of Vietnamese national culture is the convergence of the essence of the community of 54 ethnic groups, *"that is passionate patriotism, sense of national self-reliance, the spirit of solidarity, sense of community that connects individuals - families - villages - Fatherland; kindness, tolerance, respect for love, morality, diligence, creativity in work, sophistication in behavior, simplicity in lifestyle"* [1]. The national cultural foundation is the basis for connecting generations, creating the potential strength of the national spirit. Therefore, preserving and promoting the national cultural foundation becomes an objective requirement and the goal of constructing and developing the nation in the current context.

## 2.2. Concept of human strength, human resources

*Human strength* is the strength of people, located inside humans, which enables people to perform. Human strength consists of three basic factors: physical strength, mental strength and personality.

*Human resources* are the resources of human strength. According to the *United Nations*, human resources is defined as the knowledge, abilities and skills of people related to social development. In this way, the concept of human resources is based on the aspects of quality, strength and the role of people in the development of society.

According to the *International Labor Organization*, the human resources of a country are all the people in the working age and have the ability to work. The concept of human resources is approached in two senses:

In a broad sense, human resources is the source of labor for social production, the source of humans for development. Thus, human resources are the entire population that can develop normally.

In a narrow sense, human resources refer to the labor capacity of the society, is the source for socio-economic development, consists of population groups of working age, who have the ability to participate in labor, social production. That means all individuals taking part in the labor process fully meet the requirements of physical strength, mental capacity and occupational skills to be mobilised in the labor process.

According to the *Vietnam Labor Law*, the concept of human resources in society includes both people of working age and people out of working age but still have the ability to work or will work.

Therefore, it can be understood that human resources is the potential strength of people, the ability to take part in the process of creating material and spiritual wealth for society. It is the totality of physical strength, mental strength and personality of humans that meet the demands of a certain socio-economic structure.

## 2.3. Concept of globalization

Appearing in the 1960s, globalization gradually became one of the popular concepts and a common trend in the world. For this term, there are many explanations given to specifically interpret the concept:

*"Globalization is a process through which markets and production of different countries become increasingly interdependent due to the dynamic trade of products and services as well as the dynamic circulation of capital and technology"* [2].

*"Globalization is the strengthening of social relationships around the world that connects remote locations in a way that events occurring in this place are formed by other events happening in another place that is miles away and vice versa"* [7].

*"Globalization is the transition to a more integrated and interdependent international market"* [6].

According to the Resolution of the 9th National Party Congress: *"Globalization is the liberalization of trade and markets. Globalization is the process of economic, political, cultural and social globalization accelerated by information technology and telecommunications"*.

In short, globalization is basically the process of strongly increasing the connections, influence, mutual impact, and interdependence of all regions, countries, and peoples all over the world.

## 2.4. The relationship between national cultural foundation and human resources development in the context of globalization

Mentioning the role of people and the power of culture in the development of the country, the Political Report of the 13th Congress stated that: *"comprehensively develop people and build an advanced Vietnamese culture rich in national identity so that Vietnamese culture and people truly become an internal strength, a driving force for national development and defense. Increase investment in culture development. Build, develop, create an environment and the most favorable social conditions to promote patriotic traditions, national pride, faith and aspirations to build a prosperous and happy country; Vietnamese people's talent, wisdom, quality are the center, the goal and the most important driving force for the development of the country"* [3, page. 115 - 116].

It can be affirmed that the national cultural foundation plays a key role in educating and training the new generation converging good qualities, harboring traditional values, and also bearing modern human characters consistent with the requirements of the global trend. Culture is inherently a "soft resources", a lever to promote socio-economic development, and also foster new people to become high-quality human resources with extensive knowledge, ability to create and do scientific research; knowing how to selectively absorb the quintessence of world culture on the conditions of preserving and promoting national cultural identity.

### 3. METHODOLOGY

**3.1. The importance of national cultural foundation for human resources development in the current context of globalization**

Culture is the combination of material and spiritual values created by humans throughout history. Culture makes each person deeply and fully understand the traditional values, thereby affirming their national identity and promoting the full strength of the masses to complete the given tasks.

Throughout the course of the Vietnamese revolution, the Party's views on culture have always been supplemented and increasingly improved. The work *Outline of Vietnamese Culture* (1943) identified *"Culture is one of the three fronts that communists must pay attention to"*; the 4th Congress (1976) clearly stated that: *"one of the three revolutions must take place simultaneously"*; the 7th Central Conference, session 7 (1994) affirmed: *"Culture is the spiritual foundation of society, both the goal and the driving force of socio-economic development"*; The 5th Central Conference, session 8 stated: *"Culture is the spiritual foundation of society, both the driving force and the goal of promoting socio-economic development"*. At the 10th Central Conference, session 9, the Party affirmed: *"ensure the connection between the centered task of developing the economy, the key task of building and rectifying the Party, with unceasingly promoting the culture – the spiritual foundation of the society; creating the synchronized development of those three areas is the decisive condition to ensure the comprehensive and sustainable development of the country"* and the 2011 Supplemental and Development Platform clearly stated: *"Culture becomes an important internal force of development"*.

With functions like awareness and prediction, education, aesthetics, entertainment, historical succession and development, culture always plays an important role in shaping moral qualities, nurturing and perfecting human personality; culture together with economics and politics become the pillars for the sustainable development of the country, contribute to the stability and promote social development.

For ensuring the quality of human resources, the national cultural foundation has a huge impact on the following aspects:

*Firstly*, national cultural foundation focuses on building creative human resources in all labor activities, encourages expressing personal abilities on politics, economics, education, science… Hence, creates a modern working environment, based on a thorough knowledge foundation and solid expertise, meeting the requirements of the era.

*Secondly*, the national cultural foundation guides each individual and the whole society, especially the youth, to be properly aware of their behaviours and deeds, at the same time, promotes traditional values of the nation, fostering new qualities and personalities full of noble humanity.

*Thirdly*, the national cultural foundation stimulates human creativity and dynamism, building new generations with purposes, and aspirations to devote themselves, pioneering in the cause of innovating and developing the country.

Therefore, the national cultural foundation identity possesses great inherent strength, playing a role as a driving force to enhance the quality of human resources, aiming for the comprehensive development of individuals. This development should encompass sufficient virtues, ethics, cultural lifestyles, and also be in line with societal demands. The cultural knowledge and lessons accumulated from the

foundation of the national cultural identity are fundamental elements in constructing proactive strategic human resources in unforeseen or challenging situations. A community, a society with culture, must begin with cultured individuals. A system, policy, or approach meeting the essential needs of individuals and approaching cultural values... must be built on a foundation of human resources with genuine emotions, responsible lifestyles, strong determination, and a contemporary vision. Intelligence, virtues, and abilities will make culture shine. Culture will strengthen, nurture, and enhance virtues and abilities. This will be a significant impetus for countries to overcome all difficulties, turning challenges into opportunities for continuous advancement in the developmental process of national history.

The trend of globalization and international integration brings up opportunities but also poses countless challenges between preserving and promoting national cultural identity and selectively absorbing the quintessence of human culture. It is a problem that needs to be timely grasped, clearly analysed and thoroughly understood to have a comprehensive view, contributing to providing specific solutions to promote strengths and minimize negative impacts on people and social life.

**3.2. Impact of globalization on national cultural foundation in developing human resources**

Globalization and international integration are becoming more and more popular and have a wide influence on most fields like economics, culture, education, technology… This is not only an opportunity for integration and comprehensive development of the country but also poses great challenges for preserving and promoting national identity in the modern world.

Globalization has opened the world to multi-dimensional connections, bringing countries closer with no boundaries, offering chances to exchange and learn, and enriching the national culture. The process of international integration has changed people's mindset and lifestyles to be more active and modern. Through introducing and accessing the customs and practices of countries, contributes to enhancing mutual understanding, creating conditions for exploring the world, absorbing human cultural achievements, mastering scientific and technical advances. Moreover, it is also a way to promote our national cultural identity.

Cultural exchange has helped the youth open their minds, enrich their knowledge. Besides, in order to catch up with the general trend, people need to be constantly creative, active, quickly adapt themselves to social upheavals. It requires us to unceasingly study, improve ourselves, have ideals and ambitions, attach personal responsibility to the overall development of the country. It is the cultural exchange that helps generate people with the ability to integrate and co-live in the "world house", which are called global citizens. According to Professor Phan Văn Trường, global citizen is "a style, an attitude, a way of seeing and feeling life, of a person who is responsible for the globe, the mankind, the cosmic ecosystem, the environment and all that the universe bestows us" (quoted from Global citizen, universal citizen". Aware of this, the Vietnamese people have proactively engaged in learning, cultivating ethical qualities, honing professional work manners, embracing high discipline, leading responsible lifestyles, and relentlessly striving for improvement. Through these efforts, multidimensional thinking and vision have been explored and developed.

The national cultural foundation will become a real "soft power" when it promotes common values and interests spread by countries and peoples. Therefore, globalization in general and cultural globalization in particular force countries to cooperate, building a peaceful and beautiful world, and at the same time, asserting the role and contributions of national cultural identity in the turbulent flow of human cultural history.

Apart from positive impacts, the trend of globalization also poses many challenges to the preservation and promotion of traditional cultural values. Doctor Đinh Ngọc Thạch said: *"The spontaneous disturbance in cultural creation and enjoyment, naive romanticism leads to the phenomenon of identity alienation, the paradox between the openness of*

*communication space and the increasingly profound differentiation between individuals, social groups, peoples and regions. Globalization can create new metamorphoses, change standards, values... and swallow an entire culture, if that culture is not strong enough to overcome the challenge. The most serious consequence is that a nation's culture is assimilated by other stronger cultures".* Indeed, globalization has highlighted the changes in ways of communicating, exchanging information and the process of acculturating culture among countries. We will have to face with unpredictable risks in cyber security, cultural security, human security, unconventional security, high-tech crimes… It even leads to social, cultural inequality, increasing the penetration of countercultural, inhumane phenomena, that are inappropriate with the spiritual life foundation of the socialist regime.

The robust process of globalization has adversely affected many ethical values, particularly some of the beautiful ethical values that traditionally held significant positions within the cultural values of the Vietnamese people. There is a risk that these values might deteriorate and become marginalized. The decline in ethics has become a common concern in society. A segment of society is being influenced by a pragmatic, narrow, and indifferent lifestyle. Materialism and selfish living have led some individuals to disregard everything in order to satisfy their personal desires. It seems that the tide of globalization is pushing people closer to personal benefits, towards materialism, a fleeting lifestyle, living fast, and indulging in pleasures. Additionally, material possessions serving human life make life more comfortable, leading people to forget the valuable lessons of human interaction, true human values among individuals, between humans and nature, and within the living environment.

With the strong explosion of the 4.0 Technology Revolution, Vietnam's cultural foundation faces with many influences from the wave of world cultural introduction through social networks, in which the most influenced are young people – the core force, representing the new generation of human resources – because they are active and sensitive in absorbing various types of culture. It's easy to see the changes in the way young people dress, speak, think, and work... due to the impact of the industrial culture and other cultures in the region and the world.

Many people are increasingly indifferent to history, and national culture, they ignore traditional music, abandon traditional values, get rid of core emotions to follow "fads" and trends which are considered "Westernized". It must be mentioned that idol culture, from skimpy, tattered clothing, to hair of all colors, hybrids, grotesqueries, or non-standard statements, has greatly influenced the lifestyle of a part of Vietnamese youth. Besides, the language used in conversations, posts on social networks and text messages is also modified as incomprehensible words, even vulgar, destroying the purity of Vietnamese. Nevertheless, the access to widespread information on the internet and video games has led to acts of violence, eroding morality and breaking the law.

In Vietnam, the national cultural foundation is facing a similar indifference, especially among the younger generation who are. Nowadays, most teens prefer pop, rock, K-pop, English music, and are not as interested in traditional Vietnamese music like cheo, tuong, cai luong. According to a survey by giaoduc.net, many students don't know or can't differentiate between famous historical figures. For example, they might confuse King Quang Trung and King Nguyen Hue (two kings...). Some even mistake them for siblings, relatives, or comrades in battle. Traditional Vietnamese childhood activities like playing marbles, shooting marbles which used to teach cultural values, are slowly being replaced by modern games (some even violent). It's clear from a surprising fact: Vietnam is ranked first among countries where adults play these games. According to the results of a survey by market research firm Statista, conducted with people aged 18 to 64 in 55 countries, Vietnam is the country with the highest proportion of adults playing video games in the world.
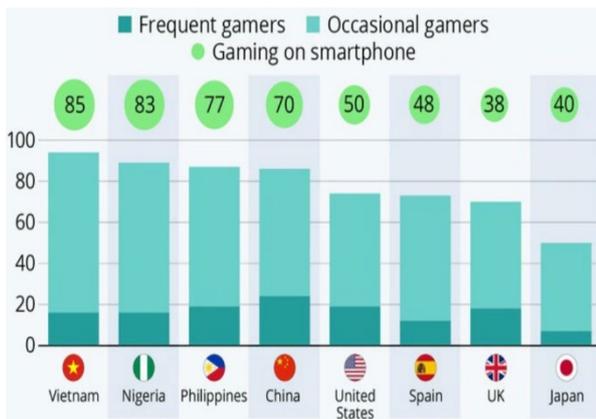
*The chart shows that Vietnam has the highest proportion of adults playing games in the world (Picture: Statista)*

We're all realizing the clear disconnection between our cultural roots and the nation's workforce, in a world imprinted by globalization. The reality has shown that absorbing cultural values in international integration, if lacking bravery, the ability to refine and be creative, will be the risk of passive and hasty absorption. This leads to a situation where the country's internal resources and strength will be dominated and overwhelmed by foreign factors, eliminating the diversity in national culture, losing its identity, origin and roots of our nation's cultural traditions. Therefore, it is necessary to frankly recognize and evaluate the opportunities and challenges posed by the globalization trend, taking cultural foundation as the basis to adjust, perfect and develop the human factor in each country.

## 4. RESULTS AND DISCUSSION

In the current context of globalization, Vietnam is a developing country with low per capita income, in order to avoid the risk of falling behind other countries in economics, science and technology, education and training, it is extremely urgent to improve the quality of human resources with creativity, breakthrough mindset, being ready to adapt to the social conditions.

The young generation is considered the new human resources in the labor market. Being the masters of future development, the successors have the mission to receive the values, tasks, responsibilities and trust transferred by the previous generation. The young human resources will determine the survival of the country, hence, if they do not carefully prepare

for the "mission transfer", the country's destiny will be at stake. Therefore, it is necessary to closely monitor and pay special attention to training and developing young human resources in different ways.

Agreeing with the viewpoint of the 11th and 12th National Party Congress, when it came to the breakthrough strategies, the 13th Congress "*supplemented and specified to be consistent with the new development stage*", and at the same time, emphasized the need to "*develop the human resources, especially the high quality human resources, prioritizing the human resources for leadership, management and key fields*" [3, page. 1]. Especially, the 13th Congress also clearly stated: "*The role of culture in human development has been underestimated, there is still a tendency to emphasize the pure entertaining function. There is a lack of cultural and artistic works vividly reflecting the scope of the reform, having positive effects on people. The cultural, social environment continues to be polluted by social vices, corruption, negativity*" [3, page. 84].

As for the expectations of the 13th Congress, there needs to be specific solutions to improve the role of national cultural foundation in human development in general and human resources development in particular, so that "*Vietnamese people truly becomes an internal strength and driving force to develop and defense the country*".

**4.1. First, increasing dissemination and popularizing traditional values, educating about national identity, thereby raising a sense of responsibility to preserve and promote the national cultural foundation**

The root of Vietnamese culture was formed and developed through the process of creative labor and the persistent and resilient will fight of the whole nation throughout its long history. Vietnamese culture is the internal strength, the core value, that represents the identity of Vietnamese people.

Human resources development must be based on the foundation of respecting and protecting human rights, forming a Vietnamese personality full of good qualities, containing traditional values of the nation. Those are

patriotism, national pride, solidarity, diligence, persistence, thrift, kindness, benevolence, respect for teachers, altruism, tolerance… On the basis of understanding the good nature of human values in our national cultural identity, we must know how to elevate it to national pride, a sense of responsibility, and a determination to preserve and promote those cultural values.

It is necessary to diversify the ways of promoting culture, popularize traditional forms through mass media, publications on social networks during major anniversaries; organize contests and extracurricular activities about historical relics, traditional festivals, or exchange and meet the historical witnesses, experience customs and traditions with national identity values… Currently, Vietnam is using national TV channels like VTV (which is good), but we might reach more people by using platforms that young people (potential workforce) use, like Facebook, Instagram. Not just online, we can also do things offline to spread the information more widely. We can make creative and interesting posters along busy streets: for example, people might take a moment to think about cultural values while waiting at traffic lights; organize competitions as an enjoyable method for people to learn actively, when individuals engage in learning with enthusiasm, they will comprehend and remember these values more effectively. Educational institutions must create active learning and working environments to develop personality, ethics, knowledge, abilities, soul, social responsibility, civic duty; thereby creating a strong transformation in the awareness of young people, knowing how to appreciate the good, the beauty, eliminate the bad, the backward, the foreign mentality, fight against the corruption of morality and lifestyles in a part of Vietnamese people nowadays.

**4.2. Second, promote the proactive and creative role of the young generation in specific and practical tasks and actions**

Speaking at the *2022 Cultural Conference*, the First Secretary of the Central Executive Committee of the Ho Chi Minh Communist Youth Union Bui Quang Huy said: *"Since 2016, when the Government issued a comprehensive development strategy on the development of cultural industries, we have gradually shaped the cultural industry with 12 key fields: Advertising, architecture, software, entertainment game software, crafts, fine arts, design, movies, publishing, fashion, performing arts, fine arts, photography and exhibitions, television and radio, cultural tourism, and have achieved certain results. Thereby, we have been developing many high-value cultural products, especially on digital platforms, many of which are by young people"*.

Culture is diverse, and if everyone learns about a piece of it and adds some creativity, it can be a great way to spread culture. It can be seen that there are more and more "made in Vietnam" cultural products appearing on digital platforms, which were conceived and produced by young people. For example, in Vietnam, there are some excellent spreading movements, such as cultural products labelled "made in Vietnam," like the cosmetics from the Cocoon brand. The cosmetics range from Cocoon is likened to a map of characteristic products from each region of the country, from Dak Lak coffee to Ben Tre coconut, from Tiền Giang avocado to Cao Bang roses. Or 3D, 4D graphic products: historical animated series of Vietnamese dynasties; short movies with interesting situations bearing meaningful lessons of life; even the videos recording experiences about food, festivals, traditional customs during the journey to explore the country… These ideas have become the trend of many young people, creating a strong attraction for the community. Taking advantage of social networks, more and more Vietnamese young people successfully produced cultural products with material from real life, to improve local specialities, as well as started businesses from culture, tourism in their own homeland… Through this, it not only creates economic value but also contributes to promoting Vietnamese cultural identity to international friends.

**4.3. Third, build a spirit of vigilance and actively fight to prevent and combat "peaceful evolution" and negative cultural manifestations**

The cause of building a socialist-oriented country is being targeted by hostile forces. To

carry out this plot, they carry out many activities to corrupt us, especially the young generation. They want to turn Vietnamese youth into selfish, pragmatic people, pursue trivial material benefits, turn their backs on traditional values…

Faced with the "peaceful evolution" conspiracy, we need to proactively monitor, promptly grasp, control and respond to deviant expressions in cultural creation and enjoyment. From there, we have resolute measures to fight against countercultural phenomena, raise awareness, increase resistance and defeat the sabotage plots of hostile forces in the ideological and cultural field.

Under the Party's leadership, Vietnam's young generation has promoted its role as a pioneer on the cultural front, fighting against harmful information and negative cultural expressions. All levels of the Youth Union launched and effectively organized the campaign *"Every day a good news, every week a beautiful story"* on social networks. Every year, more than five million good news and humane stories are widely spread, contributing to the policy of bringing positive information into the mainstream of information on social networks, *"taking the good and eliminating the bad"*, *"retrieve positive information and repelling negative information"*. At the same time, Youth Union organizations promptly grasp the trends, thoughts, and desires of young people to timely orient, propagate, educate, and tackle the issues that they are concerned about.

## 5. CONCLUSION

Globalization has a huge impact on the development of all the countries in the world, and turns the process of international exchange and integration into an objective trend. In that context, culture in general and traditional cultural values in particular are always guideline, holding a particularly important position in educating and training new people in all fields of life. Therefore, the national cultural foundation needs to be regularly reinforced, nurtured, promoted in building and developing human resources, in order to revoke, foster and mold values of identity, and at the same time orient goals in accordance with the requirements of the times, contribute to creating a base for a new generation of people who are confident, steadfast, proactive and ready to adapt to social changes.

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# BUDDHISM ETHICS AND THE PROBLEM OF BUILDING HUMAN PERSONALITY IN VIETNAM TODAY

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**Abstract**

*Buddhism is a great religion and throughout its history of formation and development has increasingly affirmed its important role in building human personality. With its noble and close humanistic philosophies, Buddhism has penetrated the hearts of the Vietnamese people over the past 2,000 years and become a major religion of the nation. Buddhist teachings have the effect of regulating the consciousness and moral behavior of Vietnamese people. It supports and arouses love, altruism, doing good, avoiding evil... contributing to enhancing the responsibility of each existing in society. Not only applicable among Buddhists, but the ethical content of Buddhism also has a strong influence on society. This contributes to improving the morality of each individual as well as being beneficial to building good morality in Vietnamese society. Living according to Buddhist teachings helps improve individual morality, while also building a good lifestyle for the entire society. Therefore, applying the humanistic values of Buddhist ethics to build Vietnamese human personality is extremely practical and meets the urgent needs of social history.*

**Research purpose:**

*Based on the assessment of the current situation of moral degradation and lifestyle of a part of the Vietnamese people, the author wants to clarify the important role of Buddhist ethics in building Vietnamese personality.*

**Research motivation:**

*Personality and ethics are important factors in building human resources for the country's development. Correct awareness of these resources has prompted the author to pose a research problem to promote all resources in building the country.*

**Research design, approach, and method:**

*In this study, the author uses a qualitative research method. The author has researched, analyzed, and synthesized Buddhist theoretical perspectives related to ethical issues. Besides, the author uses the historical-logical method to develop and clarify the research problem.*

**Main findings:**

*The article synthesizes important Buddhist arguments on ethics and evaluates the influence of Buddhist ethics on Vietnamese personality.*

**Practical/managerial implications:**

*Contributing to an approach to building and perfecting high-quality human resources for the development of Vietnam today.*

**Keywords**: Buddhist ethics, human resources, personality.

## 1. INTRODUCTION

In the context of Vietnam's increasing integration into the world economy, human resources play a decisive role. To build and develop quality human resources, it is necessary to pay attention to both aspects: human intelligence and personality. Regarding intelligence and scientific knowledge, it is necessary to train people with high qualifications, capacity, and expertise to meet the country's needs in the process of industrialization and modernization. On the other hand, it is necessary to build people with sufficient ethics, personality, and healthy lifestyle, and build a healthy cultural environment. Responding to the needs of the

country, we see that Buddhism with its practical humanistic moral values can be applied to building human resources, especially in the ethics and personality of Vietnamese people.

## 2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### 2.1. Literature review

To write this scientific article, the author compiled documents and absorbed the theories of previous researchers on Buddhist ethics. Scholar Nguyen Dang Duy's elaborate research works on "Buddhism with Vietnamese culture"; and Thich Minh Chau with "Buddhist ethics and human happiness". These works have provided the author with profound knowledge about the basic philosophy of Buddhist ethics and the role of Buddhism in Vietnamese human culture.

The doctoral thesis "The Influence of Buddhist Ethics in the Moral Life of Today's Vietnamese Society" by researcher Ta Chi Hong is an elaborate research work that provides the author with the necessary documents. The author of the thesis highly appreciates the profound influence of Buddhism on the ethics and lifestyle of Vietnamese people.

Author Dang Thi Lan's research work "Buddhist Ethics with Vietnamese People's ethics today" not only provides the author with profound insights into Buddhist ethics. This research also helps the author see the impact of Buddhism on the habits and lifestyle of Vietnamese people in modern society.

The article "Buddhist Ethics and Building Vietnamese Human Personality" by author Hoang Thi Tho is a research work that directly sets out the relationship between Buddhist ethics and building Vietnamese human personality. However, according to the author, the application of humanistic values of Buddhist ethics in building Vietnamese personality is still quite limited.

In addition, the author also studied many other documents about Buddhism to serve his research. Previous articles and research projects have provided the author with a lot of good knowledge and documents. However, most of the works only stop at the theoretical part, not showing the current status and practical significance of Vietnamese Buddhism in the

formation of Vietnamese human personality. From the gap in that research, the author wants to further emphasize the importance of Buddhist ethics and its application in the moral and character education of modern Vietnamese people. This is necessary research, contributing to building and perfecting high-quality human resources for the current cause of national development.

### 2.2. Hypothesis development

Based on the assessment of the current situation of moral degradation and lifestyle as a part of the Vietnamese people, the author stands on the humanistic spirit of Buddhism and boldly analyzes the positive impacts of Buddhist ethics. The author also clarifies the influence of Buddhism in building and perfecting the personality of modern Vietnamese people.

## 3. METHODOLOGY

To conduct his research, the author mainly uses qualitative research methods. For this method, the author uses the methods of analysis - synthesis, logic - history, and text analysis to see the content of Buddha's moral thought.

## 4. RESULTS AND DISCUSSION

### 4.1. Current status of ethical issues in Vietnam

Ethics is a form of social consciousness. It is a combination of principles, rules, and standards that help people voluntarily adjust their behavior in relationships between people, between people and society to achieve truth - goodness - and beauty. Ethics arises from the needs of life based on socio-economic production activities. It is a product of socio-historical conditions, so when society changes, morality also changes and impacts either making society constantly progress or inhibiting social development. In the current Vietnamese social context, building quality human resources cannot ignore the issue of building human personality and ethics. That is an important factor contributing to building human resources to serve the country's development.

Moral and lifestyle corruption is an increasingly prominent problem in Vietnamese social life. Currently, the deterioration of political ideology, ethics, and lifestyle exhibits different natures and levels, occurring in different

subjects, from young people to the elderly; from party members holding leadership and management positions to ordinary party members and people. The recession is directly affecting behavioral culture, and human personality and reducing the quality of human resources in Vietnam today.

Degeneration in political ideology, ethics, and lifestyle is the decline of the will to fight, the fading of ideals, political upheaval, the decline of moral qualities, and the deterioration of lifestyle. The decline in political ideology, ethics, and lifestyle of officials and party members will lead to a decline in many other aspects. From there, it corrupts and degrades cadres and party members and destroys everything about their individuals and organizations.

In fact, many young officials lack bravery and are afraid of training. A large number of cadres have faded their ideals, lost their will, worked superficially, and are afraid of difficulties and suffering. The deterioration of political ideology, ethics, and lifestyle is a manifestation of "self-evolution" and "self-transformation". Some leaders and managers, including strategic-level officials, lack role models, have low reputations, and their capacity and qualities are not up to par with their tasks. Some officials are bureaucratic, far from the people, individualistic, entangled in corruption, waste, negativity, and group interests. "Many state-owned enterprise management officials lack training, lack of Party spirit. They take advantage of loopholes in mechanisms, policies, and laws, intentionally commit violations, seek profit, and cause loss of capital and assets of the State, causing serious consequences. They were subject to party discipline and handled according to the law. "The situation of running for a position, running for power, running for age, running for planning, running for rotation, running for degrees, running for rewards, running for titles, running for crimes..., including high-ranking officials, is slowly being prevented, repel" (Communist Party of Vietnam, 2018).

For young people, the alarming reality of moral and lifestyle deterioration is also very serious.

Some manifestations of moral and lifestyle deterioration among a part of young people today are a lack of ideals, and no specific and clear motivation to strive for themselves. The habit of lying, being dishonest, and not following the moral standards prescribed by society. They do not focus on improving their qualifications and tend to rely on others. Refusing to practice and contribute. They are lazy to work and just want to be happy. A large number of young people live pragmatic lives, only pursuing material values and forgetting spiritual values.

The situation of young people living carelessly and not respecting moral values is increasingly common. Youth crime is increasing. They attract factions to fight, even assaulting teachers. There are cases where the son kills the father and the brother kills the younger brother. Teenagers also cause many murders... School violence, especially the phenomenon of female students fighting, also tends to increase. The situation of cohabitation and premarital sex is increasing. The reality of abortion is very worrying.

There are many reasons leading to the moral decline of young people, but first of all, comes from the example of adults. How will young people behave in the face of adults' lack of role models, lack of honesty, "talking without doing", "saying one thing, doing another", and "talking too much and doing little", These actions of fathers and mothers have a very negative impact on young people. Because young people always take adults as role models to look up to and act upon. Therefore, it is necessary to equip young people with proper life skills.

The phenomenon of swearing among young people also comes from frustration with the lies, flattery, exaggeration in front of their faces, and backbiting by some adults (officials and party members). The behavioral culture of today's youth is seriously declining. Profanity and swearing are increasingly increasing from young children to teenagers, adults, and the elderly. Some girls and boys are only in elementary school and are always swearing at

their friends, some even curse. When asked why they say that, many of them answer that they learned it from their parents, from their friends, from their friends, neighbors…

It can be seen that the decline in ethics and lifestyle has been directly affecting each person's behavioral culture. Overall, we see that this weakness will affect the quality of human resources for the country's development. Therefore, focusing on building human personality is an urgent issue to obtain high-quality human resources in the process of building socialism. Buddhist ethics is one of the practical values in building human personality. Researching and clarifying the effects of Buddhist ethics on building Vietnamese human character will contribute significantly to the current cause of national construction. In Buddhism, exemplary moral values can be found, consistent with the psychology and character of the Vietnamese people.

### 4.2. The influence of Buddhist ethics on building Vietnamese human personality

#### 4.2.1. The basic ideas of Buddhist ethics affect the personality of Vietnamese people

For more than 2,000 years of history, Buddhism has always been closely associated with the Vietnamese people. The human philosophies of Buddhism have penetrated the national spirit and have had a profound influence on the Vietnamese people's outlook on life, contributing effectively to building the Vietnamese personality. It can be said that Buddhist ethics are truly deeply ingrained in traditional national ethics, deeply affecting people's psychology, lifestyle, customs, and practices. Almost all Vietnamese people believe that living ethically will reap good things; If you live immorally or against moral principles, you will receive retribution. Buddhism with its humanitarian ideology, the spirit of charity, the spirit of relief from suffering, rescue, direction of benefit, and elimination of harm... has contributed to the formation of the psychology and moral character of Vietnamese people.

*First:* The Law of Cause and Effect.

Buddhism talks a lot about the theory of cause and effect, the theory of reincarnation and

karma. This is a doctrine that plays an important role in forming and developing the human outlook and ethics of Vietnamese people. The concept of "being gentle brings good, sowing the wind reaps the storm",... proves that the nature of compassion, joy and forgiveness in the philosophy of life of Buddhism has penetrated deeply into the spiritual life of the Vietnamese people. The law of cause and effect refers to the continuous flow of fluctuations, birth and death, so it is the driving force that urges people towards good actions to meet luck and happiness; stay away from evil to avoid encountering evil. The Buddhist theory of cause and effect neither commands nor punishes, but returns people to their true position; associated with their sense of responsibility and employment in family and society. Each person must awaken and constantly educate themselves according to moral standards to achieve their perfection. In this thesis, Buddhism has a strong influence and impact on the moral foundation and the formation of Vietnamese human personality, whereby the unique identity of each person is created by themselves.

Not only that, the Buddhist treatise on the ethics of cause and effect also points out that people must be responsible for their actions even after death because death according to the Buddhist concept is only the end of one life. just live. This concept has the effect of limiting a self-indulgent and selfish lifestyle, leading to greed, brutality, and disregard for morality to satisfy the personal desires of a part of Vietnamese people in modern society.

Buddhist ethics today still retain many positive values, which can contribute to building character, especially kindness and charity, for Vietnamese people. Buddhism has created for Buddhists a belief in the law of cause and effect, in impermanence, non-self... That belief will govern people's moral consciousness. It not only affects Buddhists but also spreads and affects all classes of people. It gives people the spiritual strength to overcome material temptations and obstacles in life and thereby directs them to a good, altruistic ideal of life. Love and kindness can help Vietnamese people

limit selfishness, abandon greed, anger, and ignorance, and work toward building a more humane, richer, and more beautiful society.

*Second*, the concept of the Five Precepts.

According to Buddhism, in the process of improving oneself, people need to master objective laws and must have correct ways of acting, by the law, also known as morality. Precepts are also a means to lead people beyond the river of delusion, the ocean of suffering, and samsara, to a place of peace and liberation. Not only that, precepts are also the most important condition in practicing meditation. Therefore, keeping the precepts also means that people train themselves and cultivate morality. Studying the Five Precepts, we see that they are the basic moral principles that Buddha set out for Buddhists to practice. The Five Precepts contribute to guiding people towards perfection in thought and behavior and fostering personality according to the Buddhist view of life.

The contents that the Five Precepts refer to include: do not kill, do not use stimulants, do not steal, do not commit adultery, and do not lie. It not only has the meaning of nurturing compassion and humanity in each individual but also aims to build a moral and stable society. On the one hand, the Five Precepts have the effect of preventing harmful seeds to human morality; On the other hand, they stimulate good behaviors to develop... It can be seen that the Five Precepts fully and comprehensively cover the three aspects of "physical education, intellectual education, and virtue" in the formation of human personality. The theory of the Five Precepts has practical significance in establishing community order and security, ensuring a healthy and progressive lifestyle for the entire society. It is at this point that Buddhism affirms its superiority in educating social ethics. Through the Five Precepts, Vietnamese Buddhism has demonstrated its role in guiding individuals and society in escaping evil and ugliness towards the values of truth, goodness, and beauty. A good application of the practice of the Five Precepts in today's Vietnamese society plays an important role in building human personality,

helping to eliminate evil and ugliness and move towards an increasingly civilized society.

*Third*: philosophy of love, compassion, joy and forgiveness.

The Buddhist principle of Compassion, Joy, and Renunciation has profound value for the spiritual life of Vietnamese people. It is one of the factors involved in the process of forming the Vietnamese human personality today. This moral thought and behavior in Buddhism is very consistent with the humanitarian tradition of loving others as if loving yourself Vietnamese morality. Buddhism's philosophy of love, compassion, joy, and renunciation, has encouraged Vietnamese people to be good and do good things. It has the effect of perfecting human moral character and moving towards a charitable society. Thereby contributing positively to building human resources and protecting the Fatherland.

Buddhism is a religion of compassion and wisdom. Solid compassion depends on the foundation of wisdom, and wisdom develops thanks to compassion. Without wisdom, compassion can only be a temporary emotion; Without compassion, it is difficult for wisdom to be expressed. Compassion and wisdom go hand in hand and are closely linked to each other, complementing each other and relying on each other like two sides of one hand. It is also two aspects of a comprehensive person. It is a model for creating high-quality human resources for national development.

Buddhism, with its teachings, has formed in its followers the concept of a moral order, a beautiful society: Nirvana, the Western paradise... That ideal has become the driving force motivating Buddhists. Believers aim for good actions in which people have completely gotten rid of personal desires and desires. The ideal type of person that Buddhism builds with an ethical style of compassion, joy and forgiveness, selflessness, and altruism is also the type of person that modern society needs.

To liberate people from mental suffering in the world, Buddhism offers the path of "Three Learnings". According to Buddhism, as a result of practicing the "Three Learnings", the practitioner will have clear wisdom, also known as Prajnaparamita wisdom. This wisdom can

distinguish reasons, resolve all doubts, and understand everything. However, this wisdom is not the scientific knowledge that humans achieve through the dialectical path of the cognitive process but is the clear wisdom that comes from a peaceful mind. This is an important intuition because people cannot have correct perceptions and objective reflections of things if their bodies and minds fluctuate. Having wisdom and understanding will help people correctly perceive things and phenomena, and be able to complete everything. This is also the Buddhist moral philosophy that has influenced the personality of Vietnamese people.

### 4.2.2. *Vietnamese Buddhism and its positive impacts on Vietnamese personality formation*

Buddhist ethics through values, standards, and rituals have entered the lives of Vietnamese people. The influence of Buddhist ethics is no longer the teachings and scriptures in books but has become the customs and lifestyle of many people, many families, and the entire nation. Through the historical process, Vietnamese people have absorbed Buddhist ideas and also created tangible and intangible cultural values with Buddhist essence. Every Vietnamese village has a temple. People are always proud of their village's temple. That temple not only carries spiritual value but also seems to carry the "soul" of the nation. For thousands of years, the pagoda has been a symbol of Vietnamese villages and has become an indispensable part of the community activities of the Vietnamese people. Many Vietnamese people come to the temple with a sincere heart. Through worship and religious activities, people want to judge themselves according to the standards of Buddhist ethics. That is also an opportunity for people to calm down, calm themselves down, and perfect themselves. Every year, Buddhist festivals take place in different places on different scales... Attracting not only Buddhists but also non-Buddhists. It has the effect of arousing love for the homeland, and national pride, strengthening community feelings, and guiding people toward noble and holy values.

Since the nation's history, Vietnamese Buddhism has made many contributions to forming very positive and humane concepts.

The values and moral standards that Buddhism refers to have come into life and are maintained until today. Real life with risks and uncertainties has made people increasingly turn to the values and moral advice of Buddha for psychological balance. Buddhist knowledge to a certain extent has met the psychological needs of modern Vietnamese people. For that reason, many ethical categories of Buddhism continue to be stored and used to this day.

Reality has proven that Buddhism in Vietnam actively participates in charity activities such as: building centers to nurture orphans; Establishing nursing homes, caring for and nurturing lonely and helpless elderly people, providing relief to people in natural disaster areas, opening love classes to teach literacy to children who cannot afford to go to school, establishing charity clinics, organizing drug treatment, helping disadvantaged people reintegrate into life... It is that specific work that has called and mobilized hundreds of thousands of people's kind and compassionate hearts to unite to help homeless people. lucky. The spread of Buddhist ethics and philosophy is mainly due to monks, nuns and Buddhists with pure and elegant moral personalities. It is that personality that has touched people's hearts, contributing to building moral values and lifestyle for Vietnamese people.

It can be said that in recent years, through specific activities, Vietnamese Buddhism has made positive contributions to the moral and lifestyle education of Vietnamese people, especially the youth. Retreats and ashrams are widely organized from urban to rural areas on an increasingly large scale, especially Buddhism has created a healthy spiritual environment for today's youth to gain a deeper awareness. the values of spiritual life, reducing the selfish greed of a materialistic lifestyle.

Today, with the motto "Buddhism, nation and socialism", Buddhism has actively participated in social development and environmental protection movements. In particular, charity work with the Buddhist spirit of relief from suffering and rescue blends with the nation's tradition of covering up torn leaves with good leaves; Monks, nuns, and Buddhists have organized relief for people in natural disasters,

floods, and poor rural areas... Those charitable activities have contributed to adjusting lifestyles and forming human personalities. Thus, the positive influence of Buddhist ethics on Vietnamese people's personality is mainly in the moral aspect.

To liberate people from mental suffering in the world, Buddhism offers the path of "Three Learnings". According to Buddhism, as a result of practicing the "Three Learnings", the practitioner will have clear wisdom, also known as Prajnaparamita wisdom. This wisdom can distinguish reasons, resolve all doubts, and understand everything. However, this wisdom is not the scientific knowledge that humans achieve through the dialectical path of the cognitive process but is the clear wisdom that comes from a peaceful mind. This is an important intuition because people cannot have correct perceptions and objective reflections of things if their bodies and minds fluctuate. Having wisdom and understanding will help people correctly perceive things and phenomena, and be able to complete everything. This is also the Buddhist moral philosophy that has influenced the personality of Vietnamese people.

Buddhism is a religion of compassion and wisdom. Solid compassion depends on the foundation of wisdom, and wisdom develops thanks to compassion. Without wisdom, compassion can only be a temporary emotion; Without compassion, it is difficult for wisdom to be expressed. Compassion and wisdom go hand in hand and are closely linked to each other, complementing each other and relying on each other like two sides of one hand. It is also two aspects of a comprehensive person. It is a model for creating high-quality human resources for national development.

## 5. CONCLUSION

Buddhism throughout history has increasingly affirmed its important role in building human personality. It contributes to enhancing the responsibility of each individual existing in society. Buddhist teachings have the effect of regulating human consciousness and moral behavior. It arouses love and altruism in people. Guide people to do good and avoid evil. Those moral philosophies not only apply to Buddhists but also have a strong influence on society. This contributes to improving the morality of each individual as well as being beneficial to building a good morality in the whole society.

In short, the Buddha educated people to live healthily, encouraged people to do good deeds, stay away from evil, and avoid doing inhuman and unjust things to build a good life in the world. It is with those good moral values that Buddhism increasingly has a solid position in the minds of every Vietnamese person, affirming its lasting vitality for the Vietnamese people.

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# FASHION DESIGN FROM CULTURAL HERITAGE, CONTRIBUTING TO SUSTAINABLE DEVELOPMENT

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**Abstract**

*In the context of the increasingly strong globalization process, cultural exchange between countries, ethnicities, and regions not only helps to enhance mutual understanding but also contributes to the economic, cultural, and social development of each country. In addition, sustainable development is becoming an important trend in the development activities of all countries. In this context, the article will explore the factors of preserving, inheriting, and developing national culture along with sustainable development through the perspective of fashion in Vietnam. The purpose of this article is to bring the value of folk games through the image of postage stamps to the current generation, contributing to the preservation of cultural beauty. The result of study is the fashion collection with the theme of Vietnamese folk games using recycled denim materials. The study raises the issue of linking national culture with sustainable development in the context of globalization, proposing a way to exploit cultural values through a new perspective, on recycled fashion products.*

**Research purpose:**

*Helping pave the way for preserving rich traditions, promoting sustainable development and facilitating a deep appreciation of cultural diversity in the world of fashion.*

**Research motivation:**

*Pay attention to and explore cultural and traditional values and apply them to the fashion product design process.*

**Research design, approach, and method:**

*Observe and analyze designs for exploiting cultural heritage with the purpose of providing methods for developing collections that exploit elements of preserving, inheriting, and developing national culture in the context of sustainable development.*

**Main findings:**

*The fashion collection exploits the image of the game Blindfolded Catching Goat, drawn on a Postage stamp, reusing materials from denim products. New approaches to fashion topics, bringing heritage elements to recycled products.*

**Practical/managerial implications:**

*The fashion collection is aesthetically pleasing and creative, demonstrating a focus on reusing and recycling materials, contributing to minimizing wastewater and negative impacts on the environment.*

**Keywords**: sustainability, heritage, folk games, denim.

## 1. INTRODUCTION

The topic of fashion design inspired by cultural heritage has received a lot of attention in recent years due to the increasing number of fashion collections related to cultural heritage and the presence of these contents in the media. Fashion designs that draw from cultural heritage have significant importance in their ability to compete with designs that explore other themes, thanks to their uniqueness and reflection of history, tradition, and the values of that culture. In addition, the global fashion industry has seen the rise of sustainable fashion as an important trend. Fashion businesses are

seeking ways to minimize the negative impact of the production and consumption processes on the environment. This collection considers recycling and reusing old clothes to minimize waste, aligning with the trend of sustainable fashion.

To find solutions to protect and promote cultural heritage in the modernization process, while contributing to the development of a culturally integrated and sustainable strategy, the study discusses the elements of heritage, fashion, and the environment, illustrating these characteristics and presenting a design concept. It examines fashion designs that explore heritage elements in Vietnam (part 2.1). To make cultural heritage elements blend perfectly with modern clothing elements, it is necessary to research and clearly identify the heritage elements in the sub-theme of postage stamps, with the content being traditional Vietnamese folk games, in order to flexibly and appropriately apply them in the clothing design process (part 2.2&3.1). The clothing design inherits traditional cultural heritage based on sustainable design principles, using recycled and reused denim products as materials. The methods of creating effects on denim fabric are mentioned, proposing design effects that are suitable for the research theme (part 3.2). Based on the research content (part 4), preliminary design research is conducted for a fashion collection inspired by postage stamps, with the content being traditional Vietnamese folk games. The final part of the article discusses the impact of the research and the practical value behind the protection of folk culture, which includes responsibility towards the environment.

## 2. OVERVIEW

### 2.1. Fashion design and cultural heritage

Vietnam has a rich cultural heritage that has developed over more than 4000 years of history. The cultural heritage of Vietnam reflects a complex history influenced by various factors. From indigenous traditions to the influence of China and the interaction with neighboring Southeast Asian cultures, Vietnam's cultural heritage is diverse. It has attracted attention from all sectors of society and increasingly proves to be extremely important in development, providing abundant resources for economic growth, a solid foundation for spiritual life, and a nurturing environment for enriching and diversifying cultural identity [2]. Vietnam's diverse cultural heritage deeply influences the country's fashion industry. It brings uniqueness, distinctiveness, and a unique design style to the fashion industry.

In recent years, many major fashion events, designers, and fashion businesses have chosen to focus on themes that honor natural and cultural heritage, such as VC Show - Steps of Heritage, Elle Fashion Show 2022, Vietnam International Fashion Week (AVIFW) 2022. AVIFW 2022, with the theme "Taste of Heritage," inspires designers to preserve and showcase the beauty of Vietnam's cultural heritage. It affirms that this is the time for us to assert our own design identity, aiming to continue to elevate Vietnamese fashion on the international market with the spirit of "integration without assimilation" [3].

In fashion design, heritage elements are explored in various ways. The use of traditional Vietnamese water patterns on 19th-century costumes (by designer Vu Viet Ha, AVIFW 2023), the "Green Phoenix" collection by Vu Thu Phuong, inspired by the craft villages of strawberry cultivation, silk farming, and traditional hand-woven fabrics, using traditional silk materials [4]. The exploration of costumes of the H'Mong ethnic group - the "Consignment to the H'Mong People in the Future" collection by designer Vu Viet Ha. The "Chrysanthemums and Dai Viet Sun" collection by designer Vu Lan Anh incorporates traditional floral patterns and motifs into the traditional ao dai. Many Vietnamese designers draw inspiration from iconic images such as peach blossoms, lotus flowers, dragons, phoenixes, Dong Ho paintings, rice fields, and terraced fields, each interpreting them in different ways, creating richness and diversity without repetition. Efforts are made to convey the message of sustainable fashion to the community and to guide Vietnamese fashion towards a more advanced stage.

## 2.2. Understanding the heritage of traditional folk games

As part of the intangible cultural heritage, traditional folk games for children are a type of folk cultural activity for children that has been passed down from one region to another, from one generation to another, to satisfy the needs for entertainment and education for children in a gentle and refined manner [6]. However, with the development of technology and changes in lifestyle, traditional folk games are gradually becoming unfamiliar to modern childhood. The skills, abilities, understanding, and awareness of children's identity change during their childhood, influenced by various events and circumstances. In modern life, parents have very little time to play with their children, so modern children are only interested in watching TV, playing on their phones, or playing vivid computer games. Traditional folk games contribute to the formation of intelligent educational methods, helping children learn faster and avoid unhealthy electronic games. To maintain and promote the values of traditional folk games, the participation and attention of families and society are needed, contributing to the construction of a comprehensive and positive society.

The "Traditional Folk Games" stamp set was issued by the Ministry of Information and Communications, Vietnam Post Corporation on the occasion of Children's Day, June 1, 2021. The stamp set contributes to the promotion and preservation of the cultural values of traditional folk games in Vietnam. The set includes 4 stamp designs representing 4 popular traditional folk games in our country: Ô ăn quan (a traditional Vietnamese board game), nhảy dây (jump rope), rồng rắn lên mây (dragon and snake on clouds), and bịt mắt bắt dê (blindfolded goat catching) and kéo co (tug of war) [7].

Here is an introduction to these games:

- Tug of War: Tug of War is a competitive game between two teams. Each team tries to pull the rope towards themselves to move the opponent across a boundary line. This game develops strength, coordination, and team spirit.

- Blindfolded Goat Catching: This game requires one person to be blindfolded and try to catch others. The blindfolded person has to rely

on sound and feeling to locate and catch others. This game enhances sharpness, concentration, and quick reflexes.

- Jump rope: Jump rope is a popular physical activity in which players jump over a rotating rope. This game enhances flexibility, strength, and timing adjustment.

- Dragon snake climbing to the clouds: This game is a traditional Vietnamese game in which players try to climb up the steps attached to a pole. This game trains balance, patience, and dexterity.

- O an quan: O an quan is a traditional Vietnamese game in which players move seeds on a board and try to capture their opponent's seeds. This game trains strategic thinking, calculation, and observation skills. Traditional folk games carry the meaning of conveying national culture, bringing joy, and creating cohesion within the community.

Among the 5 traditional folk games mentioned, blindfolded goat catching game does not require complex equipment, only a cloth or thin fabric to cover the eyes and does not require complex rules. Therefore, this game is loved by many age groups. It represents the beauty of national culture.

### 2.3. Sustainable Design

The textile and garment industry is currently characterized by what is known as fast fashion, a concept originating from France. The current system uses a large amount of resources and raw materials, which have negative impacts on the environment and people. When the issues of fashion waste management pose serious threats to humanity, social awareness of the need to conserve resources and reduce greenhouse gas emissions and landfill sites is increasing. Over 50 billion clothing items are discarded within one year of production [9]. Contributing to the effort to reduce waste, a number of companies have made efforts to reduce waste by planning for the potential reuse or recycling of products at the end of their life cycle, a process known as "waste design" [10]. The use of recycled products for the purpose of environmental protection is recognized as a corporate social responsibility. The number of products labelled as "upcycled" increased to 300,000 in 2011, a 275% increase from the previous year, and by 2013, that number was 263,685, an additional

879% increase [11]. These changes are crucial, but they will require the fashion industry to make even more changes, which involve at least two things: a shift towards creating long-lasting items and promoting reuse; and expanding technologies for sustainable production processes, especially recycling [12]. With the increasing interest and demand from consumers for recycled products, this research proposes a solution to design a fashion collection based on recycled fashion, recycling discarded clothing items that are no longer in use.

## 3. METHODOLOGY

### 3.1. Analysis of artistic elements in the theme

The folk game stamp set with a traditional folk style is designed by artist Tô Minh Trang [8].

- All drawings are hand-drawn: In this stamp set, all drawings are created by hand, without the use of printing technology. This creates a natural and personalized feel to each drawing, evoking a sense of closeness and familiarity.



**Fig. 1**. The "Folk Games" stamp set includes 04 stamp samples and blocks.

- Bold and strong lines, graphic borders create specific spaces: The drawings in the stamp set feature large, clear, and powerful lines. Graphic borders are used to create specific spaces for characters and elements in the artwork.
- Color palette includes shades of blue, red, yellow, green, and white: The stamp set uses

vibrant and lively colors such as shades of blue, red, yellow, green, and white. These colors create a fresh and vivid atmosphere for the artwork, fitting the theme of folk games.

- Expressive lines depict emotions in each character: In the stamp set, the lines are used to express emotions in each character. This brings liveliness and leaves a visual impression of childhood in contemporary individuals.

With these artistic elements, the folk game stamp set with a traditional folk style has achieved a harmonious combination of tradition and modernity, bringing interest and nostalgia for childhood and folk games.

### 3.2. Material research

This research provides an overview of techniques for creating effects on the surface of denim fabric, considering techniques suitable for the design theme and incorporating traditional colors into recycled designs, and applying them to fashion product design.

### 3.2.1. Experimental material selection

The materials used are old clothing items that the author collected in Hanoi city. The selection of materials is based on their characteristics: durability and suitability for reuse. The chosen materials are easily accessible to a diverse range of age groups. They contribute to reducing the demand for new production and have a positive impact on the environment. They are suitable for expressing ideas in fashion design. Based on the criteria set by the author, denim is chosen as the recycled material. Denim fabric is a popular choice for fashion products due to its durability, timeless style, environmental benefits, versatility, and especially its suitability for incorporating traditional colors into upcycled fashion product designs.



**Fig.2.** Products made from denim were collected.

(a) Whisker    (b) Hand sand    (c) PP spray



(d) Destroy    (e) Lazer    (f) Painting, oil

**Fig. 3.** Methods of creating effects on denim fabric.

Considering the effects and selecting the Painting, oil method for the fashion collection to satisfy the criteria of incorporating the colors of Hàng Trống folk paintings into the designs.

*3.2.2. Application in fashion design*

Through exploring the aesthetic aspects of the painting, oil method on denim fabric, the authors propose some suitable applications in fashion as follows:

Color: Using the tones used in Hàng Trống paintings, vibrant and lively.

Color texture on fabric: Using specialized pens to apply acrylic paint (specifically for fabric, can be used for denim fabric) on the surface of denim fabric.

Content of the drawing: Full drawing on the garment, partial content on the garment, specific details on the garment. Innocent lines express familiarity, through playful drawings that capture the essence of traditional Vietnamese children's games.

## 4. RESULTS AND DISCUSSION

### 4.1. Pre-design research

*4.1.1. Design objectives*

Based on the research results, the authors propose a fashion collection for women aged 25 - 30 using recycled denim fabric.

*4.1.2. Research on 2024 fashion trends for women*

After studying fashion trends worldwide and in Vietnam [13], analyzing the artistic elements in traditional folk game drawings using the Hang Trong painting style and Painting, oil technique on denim fabric, the authors summarize the trends of the collection as follows:

- Shape: Trapezoid and rectangle.

- Lines: Straight lines.
- Colors: Combination of various shades of blue with characteristic colors of Hang Trong paintings.
- Layout: Asymmetrical.

### 4.2. Fashion collection inspired by Vietnamese traditional games

*4.2.1. Collection Style*

The collection adopts a modern style. With the spirit of combining and transforming to create contemporary and personalized products, it incorporates modern elements and fashion trends, bringing freshness to the designs.

*4.2.2. Message of collection*

The blindfolded goat-catching folk game story has been passed down orally from generation to generation. In a small village, the game initially called "Blindfolded Goat-Catching" was invented by a villager to create joy and connection among the community members. The game requires each player to be blindfolded and try to catch the hidden goat somewhere in the village. Over time, the game evolved into searching for and catching other players. This requires high concentration and good listening skills from the players. It also depends on the position of the hidden goat or the position of the players. The game takes place with simultaneous information reception from both the blindfolded player and the other players. Catching the goat in this game symbolizes the goals we want to achieve in life. The blindfold represents the difficulties and challenges in achieving these goals. Care and concentration while participating in the game, remind us that in life, we often encounter challenges that are not clearly visible or defined. Only through focus and good listening can we recognize and overcome these difficulties. Message: Emphasize the importance of focus, listening, and patience in life. We should not give up when faced with difficulties and always find ways to overcome obstacles. The fashion moodboard for the "Childhood Memories" collection is depicted in the image.

*4.2.3. Design sketches and evaluation*

The research team created design sketches based on the moodboard. The image shows the sketches of the "Childhood Memories" collection.

**Fig. 4**. Moodboard.



**Fig. 5.** Sketches of the "Childhood Memories" collections with product codes.

**Table 1**: Products line plan for collection

| Fashion trend | 1. Color matches the spring/summer 2024 trends and the collection |
|---|---|
| | 2. Form matches the spring/summer 2024 trends and the collection |
| | 3. Material matches the form |
| | 4. Material matchs the price |
| Aesthetics | 5. Tight product layout |
| | 6. Match the collection theme |
| Processing | 7. Possibility of color fading |
| | 8. Processing time is suitable for product cost |
| Product comfort | 9. The convenience of using the product |
| Sales ability | 10. The price is suitable for customers |
| | 11. The ability to coordinate and synchronize |
| Total score: 11 | |

**Table 2:** Evaluation criteria for choosing products

| Type of product | Form | Material | Prices | Product line |
|---|---|---|---|---|
| Dress | Straight, babydoll | Denim | 70$ - 87$ | 2 basic product codes |
| | | | | 2 fashion product codes |
| Top | Babydoll, slim fit | Denim | 38$ - 50$ | 1 basic product codes |
| | | | | 1 fashion product codes |
| Trousers | Straight | Denim | 65$ - 70.5$ | 1 basic product codes |
| | | | | 2 fashion product codes |
| Total products: 9 product codes | | | | |

- Design evaluation:

**Table 3**: Products evaluation

| Criteria | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | Points deducted | Result |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| D1 | | | | | | | | | | * | * | 2 | Develop colors |
| D2 | | | | | | | | | | | | 0 | Develop colors |

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| D3 | | | | | | | | | * | 1 | Accept |
| D4 | | | | | | | | | | 0 | Accept |
| T1 | | | | | | | | | * | 1 | Accept |
| T2 | | | | * | | | | | | 1 | Redesign |
| Q1 | | | | | | | * | | * | 2 | Develop colors |
| Q2 | | | * | * | | | | | * | 3 | Reject |
| Q3 | | | | | | | | | * | 1 | Develop colors |

- Color redevelopment and design for items are shown in Fig. 7.
- Color development for items are shown in Fig. 6, Fig. 8.



D11                      D12



D21                      D22

**Fig. 6.** Dress color development.

- The ability to coordinate and synchronize the designs is shown in Fig. 9.

- Range plan of final collection is shown in Fig. 10.



T21                      T22

**Fig. 7**. Top design redevelopment and color development.



**Fig. 8**. Trousers color development.



**Fig. 9.** Collection sketches.

Product code: D1
Materials: Denim
Price: 75$
Product line: Fashion

Product code: D2
Materials: Denim
Price: 75$
Product line: Basic

Product code: D3
Materials: Denim
Price: 87$
Product line: Basic

Product code: D4
Materials: Denim
Price: 70 $
Product line: Basic

Product code: T1
Materials: Denim
Price: 50$
Product line: Fashion

Product code: T2
Materials: Denim
Price: 38$
Product line: Basic

Product code: Q1
Materials: Denim
Price: 70.5$
Product line: Fashio n

Product code: Q3
Materials: Denim
Price: 65$
Product line: Basic

**Fig. 10.** Products development.

### 4.2.4. *Product samples*

After evaluating and developing the design, the authors select 1 set of designs to develop the next steps (Fig. 11). The final products are shown in Fig. 12.



**Fig. 11**. Selected design sketches.

### 4.2.5. Develop color samples on CLO3D software

Using Clo3D software to create realistic 3D simulations of design samples makes it easy to develop colors and materials for the product samples in order to evaluate and adjust the design for optimal results.
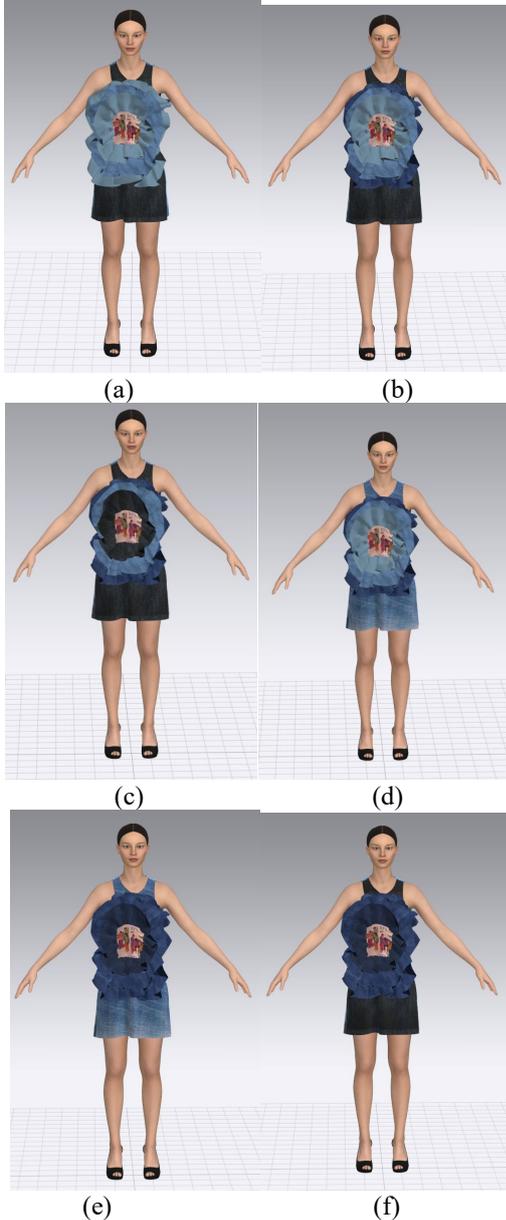


(a)          (b)

(c)          (d)

(e)          (f)

**Fig. 12**. Realistic 3D model simulation.

### 4.3. Heritage elements and sustainable fashion trends in the collection

The process of incorporating heritage elements and sustainable fashion trends into a fashion collection involves several steps. These steps include researching heritage elements and sustainable fashion trends, developing design concepts, selecting materials, choosing methods to create pattern effects, and finalizing the products.



**Fig. 13.** Finished product.

The authors choose to extend the lifespan of materials and recycle materials from unused products to create new ones. They incorporate the heritage element of the traditional Vietnamese game "Blindfolded Goat Catching" into the garments, adding a touch of childhood nostalgia to enhance the quality of the products. By incorporating heritage elements and sustainable fashion methods, the design team has created products that are not only creative and stylish but also contribute to the preservation of cultural heritage and promote a more sustainable fashion industry.

### 5. CONCLUSION

Cultural exchange plays a crucial role in fostering mutual understanding and driving the economic, cultural, and social development of the country. Moreover, with sustainable development emerging as a significant trend, it is vital to explore ways to preserve, inherit, and develop national cultures while promoting sustainable practices. Through the lens of fashion in Vietnam, this article has aimed to showcase the value of folk games by incorporating them into postage stamp-inspired designs. By doing so, it not only aims to preserve cultural beauty but also seeks to enhance the unique national identity and promote a deeper understanding of sustainable fashion development.

Research conducted on fashion collections

using recycled denim and introducing Vietnamese folk games has shown a correlation between national culture and sustainable development in a global world, globalization. By embracing the fusion of cultural heritage and sustainable practices, we can create a fashion industry that not only celebrates diversity but also contributes to a more sustainable and inclusive future. The purpose of this research is to help pave the way for preserving rich traditions, promoting sustainable development and facilitating a deep appreciation of cultural diversity in the world of fashion.

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