

Developing high-quality human resources in industrial zones of Hai Duong province

Nguyen Thi Hanh

Trung Vuong University, Vietnam

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ABSTRACT: Quality human resources play a pivotal role in driving the success of both organizations and nations. The development of high-quality human resources catalyzes economic growth by enhancing labor productivity, leading to increased incomes for workers. This rise in income, in turn, contributes to overall economic expansion. This study employs qualitative research methods and gathers secondary data to establish criteria for evaluating the development of high-quality human resources. The focus is on meeting the demands of international integration by identifying specific elements related to the quantity, quality, and structure of high-quality human resources tailored to the international context. The aim is to align the current state of high-quality human resource development with the requirements of international integration in Hai Duong province. The research findings indicate a positive trend in the increase of high-quality human resources in Hai Duong from 2017 to 2021, showcasing improvements in their quality. However, the structure of these resources is evolving in a manner that does not align with the needs of economic restructuring within the context of international integration. Consequently, the author puts forth several policy recommendations to enhance institutional frameworks for the ongoing development of high-quality human resources in Hai Duong province.

Keywords: Human Resources; High Quality; Hai Duong province; Vietnam.

I. INTRODUCTION

Hai Duong province, situated in the northern key economic region and serving as a vital link between the provinces of the Red River Delta, plays a central role as a city directly under the Central Government. The XVI Congress of the Party Committee of Hai Duong province emphasized the strategic importance of developing human resources, particularly high-quality ones, to align with the demands of the Fourth Industrial Revolution and international integration, recognizing it as one of the three critical

breakthroughs for the economy. The city underscores the significance of quality human resources as the "key" to achieving rapid, efficient, and sustainable growth, as outlined by the Hai Duong province Party Committee in 2020. Hai Duong has actively pursued and systematically implemented various solutions to foster human resource development, specifically focusing on high-quality human resources. These efforts have yielded notable achievements, elevating Hai Phong's position. Notable accomplishments include an average annual growth rate of 14.02% in Gross Regional Domestic Product (GRDP) from 2017 to 2021, surpassing the national growth rate by 2.1 times. In 2021 alone, the GRDP is expected to reach VND 276,661 billion, marking a 2.1-fold increase compared to 2017. Employee average income in 2021 is projected to reach 254.99 million VND, 2.5 times higher than the national average. The proportion of trained workers is set to reach 85%, with a certification rate of 35%. Moreover, the percentage of workers with university and post-graduate degrees is expected to rise by 6.8% by 2021. These achievements highlight the positive impact of human resource development on economic growth, leading to a robust shift in the economic structure towards industrialization and modernization while enhancing Hai Duong province's endogenous capacity.

To accomplish the outlined growth objectives, this article provides a comprehensive exploration of the theoretical foundations and practical experiences related to the development of high-quality human resources to meet the demands of international integration. The research delves into the conceptual framework, content, roles, and the formulation of evaluation criteria and factors influencing the development of high-quality human resources. Drawing from the experiences of prominent localities with similar contexts to Hai Phong, the article analyzes and evaluates Hai Duong province's progress in developing high-quality human resources from 2017 to 2021, highlighting achieved results, identifying

limitations, and elucidating underlying reasons. The article concludes by proposing key policy implications aimed at fostering the development of high-quality human resources to meet the requirements of international integration for Hai Duong province by 2025, with a vision extending to 2030.

II. THEORETICAL OVERVIEW

High-quality human resources

In the nation's developmental trajectory, various resources contribute to social progress, yet the pivotal role of human resources about other factors cannot be overstated. Throughout the evolution of this relationship, certain scholars have introduced the concept of high-quality human resources. Author Pham Minh Hac (2004) defines high-quality human resources as individuals possessing advanced qualifications and capabilities, serving as a dynamic force adept at adapting to changes and transferring cutting-edge technology. They play a crucial role in effectively applying these advancements to the specific conditions of our country. Furthermore, they act as the nucleus within their respective fields during the process of industrialization and modernization, radiating outward like an "oil slick." This involves leading workers with lower qualifications and capacity, fostering rapid upward progression within the given domain (Pham Minh Hac, 2004).

Some other scholars agree that high-quality human resources must have sufficient professional knowledge and skills; master modern equipment and technologies; use a foreign language in professional communication; have social skills, communication, behavior, cooperation, capacity for creative activities; industrial working style, professional conscience and good health (Anh, 2019; Hang, 2017; Loan, 2022; Tung, 2022). In today's era of international integration, high-quality human resources are the workforce that must have awareness and international integration capabilities, that is, the ability to understand the international market and work, negotiate, and cooperate in a multicultural environment without dissolving national identity.

Thus, it can be generalized: high-quality human resources are understood as a typical and core part of the workforce, capable of meeting the high requirements of reality in terms of physical strength, high education and technical expertise, good labor skills; have good professional ethics; capable of quickly adapting to changes, knowing how to creatively apply trained knowledge and skills to the production process, bringing high productivity, quality and efficiency, contributing to economic-society development.

Developing high-quality human resources

According to Smith (1988): Human resource development (HRD) includes programs and activities, direct and indirect, directed or personally implemented, that can affect the development, individual productivity, and well-being of the organization as a whole (Smith, 1988).

McLagan (1989): HRD is the integrated use of training & development, career development, and organizational development to improve individual and organizational effectiveness (McLagan, 1989).

Gilley (1989): HRD is organized learning activities organized within an enterprise to improve work performance and/or personal development; and/or organization (Gilley & Egglund, 1989).

Chalofsky (1992): HRD is the study and practice of enhancing the learning capacity of individuals, groups, collectives, and organizations through the development and application of learning interventions with the ultimate aim. optimize the development and effectiveness of people and organizations (Chalofsky, 1992).

Burgoyne & Reynolds (1997): HRD is the field of study and practice that fosters lifelong learning, and is relevant to the work of individuals, groups, and organizational levels. As such, it includes - but is not limited to - training, career development, and organizational development (Burgoyne & Reynolds, 1997).

Stewart and McGoldrick (1996): HRD encompasses activities and processes, designed to have an impact on individual and organizational learning. It assumes that organizations can be formed by building learning units and learning processes by both organizations and individuals who can influence and direct through deliberate interventions. and have a plan (Stewart & McGoldrick, 1996).

McCracken and Wallace (2001): HRD is the creation of a culture of learning, which encompasses a range of training, development, and learning strategies that both respond to organizational strategy and help shape and influence it (McGuire et al., 2001).

Gourlay (2000): HRD focuses on theory and practice related to training, development, and learning in organizations and individuals in the context of shaping business strategy and organizational competitiveness (Amess & Gourlay, 2000).

McGuire et al (2001): HRD can be described as components of an organization's training activities that provide the knowledge and skills needed in the context of (changing) goals of

the organization. organization (Mcguire et al., 2001).

Referring to the above points of view, the research team found that the two most mentioned and agreed-upon contents are: firstly, the view of development does not stop at training and learning activities but also on development. must be viewed as an ongoing process and included in the totality of management interventions including professional and organizational development; Second, human resource development must aim at improving the working efficiency of individuals and organizations. Career development is an ongoing process of life, study, and employment management activities.

In summary, the research team believes that: “Developing high-quality human resources to meet the requirements of international integration is the process of creating a change in quantity, improving the quality of human resources by international practices on qualifications, knowledge, skills, professional consciousness, and strength to ensure the structure of industries, fields, and territories upon international economic integration”.

III. RESEARCH METHODS

To accomplish the purpose of the topic of the article, the authors use a combination of research methods.

Firstly, the systematization method is mainly used in the theoretical overview related to the development of high-quality human resources to meet the requirements of international integration, thereby ensuring the systematic, comprehensive, comprehensive research on the development of high-quality human resources to meet the requirements of international integration; at the same time, clearly define the content, theoretical and practical gaps of the article, and find out new points that the article researches and perfects the theoretical basis.

Second, the method of analysis - synthesis: this is the method of research and analysis of documents; specific analysis of documents, data, and different theories, gathered into a unified system. Thereby understanding the nature of the object of research - developing high-quality human resources to meet the requirements of international integration of Hai Duong province. From the analysis of each side, each part of the development of high-quality

human resources to meet the requirements of international integration of Hai Duong province.

Third, statistical method: The essence of this method is to compare and contrast the indicators of developing high-quality human resources to meet the requirements of international integration that have been quantified over time. From there, clearly identify the trend of movement and development of high-quality human resources to meet the requirements of international integration. This method is mainly used to analyze and evaluate the current situation of developing high-quality human resources to meet the requirements of international integration of Hai Duong province in the period 207-2021. This article uses statistical data from the General Statistics Office, Hai Duong province Statistical Office. At the same time, the research team also inherits secondary documents that have been widely published in books, newspapers, scientific journals, theses, scientific research topics at all levels, and policies of the Party, policies and laws of the State in the field of high-quality human resource development and international integration.

IV. RESEARCH RESULTS

4.1. Descriptive statistics

Quantity of high-quality human resources

In terms of economic type, the non-state economic sector, specifically companies and enterprises operating in the area of Hai Duong economic zones accounted for 86.58% of the total number of enterprises in the city(in 2021), is the area that attracts the most laborers. The number of foreign-invested enterprises has the highest growth rate with an annual increase of 27.2% in the period 2017-2021. Economic zones in Hai Duong developed very strongly, and business activities increased rapidly in both quantity and efficiency, making a decisive contribution to the economic growth of the city. Economic zones attract a great deal of human resources. According to the increasing momentum of the enterprise, the annual human resources increased significantly. Human resources in economic zones develop very rapidly in number, increasing by tens of thousands of people each year.

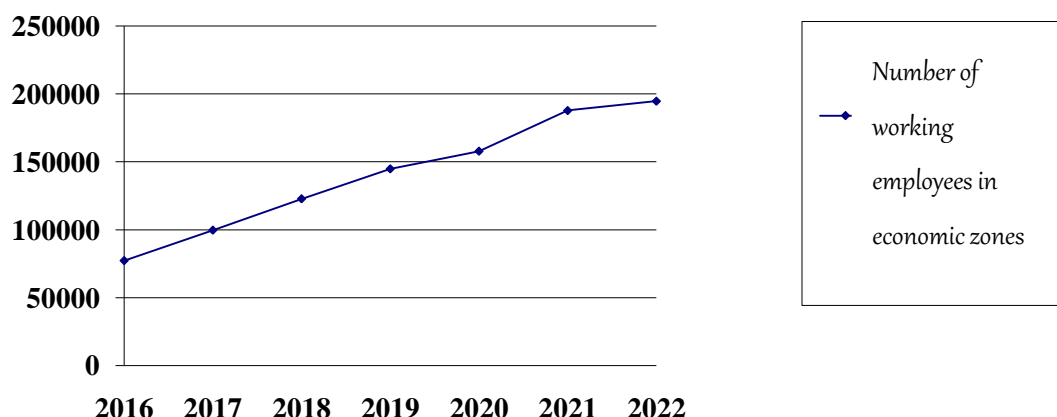


Figure 1. Number of human resources in economic zones in Hai Duong in the period 2016-2022

Foreign workers in Hai Duong IZs and EZs are mainly leaders and experts in FDI enterprises. Industrial corporations located in the EZ are currently facing a shortage of high-quality workers who are managers and experts. The workforce consists of business administrators and experts who come to Vietnam to fill the positions of management, production executive, research, and operation. This will lead to the fact that the costs of enterprises will increase significantly due

to having to pay income for this high-quality human resources department, which the local workforce, which is the high-quality human resources of Vietnam, does not have the opportunity. join the team of experts and managers. In addition, the high-quality local labor force working in the IZ does not meet the requirements for skills and qualifications, leading to a loss of competitive advantage in terms of high-quality local human resources.

Table 1. Number of high-quality human resources working in Hai Duong province economic zones

Unit: Person

No	Industrial area	Total number of employees	High-quality human resources			
			Manager	Advanced technical expertise	Intermediate technical expertise	General Labor
1	Nam Sach Industrial Park	11,563	153	519	798	10,093
2	Dai An Industrial Park	47,895	352	5,278	7,432	34,833
3	Phuc Dien Industrial Park	30,890	151	2,578	4,390	23,771
4	Tan Truong Industrial Park	64,490	55	4,061	20,569	39,805
5	An Phat Industrial Park	3,308	52	468	686	2,102
6	Lai Vu Industrial Park	6,822	34	1,067	490	5,231
7	Lai Cach Industrial Park	9,124	108	2,063	1,781	5,172
8	VSIP Industrial Park	1,830	12	396	838	584
9	Cong Hoa Industrial Park	1,000	15	154	264	567
10	Phu Thai Industrial Park	1,487	30	334	301	822
11	Kim Thanh Industrial Park	932	14	175	125	618
12	Gia Loc Industrial Park	6,310	34	2,201	2,185	1,890
	TOTAL	185,651	1,010	19,294	39,859	125,488

(Source: Hai Duong Economic Zone Authority in 2022)

In the past 5 years, the labor force from other localities to Hai Duong such as Hai Duong, Hai Phong, Bac Ninh, Bac Giang, Hung Yen, Quang Ninh has increased. The point of attracting labor from other localities to Hai Duong lies in the marked improvement of Hai Duong's social security policy. Hai Duong has created favorable conditions for housing, infrastructure, and learning policies for workers and children of workers living in the city. Previously, workers were quite afraid, tending to go to provinces with lower costs and living standards than Hai Duong such as Bac Ninh, and Thai Nguyen, or further south such as Binh Duong and Dong Nai.

About the quality of high-quality human resources

By the end of 2021, the number of trained workers is 65,530 (undergraduate level is 18,387, college level: 10,749, intermediate level: 8,202 elementary school: 6,443, and vocational training: 21,749), accounting for about 42.9% of the total number of employees labor; the number of untrained (untrained) workers is 87,297 people, accounting for 57.1 % of the total number of employees.

Table 2. Professional and technical qualifications of high-quality human resources working in economic zones of Hai Duong province

Year	Total number of employees	Professional and technical qualifications					
		University and above	Vocational college/college	Intermediate/Vocational Diploma	Elementary occupations	Vocational training regularly	Untrained
2017	97,926	12,573	7,712	7,314	3,055	12,790	57,537
2018	120,320	14,137	8,348	8,302	3,873	26,097	59,298
2019	141,767	38,101	24,561	12,014	5,435	70,054	61,686
2020	152,827	18,387	10,749	8,202	6,443	28,192	87,297
2021	183,326	20,509	38,112	19,432	7,483	105,273	72,713
(%)	116.97	113.01	149.10	127.67	125.10	169.38	106.03

f: Average growth rate

Source: Hai Duong Economic Zone Authority

From 2017 to 2021, although the number of employees working in the economic zone continuously increased, the quality of labor is still limited (simplified workers, informal workers without labor contracts, laborers according to the season); Unskilled labor accounts for the majority. Therefore, there is a serious shortage of highly qualified technical workers, workers in new industries such as electronic engineering, chief engineers, mechanical engineers, and manufacturing. create electronics. The percentage of workers with vocational training is still low, skills, skills, physical strength, and industrial working style are not high.

4.2. Some policies to develop high-quality human resources in Hai Duong province

Hai Duong province has developed policies and issued clear regulations for attracting talented people from other localities, or from abroad voluntarily to work in the city. Develop a strategy for attracting domestic and foreign experts.

Develop a plan to find students with good academic standing at universities and put them on the list of reserve human resources. After graduating from school, the city will continue to send higher-level training at home or abroad.

Hai Duong province has developed mechanisms and policies for detecting and selecting talented people, with high professional and technical qualifications, with good character and ethics to train as resource officers instead of staff. future leadership and management. Hai Duong province has had preferential policies in addition to salary according to the state's regulations for intellectual workers. Material incentives are based on the principle of properly valuing their contributions, ensuring they and their families have a stable life.

The city is actively implementing a program to develop affordable social housing and housing for workers to attract workers from outside. Identifying migrant workers as an important source of supplementary labor for the

City's labor shortage, over the years, Hai Duong has had many solutions to attract this workforce. Prominent among them is the fact that Hai Duong province is focusing on promoting the development of affordable social housing for workers, and at the same time implementing a mechanism to allocate land for businesses to build dormitories for workers. attracting and retaining employees, especially qualified and high-quality workers.

It is known that many years ago, Hai Duong approved the implementation of 7 projects to build houses for workers invested by enterprises from non-budget capital, with a total area of more than 20.7 hectares and, a scale of more than 4,555 apartments. Hai Duong is expected to plan about 20% of land in industrial zones to build social housing for workers. Recently, the Economic Zone Management Board at the same time awarded investment registration certificates for two worker housing construction projects of Pegatron Vietnam Co., Ltd and Universal Scientific Industrial Vietnam Co., Ltd. In addition, the construction project of workers' housing in Trang Due Industrial Park is also rushing to complete the procedures to proceed with construction.

To promote the development of worker housing, especially in industrial parks, on January 10, 2022, the People's Committee of Hai Duong province issued Official Letter No. 185/ People's Committee-XD3 on several solutions to promote development. housing development for industrial park workers, including one important content: When formulating and approving the industrial park construction planning, a suitable land area must be arranged in the area for construction of workers' houses, The trade union's institution ensures a synchronous system of technical and social infrastructure to serve workers and employees working in that industrial park.

Hai Duong province is determined to create a breakthrough in the construction of worker housing, create competitive advantages, and attract workers from neighboring localities such as Quang Ninh, Hai Duong, Thai Binh, etc. The solution is said to be quite effective in overcoming the labor shortage of many enterprises in the industrial zones of Hai Duong.

Hai Duong province has developed a flexible, modern, sustainable, and integrated labor market. This issue requires managers and functional agencies to explore and research to create a market. a developed, transparent, and effective labor market, respecting the laws of market movement. Information on recruitment needs and accompanying conditions should be disclosed. From there, suppliers and employees

themselves can choose and agree to sign a contract with the employer. The labor market is always open and flexible, ensuring both publicity of demand and attraction of supply. Designing and networking the labor market information system through the city's employment service centers, through the system of district labor departments to search and receive trained human resources to promptly respond to enterprises of industrial zones and industrial zones; and at the same time classify the number of employees according to specialized occupations to be proactive in labor supply. The local Labor Department is responsible for reviewing and making a list of unemployed people of working age, demobilized soldiers for cultural training, and vocational training, and workers who have lost their jobs due to lack of work. businesses that change technology have the opportunity to find jobs.

Well, implement mechanisms, policies, and laws on the development of education - training, science - technology; attach importance to university and post-university training, college, and vocational training according to regional and international standards. Create rapid and clear changes in human resource development, especially high-quality human resources for industries, and fields with potential and advantages. Promote socialization and give autonomy to public universities, colleges, and vocational schools; encourage enterprises to participate in vocational training.

Concretize and synchronously deploy groups of key solutions to develop high-quality human resources to meet the requirements of industrialization and modernization of the city by 2025, with an orientation to 2030; strengthen the training of scientific staff, managers, and high-level technical workers to meet the needs of investors. Develop mechanisms and policies to support capacity building of human resources for colleges, vocational secondary schools, and vocational training centers in the city. Overcoming the unreasonableness of training scale, and structure of professional qualifications; linking training with scientific research and technology application. Paying more attention to the development of the automation industry, investing in in-depth research groups in the fields of digital, information technology, software technology, satellite information, digitization, new energy, materials new materials, and biotechnology and their integration.

Expand the vocational training network and change the vocational training structure according to the needs of the labor market. Promote vocational training in the direction of socialization,

diversification of training forms, flexibility, and practicality. Strengthen the connection between training institutions and enterprises, conduct training according to requirements and addresses to ensure that post-trained workers are used by the training program.

Strengthen the linkage of vocational training with training institutions of large cities and localities with strengths. Focus on training and retraining a contingent of technical workers and qualified workers for the key industries that Hai Duong needs: mechanical engineering, electronics-informatics, chemical and pharmaceutical industries, and occupations requiring basic technical techniques.

V. DISCUSS SOME POLICIES FOR DEVELOPING HIGH-QUALITY HUMAN RESOURCES FOR HAI DUONG PROVINCE

The system of mechanisms and policies plays a very important role, directly or indirectly, in creating driving forces or impediments to the development of the economy - society in general, and human resource development. high quality in particular. In fact, over the years, our Party and State have promulgated many new mechanisms and policies that have had a positive impact on the development of high-quality human resources. However, in the process of implementation, those policies have revealed many limitations, inadequacies, and disproportionate effectiveness. Therefore, to continue to develop high-quality human resources effectively, it is necessary to regularly adjust, supplement, and perfect the system of mechanisms and policies to create a favorable legal framework for the development of human resources. high-quality human resources in our country in general as well as in Hai Duong in particular under the impact of the Industrial Revolution 4.0.

The renovation and improvement of mechanisms and policies to create motivation for the development of high-quality human resources must be carried out synchronously in many aspects, such as education - training, science - technology, environment, etc. workplace, employment policy, income, social security, insurance, social protection, health care, labor market development policy, housing conditions, living, settlement,... Which, first of all, it is necessary to attach importance to the creation of mechanisms and policies to attract, use, and treat high-quality human resources. The renewal of recruitment policy and arrangement to use high-quality human resources needs to be implemented in the direction

of openness, fairness, objectivity, and accuracy, based on actual qualities and capabilities. In particular, leaders and managers need to boldly use high-quality young human resources; and entice them to make efforts to implement the accumulated and trained knowledge and expertise through fair use policies.

Creating a breakthrough in remuneration, honoring high-quality human resources, implementing a flexible salary policy according to the criteria of talent and contribution efficiency; and creating a favorable working environment and promotion opportunities to motivate, stimulate, and encourage them to work creatively and effectively. Ensure adequate conditions of facilities and means of work and research for young scientists and talents. Regularly honoring talents comes with an incentive mechanism for material benefits for those whose contributions bring many benefits to society.

Firstly, the city needs to master and strictly implement all guidelines of the Party, policies, and laws of the state. At the same time, renewing thinking and ways of doing things in the direction of substantive, practical, and effective; overcoming the weaknesses in each job, and each stage of the development process with the development of high-quality human resources.

Secondly, it is necessary to do well the education and propaganda work, creating a strong change in the awareness of all levels, all branches, and people about the position, importance, objectives, content, and direction of construction. building and developing high-quality human resources of the city to meet the requirements of international integration, under the impact of the current industrial revolution 4.0. It is necessary to clearly define this as the central political task of the whole political system, in which it is necessary to soon unify the awareness among the Party, State, and socio-political organizations, first of all, the military forces core, is directly operating in the field of research and strategic and policy making. The whole society, each person, every business, agency, and organization needs to have an understanding of the opportunities and challenges of international integration, the industrial revolution 4.0; of digital economy, digital society, and digital management.

Thirdly, the city needs to focus on identifying appropriate, feasible, and effective measures for the development of high-quality human resources, from formulating strategies, promulgating policies and regulations to creating a framework for human resources legal, organizing implementation to mobilizing the participation of the whole political system and the whole society,

propagating and educating about the awareness and responsibility of each citizen, self-consciously constantly learning and improving the level of all subjects face.

Fourth, it is necessary to define the development of high-quality human resources as the responsibility and obligation of the whole society, the political system, the responsibility of leaders, managers, schools, businesses, and families as well as for each individual. Developing high-quality human resources is not only the responsibility of agencies and city leaders, but also the responsibility of all levels, branches, businesses, and individual citizens. The city's goal of developing high-quality human resources can only be achieved when all resources are fully mobilized.

VI. CONCLUSION

Developing high-quality human resources to meet the requirements of international integration is the process of creating an increase in quantity, and improving the quality of human resources by international practices in terms of qualifications, knowledge, skills, professional consciousness, and strength to ensure the structure of industries and fields when integrating into the international economy.

Hai Duong province has made great efforts in developing high-quality human resources to meet the requirements of international integration, but limitations that need to be overcome are still such as the quality of human resources is not high, the employees are not able to meet the requirements of international integration. low professional skills, lack of practical experience, limited ability to compete in the working environment, a part of high-quality human resources is not ready for international integration, vulnerable to regional fluctuations and international.

Research results show that high-quality human resources in Hai Duong tend to increase in the period 2017-2021; The quality of Hai Phong's high-quality human resources is increasingly being improved, and the structure of high-quality human resources is shifting, but it is not suitable for the requirements of economic restructuring in the context of international integration. Based on the socioeconomic development goals of Hai Duong province, and the demand for forecasting high-quality human resources to meet the requirements of international integration in the coming period of the city, the research team proposes four policy implications to develop high-quality human

resources to meet the requirements of international integration by 2030.

Conflict of interest

The authors declare that there is no conflict of interest.

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