



Factors Affecting Development Of E-Commerce Human Resources: Case Study Of Hanoi Trading Enterprises

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ARTICLE INFO ABSTRACT

People are an important component of businesses and human resource development becomes an important component in business competitiveness. The emergence of human resource management as an important strategic issue for businesses has led to the need for better control of businesses' human resource development activities. Researching factors affecting human resource development provides important empirical results so that businesses can well control human resource development activities within the business. In Vietnam's current context, there is a serious shortage of e-commerce human resources. Commerce development businesses respond to this situation by recruiting candidates from outside the industry and developing them to become experts in the field of e-commerce. Therefore, developing e-commerce human resources has become an essential need for businesses. This study was conducted to study the factors affecting e-commerce human resource development and the level of impact of each factor. The research object is e-commerce human resources in commercial enterprises in Hanoi, Vietnam. By combining quantitative research methods and qualitative research methods, research results show that there are 6 factors affecting human resource development: job analysis, recruitment and human resource placement, Education and training, evaluation of work performance, human resource compensation and encouragement of innovation in businesses have an impact on the development of e-commerce human resources in commercial enterprises in Hanoi, Vietnam. Among these six factors, policies to encourage innovation are the factors that have the strongest impact on human resource development.

Keywords: human resources, human resource development, e-commerce

1. INTRODUCTION

Human resources have become the most important resource for the development of organizations stemming from people's unlimited creative ability. Human resources become a source of competitive advantage because they are limited resources, cannot be imitated and completely replaced. (Wernerfelt, 1984). Investing in human resources through human resource development is considered a key strategy of many businesses, localities, and countries. Reality also proves that many businesses and countries have outstanding economic growth thanks to good human resource development.

(Nadler, 1970) is said to be the first person to introduce the concept of human resources development when he said that "energy development is a series of organized activities conducted over a specified period and designed to create behavioral change. Because". Since then, human resource development has become not only a field of professional practice but also an interdisciplinary body of academic knowledge (Jacobs, 1990). Therefore, the field of human resource development attracts the attention of many scholars, researchers, and practicing experts in human resource development. According to (Yoo et al., 2019), research on human resource development is divided into 3 stages. In the first stage, PTNNL focuses on individual learning to improve

personal capacity. In the second phase, the focus of HRD turns to learning organizational training and performance improvement consistent with organizational goals. In the third stage starting from approx In 2000, PTNNL paid attention to community learning and aimed to improve the quality of social human resources.

(Han et al., 2017) said that, for workers themselves, human resource development helps improve personal capacity and career development, making workers more valuable in the labor market, thereby increasing their value. improve job quality and improve their own income. For businesses, HRD creates changes in productivity and labor performance, creating competitive advantages towards sustainable development of businesses. For society, HRD aims to improve human quality, promote economic development and social security. Human resource development also contributes to improving national competitiveness (Garavan et al., 2004). When governments are involved in investing in human resource development, economic performance or profit is rarely the only goal that It can also be social development and workplace reform (McLean & McLean, 2001). Therefore, human resource development needs to be implemented in every organization, locality and the entire society. In the context of globalization and international integration, the development of the 4.0 revolution, and the decline of available resources, the role of human resources development is increasingly important because this is an unlimited resource.

Within businesses, to adapt to an increasingly complex competitive environment, businesses seek to develop human resources and consider it as a method to create competitive advantage (Chapman et al., 2018) (Banmairuoy et al., 2022) (Hatch & Dyer, 2004) (Daily & Huang, 2001). According to (Kuchinke, 1998) (Kuchinke, 2001), the value of human resource development is assessed according to its contribution to the financial performance of the enterprise. Similarly, (Ruona, WEA, Leimbach, M., Holton, E.F. & Bates, 2002) argued that one of the core challenges that HRD has and continues to face is that HRD strategy must impact Better for business profits. In addition, (Bates et al., 2002) emphasized that performance is an important goal of human resources development when demonstrating that role, learning and performance are the three main topics in the human resources development practice guidelines of human resource development professionals. family. Therefore, HRD activities must be designed by focusing on achieving the financial goals of the organization through employee training; evaluate the effectiveness of training programs; develop management and work assignment mechanisms; develop salary and welfare policies; and human resource community orientation. In the long term, to achieve organizational maturity, human resource development interventions should also focus on the development of personnel, helping personnel achieve their success at work and in life. Controlling factors affecting human resource development is a solution chosen by many businesses because it helps businesses understand which factors need to be prioritized and how to make them more effective. While research on factors affecting human resource development has attracted the attention of many scholars, there still seems to be a gap in research on factors affecting human resource development in e-commerce - the group of resources that invest It is said to be a big challenge for organizations (Sriram, S., & Arumugam, 2016).

Over the past decade, e-commerce has become an integral part of the global economy, as the advent of the Internet has dramatically changed the world and the way people live and work together. E-commerce is also considered a driving force for digital economic development in many countries (Sameni, M., & Khoshalhan, 2006). Businesses use e-commerce to expand markets, cut business costs and improve business performance. To do that, companies attract many talents in the field of e-commerce. The imbalance between supply and demand of human resources in this field forces businesses to attract talents from many other professions and fields and train them to become experts in the field of e-commerce (PENG, C., MA, B., & ZHANG, 2021). This creates certain difficulties for businesses, leading to the essential need to develop e-commerce human resources. This study was conducted to understand the factors affecting e-commerce human resource development. The research context is commercial enterprises in Hanoi, Vietnam. The research question is what factors impact e-commerce human resource development and the level of impact of those factors. By answering the research question, the research results of the article provide a scientific basis for controlling impact factors to develop e-commerce human resources. In this way, the article makes scholarly contributions.

The article is derived from a literature review to determine the theoretical framework and research model on factors affecting E - Human Resource Development. The research methods section will describe in detail the methods the authors implemented to achieve the research objectives. The research results and discussion of research results sections are the next two contents of the article. It shows the research results that the research team achieved in comparison with the results of previous studies. Finally, the conclusion will summarize the research results of the article and suggest future research directions.

2. LITERATURE REVIEW

(Nadler, 1970) is said to be the first person to introduce the concept of human resources development when he said that "energy development is a series of organized activities conducted over a specified period of time and designed to create behavioral change. Because". Since then, human resource development has become not only a field of professional practice but also an interdisciplinary body of academic knowledge (Jacobs, 1990). Therefore, the field of human resource development attracts the attention of many scholars, researchers and practicing experts in human resource development. According to (Yoo et al., 2019), research on human

resource development is divided into three stages. In the first stage, PTNNL focuses on individual learning to improve personal capacity. In the second phase, the focus of HRD turns to learning organizational training and performance improvement consistent with organizational goals. The third stage begins at approx In 2000, PTNNL paid attention to community learning and aimed to improve the quality of social human resources.

The diversity in approaches when researching human resource development leads to diversity in research on factors affecting human resource development. (L. Nadler and Z. Nadler, 1989) believe that there are three main activities for human resource development: education, training and development. Training is related to learning that focuses on the learner's current job while development refers to learning that is focused on the learner's current job. job in soy sauce hybrid. According to the results of (Hu, 2007), the strategic human resource development model includes five components: personal development, training and development, organizational development, and performance management. work and leadership development. On the basis that human resources management activities affect human resources development, (Morrison, 1996) said that job evaluation and analysis; recruitment and selection; education, training and development; evaluate work results; Compensation policies are factors that affect human resource development. T authors (Thang, LC, & Quang, 2005) proposed 5 components of human resource development that have an impact on human resource development: information exchange, management efficiency, training and development, group orientation, and maintaining management. physical. Similarly, (Kim Dung, T., Hai, D. T., & Thanh, 2010) said that human resource management practices in Vietnamese businesses have 9 components; In addition to the 6 basic components of the main professional functions of human resource management, which are determining job tasks; attract, select; train; evaluate employee performance; salary and bonus management; Developing labor relations also has three components: personnel statistics, implementation of legal regulations and encouragement of change. Research by (Tinh DPT, Nen. N. V, 2012) discovered 05 factors that affect the long-term commitment of employees to the business: Promotion opportunities; Reward and welfare policy; Relations with leaders; Working conditions and Relevance to career goals. Therein lies the opportunity promotion up To be weak element work dynamic strong best. Conclude fruit Have Okay from research rescue To be one Important suggestions for businesses in building appropriate strategies and plans to better maintain human resources for their units me. Thus, the main components of human resources development activities that affect human resources development results include: enterprise policies, recruitment, training, work performance management and information management (Lake, 2008); training activities and the appropriateness of training (Hill & Stewart, 2000); performance management, evaluation activities (SJ Tabibi, SV Khah, AA Nasiripour, 2011); education, training and development (L. Nadler and Z. Nadler, 1989); ... It can be summarized as follows:

Table 1: Summary of factors affecting human resource development

Human Resources Development Activities	Author suggested
Evaluate and analyze work	(Guest, 1997) ; (Morrison, 1996) ; (Hill & Stewart, 2000) ; (SJ Tabibi, SV Khah, AA Nasiripour, 2011) ; (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (Singh, 2004) ; (Zubair A Marwat & Qureshi M Tahir, 2011)
Recruitment and selection	(Matthews, 1984) ; (Morrison, 1996) ; (Pfeffer, 1998) ; (Singh, 2004) ; (Lake, 2008) ; (Zubair A Marwat & Qureshi M Tahir, 2011) ; (Hill & Stewart, 2000) ; (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (NR Aravamudhan & R Krishnaveni, 2015) ; (Slavković et al., 2018) ; (Hong, 2022) ; (Vu, 2015)
Education, training and development	(Matthews, 1984) ; (L. Nadler and Z. Nadler, 1989) ; (Morrison, 1996) ; (Hill & Stewart, 2000) ; (Jerry W Gilley, Steven A. Eggland, 2002) ; (Singh, 2004) ; (Thang, LC, & Quang, 2005) ; (Hu, 2007) ; (Lake, 2008) ; (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (Zubair A Marwat & Qureshi M Tahir, 2011) ; (Vu, 2015) ; (Hong, 2022)
Evaluate public results job	(Matthews, 1984) ; (Morrison, 1996) ; (Singh, 2004) ; (Zubair A Marwat & Qureshi M Tahir, 2011) ; (Hill & Stewart, 2000) ; (Jerry W Gilley, Steven A. Eggland, 2002) ; (Hu, 2007) ; (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (SJ Tabibi, SV Khah, AA Nasiripour, 2011) ; (Vu, 2015)
Remuneration policy	(Beer, M., Spector, B., Lawrence, P., Mills, DQ, & Walton, 1984) ; (Morrison, 1996) ; (Guest, 1997) ; (Zubair A Marwat & Qureshi M Tahir, 2011) ; (SJ Tabibi, SV Khah, AA Nasiripour, 2011) ; (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (Vu, 2015) ; (Hong, 2022)

(Source: Suggested by the authors, 2024)

From the general research, it can be seen that human resource development activities have a great impact on human resource development results at enterprises, so many research projects have mentioned it. These are: job analysis, recruitment and human resource placement, education and training, job performance evaluation, and remuneration policies. Therefore, to research the factors affecting e-commerce human resources development at commercial enterprises, the author uses the following factors: are job analysis, recruitment and human resource placement, education and training, job performance evaluation, and remuneration policies .

In addition, a number of studies have mentioned factors that encourage innovation that impact on enterprises' human resources development, typically the research of (Kim Dung, T., Hai, D. T., & Thanh, 2010) , by (Pham, 2020) . Research on HRMP topics in Asia, (Cooke et al., 2020) discovered 13 common topics including the interesting topic of encouraging employee creativity and innovation. In the context of deep integration into the global economy and a constantly changing business environment due to integration and fierce competition of the market economy, innovation and creativity of employees are also encouraged. is an important task of HRM that has an impact on human resource development. In particular, with e-commerce human resources in commercial enterprises, encouraging innovation is especially necessary. The reason is that e-commerce human resources work in fields under pressure from rapid changes in science and technology, especially information technology, so innovation and creativity are needed to quickly adapt to changes in the world. technology. Furthermore, e-commerce human resources are human resources that often have to come into contact with customers or aim to serve customer needs. Rapid changes in customer needs and consumption trends cause the nature of the work of e-commerce human resources to frequently change. If you do not have the ability to innovate and be creative at work, your job performance will be difficult and your work will not be effective. Therefore, the author believes that leading and encouraging innovation and creativity is a factor that affects e-commerce human resource development in commercial enterprises. Encourage employee innovation and creativity through creative activities such as attracting employee participation; Encourage employees to propose new ideas, promote initiatives, improve techniques, and innovate working methods; Diversifying work vertically and horizontally to increase the ability to adapt to the specific requirements of the business environment through assigning new tasks, job rotation, and employee rotation will have a direct impact. to the results of the enterprise's human resources development.

On that basis, the model for researching factors affecting human resource development in e-commerce businesses includes 6 components: Job analysis, recruitment and human resource placement, education and training, and evaluation. evaluate work results, remunerate human resources and encourage innovation and creativity in businesses. As follows:

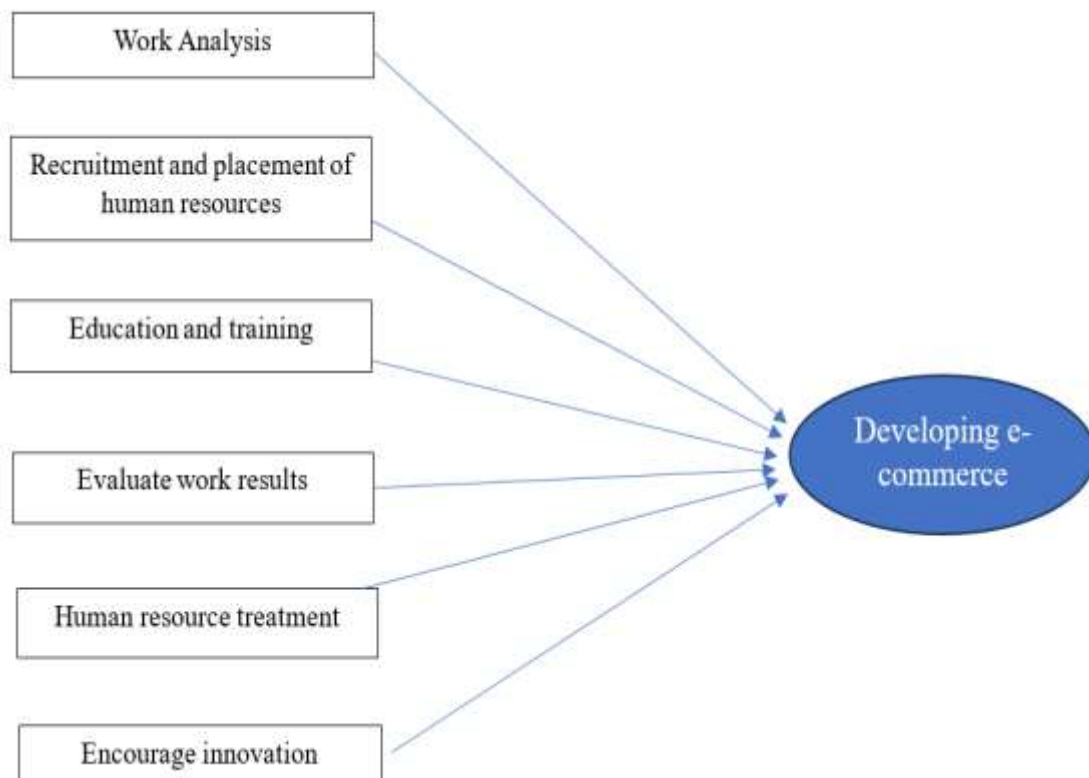


Figure 1: Research model
(Source: Suggested by the authors, 2024)

The research model was built to test the research hypotheses:

Symbol	Explanation
H1	Analyze jobs that have an impact on human resources development at commercial enterprises
H2	Recruitment and job placement have an impact on human resources development at commercial enterprises
H3	Education and training have an impact on energy efficiency in commercial enterprises
H4	Evaluate the results of work performance that have an impact on energy efficiency at commercial enterprises
H5	Remuneration policies have an impact on human resource management at commercial enterprises
H6	Encourage innovation and creativity that has an impact on human resource development in commercial enterprises

(Source: Suggested by the authors, 2024)

3. RESEARCH METHOD

3.1. Qualitative research methods

The article was conducted using a combination of qualitative research methods and quantitative research methods. Quantitative research is the main method to determine the relationship between factors of job analysis, recruitment and job placement, education and training, job performance evaluation, and incentive policies. Enlighten and encourage innovation to EPTNNL; Qualitative research is used to evaluate the appropriateness of the research model and the scales used in the model. The research process begins with an overview of the research works of previous authors. The purpose is to build a theoretical basis, research model, and measurement scale on factors affecting e-commerce human resource development in commercial enterprises. To consider the validity of the research model and the reliability of the scale, the author conducted qualitative research in the form of expert interviews. 30 expert interviews were conducted with experts who are scientists and lecturers with doctoral degrees or higher working at universities in Hanoi. To ensure that the interviews were conducted smoothly, a questionnaire about previously designed interview content was sent to the experts. Interviews were coordinated independently at many different locations (office, home or in different locations to ensure quiet and avoid interference from noise or other factors) and Implementation times vary to best suit the professionals. Each interview lasted 30 to 45 minutes. All interviews were recorded and transcribed verbatim. All participants were fully informed about the purpose of the interview. Interview participants' names are encrypted and a pseudonym is provided to prevent identification and protect privacy. Additionally, interview participants were sent copies of their responses and asked to review them, giving them the opportunity to amend, clarify, or add comments and details that they forgot to include it.

3.2. Quantitative research methods

The research model and scale, after being edited according to expert opinions, are used for official research. A questionnaire consisting of two parts was designed to collect data: (i) the part to learn and evaluate factors affecting human resource development and (ii) to divide information about people and businesses participating in the survey. A 5-level Likert scale is used to measure scales in each research question about impact factors with 1 being the lowest level of agreement and 5 being the highest level of agreement. Because there is no complete statistical data on the scale of e-commerce human resources working at Hanoi's commercial enterprises, the author uses the formula to determine the sample according to (Yamane, 1967). Knowing the population size with a confidence level of 95% , the rate of successful sample size estimation is 50%, the allowable error is 5% . Accordingly, the sample size chosen is 384.16 rounded to 385 votes. The determination of businesses participating in the survey was done based on the list of commercial enterprises being managed by the Hanoi Department of Industry and Trade. The author selected businesses that have conducted e-commerce business activities for at least the last 3 years. 48 businesses in the districts of Hanoi were selected to conduct the survey, each business surveyed 8 (one business surveyed 9) e-commerce human resources working in the following positions: IT staff, online sales staff; online marketing staff; network administration staff ; staff building commercial transaction systems ; or staff planning projects and planning information technology development policies at commercial enterprises. The survey process is carried out directly at businesses with the support of human resources directors or heads /deputy heads of human resources departments at businesses throughout March and April 2023 . The collected survey forms are screened and cleaned for processing. Because the team of authors surveyed directly at each enterprise, there were no cases of answer sheets lacking information or leaving sections that needed to be answered blank. Therefore, all 385 votes were processed. Survey data were processed using SPSS 26 software . To analyze the current situation of factors affecting energy efficiency at commercial enterprises in Hanoi, the author uses EFA analysis techniques and multivariate regression analysis to test the scale and research hypotheses . Testing the appropriateness of the survey data and the validity of the scale through composite reliability indexes, convergent validity, unidimensionality, and distinctness were also performed.

4. RESEARCH RESULTS

4.1. Descriptive statistics of the study sample

The survey results show that the characteristics of businesses participating in the survey are focused on the group of private enterprises (75%); have 5 to 10 years of operating experience (64.58%); have a workforce of 100 to 200 employees or a gross revenue of 50 to 200 billion VND (75%). The characteristics of the businesses participating in the survey are quite consistent with the author's research objectives: commercial enterprises that carry out e-commerce business activities, have a large staff size and revenue. . Characteristics of survey participants are e-commerce human resources working in positions such as IT staff and online sales staff; online marketing staff; network administration staff ; staff building commercial transaction systems ; or staff planning projects and planning information technology development policies at commercial enterprises. They are the people who directly perform economic and technical operations directly related to e-commerce business. The majority of them have college or university education (75.06%), are under 30 years old (nearly 60.78%), and have work experience from 5 to 10 years (53.51%). Regarding training majors, among the human resources participating in the survey, only 16.1% of human resources were trained in e-commerce; 21.04% are trained in IT and the remaining are trained in other fields such as commerce or economics, business administration, etc. This shows a shortage of trained e-commerce human resources. Right industry and major.

Table 2: Characteristics of individuals participating in the survey

Criteria	Classify	Quantity (NQT)	Ratio (%)
Gender	Male	295	76.62
	Female	89	23.38
Age	Under 30 years old	234	60.78
	From 31 to 40 years old	146	37.92
	From 41 to 50 years old	3	0.78
	Over 50 years old	1	0.52
Level	Intermediate, elementary level	92	23.9
	College	180	46.75
	University	109	28.31
	Graduate	3	1.04
Job position	Head/deputy head of department	53	13.77
	Leader	48	12.47
	Staff	283	73.77
Work experience	Under 5 years	149	38.7
	From 5 to 10 years	206	53.51
	Over 10 years	29	7.79
Specialized training	Information technology	81	21.04
	Ecommerce	62	16.1
	Commercial business	89	12.23
	Economics, business administration	112	29.09
	Other	40	10.65

(Source: Research results of the author group, 2024)

4.2. Check scale reliability using Cronbach's Alpha and EFA

Results of testing scale reliability using Cronbach's Alpha show that the independent variables and dependent variables all have Cronbach's Alpha coefficients greater than 0.7; The job analysis variable has the largest Cronbach's Alpha reaching 0.927 and the variable applying science and technology in e-commerce development has the smallest Cronbach's Alpha reaching 0.757. All variables have Cronbach's Alpha greater than 0.7, showing that the scales ensure unidimensionality and reliability, and can continue to be used in research (Hair, JF, Black, WC, Babin, BJ and Anderson , 2010) .

Table 2. Cronbach's Alpha Coefficient

No	Sign	Factors	Cronbach's Alpha
1	JOA	Job analysis	.927
2	REA	Recruitment and job placement	.875
3	EDT	Education and training	.757
4	EWR	Evaluate work performance	.846
5	HRC	Personnel remuneration	.886
6	EIC	Policies to encourage innovation and creativity of businesses	.834
7	PTNNL	Human resource development	.874

(Source: Survey data of the research team, 2024)

In addition, the results of Cronbach's Alpha analysis also show that all observed variables have Corrected Item - Total Correlation correlation coefficients greater than 0.3, showing that the scales are good and can be used to measure the Factors affecting the development of e-commerce human resources in Hanoi's commercial enterprises. The observed variables all have quite large Corrected Item - Total Correlation correlation coefficients, the smallest being the variable EDT3 - reaching a value of 0.684, showing that the observed variables have a strong positive correlation with the remaining variables in the scale. , observed variables are good (Cristobal, E., Flavian, C., & Guinaliu, 2007) . In addition, there is no case where the Corrected Item - Total Correlation coefficient is greater than the group's Cronbach's Alpha coefficient, so all variables are retained for inclusion in exploratory factor analysis.

After testing the Cronbach's Alpha reliability of the scale components, the study continued to perform EFA analysis for the scales. The EFA analysis was performed with the Principal axis factoring method and Promax rotation. Separating the two groups of independent variables and dependent variables helps the research team check the appropriateness of the variables. The following results:

+ *With independent variable*

The KMO coefficient achieved when analyzing EFA with independent variables is 0.799, ranging from 0.5 to 1 ($0.5 < KMO < 1$), allowing to conclude that the independent variables are eligible for factor analysis. explore, the results of EFA analysis with independent variables are accepted with the collected research data set. The significance level of the Bartlett test reached $0.000 < 0.05$, proving that the observed variables in the factor are correlated with each other, and the results of the factor analysis are consistent with 95% confidence. **The** Eigenvalues of the 6 factors affecting human resource development in Hanoi's commercial enterprises reached $1,945 > 1$, so all 6 factors were retained in the analytical model. The total variance extracted of the 6 factors reached 66.953%, satisfying the condition of $>50\%$ and indicating that the 6 factors in the model explain 66.953% of the variation in the data.

Table 3: Total variance explained with independent variables

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6,387	22,026	22,026	6,387	22,026	22,026	3,816	13,159	13,159
2	3,431	11,832	33,858	3,431	11,832	33,858	3,448	11,890	25,049
3	2,977	10,264	44,122	2,977	10,264	44,122	3,367	11,612	36,661
4	2,419	8,342	52,464	2,419	8,342	52,464	3,186	10,987	47,648
5	2,257	7,782	60,246	2,257	7,782	60,246	3,122	10,767	58,415
6	1,945	6,707	66,953	1,945	6,707	66,953	2,476	8,538	66,953
7	.933	3,219	70,172						
8	.809	2,790	72,962						
9	.717	2,474	75,435						
10	.675	2,328	77,764						
11	.655	2,260	80,024						
12	.584	2,014	82,038						
13	.548	1,889	83,927						
14	.518	1,787	85,713						
15	.452	1,560	87,273						
16	.422	1,457	88,730						
17	.389	1,343	90,073						
18	.370	1,275	91,348						
19	.335	1,155	92,503						
20	.306	1,054	93,557						
21	.285	.984	94,542						
22	.265	.915	95,457						
23	.244	.840	96,297						
24	.216	.746	97,043						
25	.209	.720	97,763						
26	.184	.636	98,399						
27	.177	.610	99,009						
28	.157	.543	99,552						
29	.130	.448	100,000						

Extraction Method: Principal Component Analysis.

(Source: Author's research results, 2024)

The rotated matrix image in EFA analysis shows that 29 observed variables converge into 6 factors: REA - recruitment and human resource placement, HRC - remuneration policy, JOA - job analysis, EWR – evaluate work performance, EIC - encourage innovation and creativity in businesses and EDT education and training. All observed variables have factor loadings of more than 0.5 and no variable loads on multiple factors. Thus, EFA analysis shows that there are 6 representative factors extracted and the 6 factors as well as the observed variables of each factor are consistent with the proposed research model.

Table 4: Rotation matrix

	Component					
	1	2	3	4	5	6
REA4	.826					
REA3	.811					
REA2	.795					
REA5	.788					
REA6	.748					
REA1	.638					
HRC5		.835				
HRC2		.826				
HRC1		.811				
HRC4		.765				
HRC3		.749				
JOA1			.905			
JOA3			.903			
JOA4			.902			
JOA2			.885			
EWR3				.844		
EWR2				.778		
EWR4				.771		
EWR1				.756		
EWR5				.722		
EIC1					.800	
EIC2					.763	
EIC5					.754	
EIC3					.743	
EIC4					.715	
EDT4						.806
EDT2						.748
EDT3						.707
EDT1						.688

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

(Source: Author's research results, 2024)

+ With dependent variable

The KMO coefficient reached 0.814, ranging from 0.5 to 1 ($0.5 < \text{KMO} < 1$), qualified for exploratory factor analysis. Therefore, the results of EFA analysis with the dependent variable are confirmed to be acceptable with the collected research data set. The significance level of the Bartlett test reached $0.000 < 0.05$, proving that the observed variables in the factor are correlated with each other, and the results of the factor analysis are consistent with 95% confidence. The Eigenvalues of the dependent variable on human resource development in Hanoi's commercial enterprises reached $1,118 > 1 \Rightarrow$ All observed variables are retained in the analytical model. The total variance extracted for the independent variable reached 62.362%, satisfying the condition $>50\%$, and the dependent variable in the model explained 62.362% of the variation in the data. The image of the unrotated matrix in the EFA analysis shows that the observed variables of the dependent variable all have factor loading coefficients of more than 0.5 and are only assigned to 1 factor. Thus, EFA analysis shows that the observed variable components of the dependent variable ensure unidirectionality and are consistent with the proposed research model.

Testing the correlation between variables results in a Pearson correlation coefficient sig between the independent variables (JOA, REA, EDT, EWR, HRC and EIC) with the dependent variable (PTNNL) which is very small (sig < 0.05). shows that the correlation coefficient is statistically significant or in other words there is a linear relationship between the independent variable and the dependent variable. The sig coefficient to test

the correlation between independent variables is greater than 0.05. Some pairs of independent variables have a sig coefficient < 0.05, but the absolute value of the Pearson correlation coefficient is < 0.7, so there is no case of multicollinearity. out (Dormann et al., 2013) .

Table 5: Correlation between variables

Correlations		PTNNL	JOA	REA	EDT	EWR	HRC	EIC
PTNNL	Pearson Correlation	1	.318 **	.475 **	.354 **	.403 **	.548 **	.592 **
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
JOA	Pearson Correlation	.318 **	1	.050	.077	.105 *	.229 **	.157 **
	Sig. (2-tailed)	.000		.333	.132	.040	.000	.002
REA	Pearson Correlation	.475 **	.050	1	.219 **	.245 **	.310 **	.219 **
	Sig. (2-tailed)	.000	.333		.000	.000	.000	.000
EDT	Pearson Correlation	.354 **	.077	.219 **	1	.113 *	.214 **	.265 **
	Sig. (2-tailed)	.000	.132	.000		.027	.000	.000
EWR	Pearson Correlation	.403 **	.105 *	.245 **	.113 *	1	.215 **	.077
	Sig. (2-tailed)	.000	.040	.000	.027		.000	.130
HRC	Pearson Correlation	.548 **	.229 **	.310 **	.214 **	.215 **	1	.294 **
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
EIC	Pearson Correlation	.592 **	.157 **	.219 **	.265 **	.077	.294 **	1
	Sig. (2-tailed)	.000	.002	.000	.000	.130	.000	

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

(Source: Author's research results, 2024)

4.3. Regression analysis

Since the analysis results show the reliability of the scale and research model, regression analysis techniques continue to be used to test the research hypothesis. Multiple regression analysis with the auditory gland regression function was performed using the single-pass method. The results show that at the model's level of explanation, the adjusted R2 coefficient reached 0.655, meaning that the independent variables included in the regression analysis explained 65.5% of the variation in the dependent variable, 34, 5% of the variation of PTNNL is determined by factors outside the model. In addition, the Durbin - Watson test gives a coefficient of 1.40156, within the range of 1.5 to 2.5, so the results do not violate the assumption of first-order serial autocorrelation. Regarding the suitability of the research model, in the variance analysis table, the F value is statistically significant with sig = 0.000 < 0.05. Thus, the proposed linear regression model is suitable for the actual data collected and the included variables are statistically significant at the 5% significance level. In addition, the regression coefficients for the 6 independent variables JOA, REA, EDT, EWR, HRC and EIC all have VIF values of <2; coefficient sig <0.05, so it can be concluded that there is no multicollinearity phenomenon between independent variables in the research model. In addition, the regression coefficients of all variables have positive signs, proving that the independent variables JOA, REA, EDT, EWR, HRC and EIC positively impact the dependent variable of Human Resource Development.

Table 6: Regression coefficients

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1,923	.234		-8,215	.000		
	JOA	.103	.021	.153	4,950	.000	.933	1,071
	REA	.260	.039	.220	6,712	.000	.837	1.195
	EDT	.142	.042	.108	3,404	.001	.890	1.123
	EWR	.282	.037	.235	7,510	.000	.913	1,096
	HRC	.252	.033	.254	7,566	.000	.795	1,258
	EIC	.462	.038	.398	12,252	.000	.852	1.174

a. Dependent Variable: PTNNL

(Source: Author's research results, 2024)

From the research results also show that the t-test sig coefficient with all 6 independent variables is less than 0.05, so all hypotheses are accepted, 6 factors of job analysis, recruitment and placement. Job placement, education and training, job performance evaluation, remuneration policies and policies to encourage innovation in businesses all have an impact on the development of e-commerce human resources in businesses. Hanoi's commercial enterprises. The regression model with standardized beta coefficient gives the following results:

$$PTNNL = -1.923 + 0.153JOA + 0.220REA + 0.108EDT + 0.235EWR + 0.254HRC + 0.398EIC$$

5. DISCUSSION

From the analysis results, the research team assessed the practical significance of each factor affecting e-commerce human resource development in Hanoi commercial enterprises proposed by the research model. Among the 6 factors affecting human resource development of Hanoi commercial enterprises, the standardized regression coefficient of the influence from job analysis to human resource development reached 0.153. The standardized regression coefficient from e-commerce application to human resource development reached 0.108. The standardized regression coefficient from job performance assessment to human resource development reached 0.235. The standardized regression coefficient from remuneration policy to human resource development also reached 0.254 and the standardized regression coefficient from encouraging innovation to human resource development reached 0.398. This confirms that in the context of the research, the influence of policies to encourage innovation on the development of e-commerce human resources of Hanoi commercial enterprises is the strongest, followed by factors of remuneration and incentives policies. evaluate work performance.

Through analysis, the outstanding results achieved are proving and measuring the impact of six factors of job analysis, recruitment and human resource placement, education and training, and job performance evaluation. , remuneration policies, policies to encourage innovation in businesses to EPTNNL; Evaluate the practical significance of each impact factor proposed by the research model. Among the 6 factors affecting human resource development of Hanoi's small and medium-sized enterprises, the standardized regression coefficient of the influence from job analysis to human resource development reached 0.153. The standardized regression coefficient from e-commerce application to human resource development reached 0.108. The standardized regression coefficient from job performance assessment to human resource development reached 0.235. The standardized regression coefficient from remuneration policy to human resource development also reached 0.254 and the standardized regression coefficient from encouraging innovation to human resource development reached 0.398. This confirms that in the context of the research, the influence of encouraging innovation on the development of e-commerce human resources of Hanoi commercial enterprises is the strongest.

Through analysis, the outstanding results achieved are to prove and measure the impact of six factors of job analysis, recruitment and human resource placement, education, training, and job performance evaluation. , remuneration policies and incentives for innovation and creativity in businesses all have a positive impact (positive impact) on e-commerce human resources development at commercial enterprises in Hanoi as hypothesized. The fluctuation of these six factors will create the development of e-commerce human resources in Hanoi's commercial enterprises, that is, personal development of employees, career development, performance improvement and organizational development. . In addition, the research results confirm that the impact on the development of e-commerce human resources, no matter what aspect, creates organizational development - that is, improves the operational efficiency of organizations. Analyzing each factor in detail, we see:

First, job analysis has a positive impact on e-commerce human resource development in Hanoi's commercial enterprises. When an enterprise performs job analysis activities well, such as specifying the functions, tasks and powers of the person performing the job, specifying the knowledge, skills, and attitudes for each job title. jobs, or regulations on job performance standards for job titles, e-commerce human resources development activities will achieve better results because it can motivate the efforts of e-commerce human resources in trying Successfully complete tasks and improve your knowledge and skills. The author's research results are similar to the research results of (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; by (Singh, 2004) ; by (Zubair A Marwat & Qureshi M Tahir, 2011) . In addition, (Guest, 1997) ; (Morrison, 1996) ; (Hill & Stewart, 2000) ; (SJ Tabibi, SV Khah, AA Nasiripour, 2011) ; (Siddique, 2004) (Lee & Lee, 2018) ; when it is said that job analysis has a positive influence on the efficiency and performance of businesses, that is, improving work performance and creating sustainable development of the organization. (Siddique, 2004) emphasizes that proactive job analysis is closely related to organizational performance, job analysis policy is an important source of competitive advantage, deserving of due attention. level of HR professionals, line managers and senior managers. Therefore, commercial enterprises need to focus on developing e-commerce human resources through optimizing the effectiveness of job analysis such as building job descriptions and job analyzes to specify specific requirements. about the work of e-commerce human resources as well as the requirements for their work performance and the skills needed.

Second, recruiting and arranging human resources in businesses has a positive impact on e-commerce human resource development in Hanoi's commercial enterprises. The quality of recruitment will determine the quality of input human resources; When recruiting effectively, it means that businesses find human resources with knowledge, skills, and good working attitudes, which will limit retraining, advanced training, or performance management activities. Thanks to that, costs for human resource development will be reduced. Similarly, arranging appropriate staff based on staff capacity and the business's human resource needs will effectively utilize staff, improve work performance, and limit training, thereby leading to to the development of both individual workers as well as business

development. Therefore, recruiting and arranging human resources positively impacts the development of e-commerce human resources in commercial enterprises. The results of this study are similar to the research results of (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (NR Aravamudhan & R Krishnaveni, 2015) ; (Slavković et al., 2018) ; (Hong, 2022) ; (Vu, 2015) . The author proposes that Hanoi's commercial enterprises need to focus on improving recruitment quality through recruitment techniques such as accurately determining recruitment needs (quality needs), determining standards Scientific recruitment, ensuring fair and objective recruitment, the factors that make up professional qualifications and job performance results must be clearly stated, including the candidate's ability in "practice", not just is a "paper" degree (Eniola Sule & Elizabeth, 2013) . In addition, businesses need to invest more in arranging and using human resources to promote the personal abilities of workers, contributing to increasing work efficiency.

Third, education and training has a positive impact on the development of e-commerce human resources. Although (Lee, FH, & Lee, 2007) said that education and training has little impact on organizational performance (an important element of human resource development according to (Jerry W Gilley, Steven A. Egglund, 2002) but (L. Nadler and Z. Nadler, 1989) , (McGuire, D., & Jørgensen, 2011) , (Jerry W Gilley, Steven A. Egglund, 2002) and some other scholars all believe that education , training is an important content of human resource development. In addition, the experimental results of some authors such as (Matthews, 1984) ; (Morrison, 1996) ; (Hill & Stewart, 2000) ; (Singh, 2004) ; (Thang, LC, & Quang, 2005) ; (Hu, 2007) ; (Lake, 2008) also proves the relationship between education and training and human resource development. Therefore, to develop human resources In Hanoi's commercial enterprises, businesses need to focus on education and training by encouraging employees to participate in training programs and building an effective training system within the enterprise.

Fourth, evaluating work performance is directly related to the recognition and compensation of the organization. If achievements are recognized, they tend to be repeated more often, and at the same time, worthy recognition will have a positive impact on the performance of human resources and business efficiency of the enterprise (Cooke et al. , 2020) , (Lee, FH, & Lee, 2007) ; (Sang, 2005;); (Chang and Chen, 2002). Therefore, the author's research results show that performance appraisal has a positive impact on employee performance and human resource development is completely appropriate. When proper job performance evaluation activities are carried out scientifically, it means there are clear evaluation standards, the evaluation process ensures fairness, objectivity, and there is feedback on the results. Evaluating employees to self-adjust their behavior will have the effect of improving employees' working capacity, positively affecting the team's behavior and thereby improving work efficiency. For human resource development activities, evaluating job performance results helps businesses identify training needs, encourage employees to study and self-study to improve their own capabilities, and support employees. Have the right view of your career path, improve work performance and lead to organizational development. Therefore, evaluating job performance has a positive impact on human resource development.

Fifth, human resource compensation has an impact on e-commerce human resource development (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (Vu, 2015) ; (Hong, 2022) , which shows that human resource compensation will impact employee learning (Jerry W Gilley, Steven A. Egglund, 2002) , and employee work performance (Lee, FH, & Lee, 2007) , (Çalışkan, 2010), (Androniceanu, 2011) . Thus, in order to develop e-commerce human resources in Hanoi's commercial enterprises, Hanoi's commercial enterprises need to develop appropriate remuneration policies. Appropriate here is understood in the sense that businesses need to develop fair remuneration policies, based on work performance results, each employee receives remuneration appropriate to the job and tasks they complete. create satisfaction in their work. At that time, the remuneration policy at the enterprise will encourage the efforts of e-commerce human resources in striving to improve their qualifications, productivity, and work efficiency to achieve higher remuneration levels. Thanks to that, the enterprise's e-commerce human resources can be developed.

Sixth, encouraging innovation in businesses impacts the development of businesses' e-commerce human resources. This is the factor that has the strongest impact on the development of e-commerce human resources of commercial enterprises in this study. Encouraging innovation will stimulate e-commerce human resources to self-study and research to complete their work better, improve work performance, and aim for more success in their career path and development. organizational sustainability. The research results in the topic are similar to the research results of (Kim Dung, T., Hai, D. T., & Thanh, 2010) ; (Pham, 2020) . Thus, to develop e-commerce human resources in Hanoi's commercial enterprises, Hanoi commercial enterprises need to encourage innovation and creativity in the business through creating conditions for workers to practice. practice innovation and creativity in their work and recognize the results of innovation and creativity in their work. Commercial enterprises can also encourage innovation in businesses through attracting employee participation; Encourage employees to propose new ideas, promote initiatives, improve techniques, and innovate working methods; Diversify work vertically and horizontally to increase the ability to adapt to the specific requirements of the business environment through assigning new tasks, rotating jobs, and rotating employees. Then, through policies to encourage innovation, human resources can see their knowledge, skills and creativity improved and develop the enterprise's human resources. Compared to the practical context where Hanoi's commercial enterprises are having to compete increasingly fiercely to get customers, having a market for developing e-commerce human resources through policies to encourage innovation in businesses is absolutely necessary. Furthermore, e-commerce human resources in businesses have to work in areas under

pressure from rapid changes in science and technology, especially information technology, so innovation and creativity are needed to quickly adapt to changing times. change in technology. If you do not have the ability to innovate and be creative at work, your job performance will be difficult and your work will not be effective.

6. CONCLUSION

The role of human resource development in organizational development has been proven in many empirical studies, especially the positive effects of human resource development on organizational performance (Cooke et al., 2020) (Beer, M., Spector, B., Lawrence, P., Mills, DQ, & Walton, 1984); (Morrison, 1996); (Guest, 1997); (Zubair A Marwat & Qureshi M Tahir, 2011); (SJ Tabibi, SV Khah, AA Nasiripour, 2011). E-commerce human resource development is also influenced by many factors inside and outside the enterprise. The empirical part of this study shows that there are 6 factors affecting e-commerce human resource development: job analysis, recruitment and human resource placement, education and training, job performance evaluation, and policy. remuneration and encouragement of innovation in businesses. Encouraging innovation in businesses is the factor that has the strongest impact on e-commerce human resource development in Hanoi's commercial enterprises with a standardized beta coefficient of 0.398. When e-commerce human resources are encouraged to innovate and be creative, they will be motivated to work better and motivated to learn for higher career development. In addition, when encouraged to innovate and be creative, their better job performance can reduce efforts in performance management. In addition, evaluation of work performance and human resource compensation policies are also factors that have a strong impact on e-commerce human resource development. The empirical results in the study are consistent with the practical situation in Hanoi's commercial enterprises and the e-commerce labor market in Vietnam. In the context of a lack of e-commerce human resource supply and a limited number of training establishments providing e-commerce training, remuneration policies and labor remuneration are factors that strongly impact the behavior of e-commerce human resources. including e-commerce human resource development activities. The article has achieved the proposed research purpose of empirically analyzing the factors affecting the development of e-commerce human resources of Hanoi's commercial enterprises and measuring the level of impact of each factor. In this way, the topic has high theoretical and practical significance. However, the factors affecting e-commerce human resource development in the research model can only explain 65.5%, meaning 34.5% of the impact is explained by factors outside the model. This raises the need for research on factors outside the model. In addition, another limitation of the research is that it was only collected in Hanoi - although it is a major economic, cultural, and political center of Vietnam, it also only plays a role as a locality in Vietnam; The research object is human resources in commercial enterprises. When the research subjects and research areas are expanded, will the research results be similar? This question is a suggestion for future research. Future research could also consider conducting a comparative study between different countries or different groups of businesses.

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