



Developing High-Quality Human Resources In Industrial Parks: Survey In Quang Ninh Province, Vietnam

Nguyen Thi Thu Thuy*

*PhD. Faculty of Economics and Business Administration, Haiphong University, Vietnam.

Email: thuyntt86@dhhp.edu.vn, Orcid: <https://orcid.org/0009-0000-6548-4817>

Citation: Nguyen Thi Thu Thuy (2024) Developing High-Quality Human Resources In Industrial Parks: Survey In Quang Ninh Province, Vietnam, *Educational Administration: Theory and Practice*, 30(4), 8056-8062
Doi: 10.53555/kuev.v30i4.2689

ARTICLE INFO ABSTRACT

The purpose of this research is to propose several current high-quality human resource development policies with the international integration requirements of Quang Ninh Province. 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. 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 research findings indicate a positive trend in the increase of high-quality human resources in Quang Ninh 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.

Keywords: Policy; Human Resources; High Quality; Quang Ninh Province; Vietnam.

1. INTRODUCTION

Located in the pivotal northern economic zone and serving as a crucial nexus connecting the provinces of the Red River Delta, Quang Ninh Province assumes a central role directly under the Central Government's jurisdiction. Emphasizing the strategic imperative of nurturing human capital, particularly of exceptional caliber, to align with the imperatives of the Fourth Industrial Revolution and global integration, the XVI Congress of the Party Committee of Quang Ninh Province identified this as one of the three pivotal breakthroughs for the economy. Recognizing quality human resources as the linchpin for achieving swift, efficient, and sustainable growth, the Quang Ninh Province Party Committee outlined its significance in 2020. Proactively pursuing and methodically implementing a range of strategies to cultivate high-quality human resources, Quang Ninh has witnessed significant strides, bolstering its standing. Noteworthy accomplishments include an impressive average annual Gross Regional Domestic Product (GRDP) growth rate of 14.02% from 2017 to 2021, exceeding the national rate by 2.1 times. Anticipated GRDP figures for 2021 are set to soar to VND 276,661 billion, marking a 2.1-fold increase from 2017. Forecasts for average employee income in 2021 indicate a projection of 254.99 million VND, 2.5 times the national average. Targeting an 85% trained workforce with a certification rate of 35%, alongside a 6.8% increase in workers holding university and post-graduate degrees by 2021, illustrates Hai Phong's commitment to human resource enhancement, with tangible effects observed in economic growth and the province's internal cape province (Quang Ninh Province Party Committee, 2020; Quangninh, 2022).

To achieve these growth objectives, this article presents an extensive examination of both theoretical underpinnings and practical experiences pertinent to the cultivation of high-quality human resources to meet the demands of global integration. Delving into conceptual frameworks, content, roles, and the formulation of evaluation criteria, alongside factors influencing high-quality human resource development, the research

draws insights from analogous locales to Quangninh (Quangninh Province Party Committee, 2020). Analyzing Quangninh Province's progress in this realm from 2017 to 2021, the article highlights achievements, pinpoints constraints, and elucidates causal factors. This concludes with policy recommendations geared towards nurturing high-quality human resources to address Quangninh Province's international integration needs by 2025, with a forward-looking vision extending to 2030.

2. 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 in 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 cape province, 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, cape province 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 & Egglan, 1989).

Chalofsky (1992): HRD is the study and practice of enhancing the learning cape province 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”.

3. 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 Quang Ninh 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 Quang Ninh 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, 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 Quang Ninh Province in the period 2017-2021. This article uses statistical data from the General Statistics Office, Quang Ninh 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.

4. 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 Quang Ninh economic zones accounted for 86.58% of the total number of enterprises in the province (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 Quang Ninh developed very strongly, and business activities increased rapidly in both quantity and efficiency, making a decisive contribution to the economic growth of the province. 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.

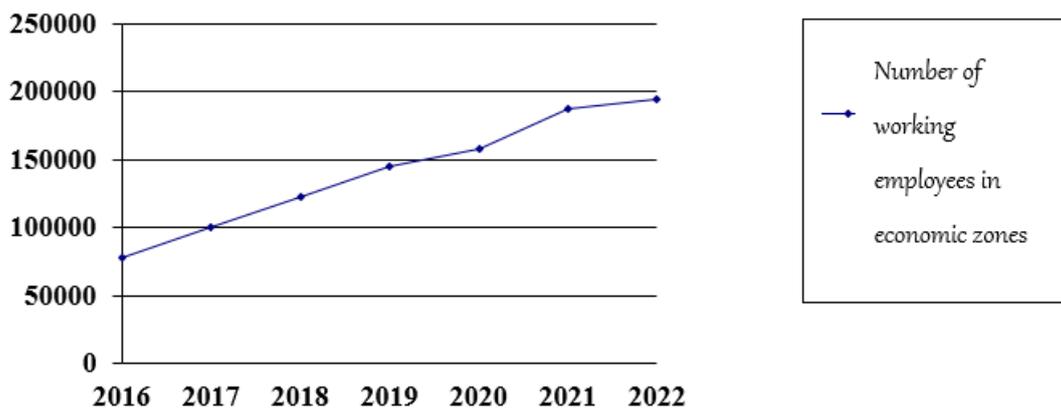


Figure 1. Number of human resources in economic zones in Quang Ninh in the period 2016-2022

Foreign workers in Quang Ninh 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 Quang Ninh 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	Cai Lan Industrial Park	20,563	165	623	825	10,093
2	Viet Hung Industrial Park	37,652	287	4,287	6,796	28,383
3	Hai Yen Industrial Park	30,890	151	2,578	4,390	23,771
4	Hai Ha Industrial Park	64,490	55	4,061	20,569	39,805
5	Dong Mai Industrial Park	3,308	52	468	686	2,102
6	Khoai River Industrial Park	6,822	34	1,067	490	5,231
7	Deep C Quang Ninh 1 Industrial Park	9,124	108	2,063	1,781	5,172
8	Deep C Quang Ninh 2 Industrial Park	1,830	12	396	838	584
9	Bach Dang Industrial Park	1,000	15	154	264	567
10	Hoanh Bo Industrial Park	1,487	30	334	301	822
11	Dong Trieu Industrial Park	932	14	175	125	618
12	Quang Ninh Economic Zone (Outside the industrial zone)	3,652	26	1,984	2,766	1,781
	TOTAL	188,165	1,245	18,243	40,655	127,844

(Source: Quang Ninh Economic Zone Authority in 2022)

In the past 5 years, the labor force from other localities to Quang Ninh such as Hai Duong, Bac Ninh, Thanh Hoa, Nghe An, and Ninh Binh has increased. The point of attracting labor from other localities to Quang Ninh lies in the marked improvement of Hai Phong's social security policy. Quang Ninh has created favorable conditions for housing, infrastructure, and learning policies for workers and children of workers living in the province. Previously, workers were quite afraid, tending to go to provinces with lower costs and living standards than Quangninh 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.

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 Quang Ninh province

Quangninh Province has developed policies and issued clear regulations for attracting talented people from other localities, or from abroad voluntarily to work in the province. 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 province will continue to send higher-level training at home or abroad.

Quangninh 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. Quangninh 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 province 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 Province's labor shortage, over the years, Quang Ninh has had many solutions to attract this workforce. Prominent among them is the fact that Quang Ninh 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, Quang Ninh 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. Quang Ninh 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 Quang Ninh 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.

Quangninh 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 Phong.

Quangninh 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 subprovince of demand and attraction of supply. Designing and networking the labor market information system through the province'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 province 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 cape province building of human resources for colleges, vocational secondary schools, and vocational training centers in the province. 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 Quang Ninh needs: mechanical engineering, electronics-informatics, chemical and pharmaceutical industries, and occupations requiring basic technical techniques.

5. DISCUSS SOME POLICIES FOR DEVELOPING HIGH-QUALITY HUMAN RESOURCES FOR QUANG NINH 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 Quang Ninh 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 province 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 province 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 province 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 province leaders, but also the responsibility of all levels, branches, businesses, and individual citizens. The province's goal of developing high-quality human resources can only be achieved when all resources are fully mobilized.

6. 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.

Quangninh 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 Quang Ninh 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 Quang Ninh Province, and the demand for forecasting high-quality human resources to meet the requirements of international integration in the coming period of the province, the research team proposes four policy implications to develop high-quality human resources to meet the requirements of international integration by 2030.

7. CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

REFERENCES

1. Amess, K., & Gourlay, A. (2000). The dynamics of UK industrial concentration, 1993-1997.
2. Burgoyne, J., & Reynolds, M. (1997). *Management Learning: Integrating Perspectives in Theory and Practice*. SAGE.
3. Chalofsky, N. (1992). A unifying definition for the human resource development profession. *Human Resource Development Quarterly*, 3 (2), 175-182.
4. England, NTN (2019). Developing high-quality human resources for the period 2011-2020, and orientations for the period 2021-2030. *Political Theory*, September 2019 issue.
5. Gilley, JW, & Egglund, SA (1989). *Principles of human resource development*. Addison-Wesley in association with University Associates.
6. Quang Ninh. (2022). Plan 103/KH-UBND 2022 to implement Quangninh Agriculture and Rural Development Strategy.
7. Quang Ninh Province Party Committee. (2020). Resolution of the 16th Party Congress of the Province Party Committee, term 2020-2025, Quangninh Province Portal. <https://Quangninh.gov.vn/tin-tuc-su-kien/Nghi-quyet-Dai-hoi-dai-bieu-Dang-bo-tinh-lan-thu-XVI-nhiem-ky-2020-2025-55297.html>
8. Hang NPT (2017). Developing high-quality human resources at the Vietnam Oil and Gas Group until 2025. University of Economics and Law, Vietnam National University, Ho Chi Minh Province.
9. Loan, NTB (2022, 56 December 20). Some solutions to develop high-quality human resources to serve the cause of industrialization and modernization of the country until 2030, with a vision to 2045. moha.gov.vn; Nguyen Thanh Binh. <https://moha.gov.vn/danh-muc/mot-so-giai-phap-nham-phat-trien-nguon-nhan-luc-chat-luong-cao-phuc-vu-su-nghiep-cong-study-hoa-hien-dai-hoa-dat-nuoc-den-nam-2030-tam-nhin-48480.html>
10. McGuire, D., O'Donnell, D., & Garavan, T. (2001). Framing human resource development: An exploration of definitional perspectives utilizing discourse analysis.
11. McLagan, PA (1989). Models for HRD Practice. *Training and Development Journal*, 43 (9), 49-59.
12. Pham Minh Hac. (2004). Going into the 21st century, developing human resources to serve the country's industrialization and modernization. National Political Publishing House - Truth, Hanoi.
13. Smith, RL (1988). *Human Resource Development: An Overview*. ERIC/CAPS, 2108 School of Education, University of Michigan, Ann Arbor, MI 48109-1259.
14. Stewart, J., & McGoldrick, J. (1996). Human resource development: Perspectives, strategies, and practice. <https://www.semanticscholar.org/paper/Human-resource-development-%3A-perspectives%2C-and-Stewart-McGoldrick/7b6d86e312fd2da4a31cc6ae1db1cc20427a4104>