

**TRAINING HIGH-QUALITY HUMAN RESOURCES: FROM THE PERSPECTIVE OF  
DEVELOPMENT POLICY AND STRATEGY**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 20 February 2023</p> <p><b>Accepted</b> 04 May 2023</p>	<p><b>Purpose:</b> The objectives of this study are (1) to Clarify some theoretical issues about high-quality (H-Q) human resource (HR), and policies to develop H-Q HR; (2) to Structure H-Q HR; (3) to Role of HR in national construction and development; (4) Policies and strategies for developing H-Q HR in Vietnam; (5) Proposing some solutions to improve policies and develop H-Q HR in the future.</p>
<p><b>Keywords:</b></p> <p>H-Q HR; Perspective; Policy; Development and Strategy; Vietnam.</p>	<p><b>Theoretical framework:</b> This study found the need to develop H-Q HR in Vietnam. Factors affecting the decision to develop H-Q HR. Then, all the data is combined to finalize Vietnam’s H-Q Human resource development policy and strategy.</p> <p><b>Design/methodology/approach:</b> This study includes quantitative and qualitative research methods. However, the author focuses on qualitative research based on legal documents of the Party and the State of Vietnam on the building and development of H-Q HR. In addition, to be able to draw accurate conclusions and propose appropriate solutions, the author consults the research of some other authors on the same topic. Methods such as comparison, analysis, synthesis, logic, etc. are used to determine the reasonableness of the conclusions.</p>
	<p><b>Findings:</b> Research results show that in recent years, policies and strategies for developing H-Q HR have been reflected in many undertakings and guidelines of the Communist Party of Vietnam (CP of V) and the Government’s policies. These guidelines and policies have contributed to training H-Q HR on the importance of industrialization, modernization, and international integration in Vietnam. However, these problems still have certain limitations when implemented into practice. Therefore, making some recommendations to the Party and the State of Vietnam to improve the development strategy of H-Q HR will contribute to improving the quality of training H-Q HR for Vietnam in the present and future.</p> <p><b>Research, Practical &amp; Social implications:</b> Without a policy suitable to the actual situation of the country and the trend of the times, the policy’s purpose can hardly be achieved. Therefore, providing suitable solutions to the world and the domestic situation has theoretical and practical significance in policy formulation.</p> <p><b>Originality/value:</b> The study has supplemented and clarified theoretical and practical issues on policies and strategies for developing H-Q HR in line with the reality of Vietnam. At the same time, it can be a policy reference for some countries when developing a policy to deliver H-Q HR to the country.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i5.1654">https://doi.org/10.26668/businessreview/2023.v8i5.1654</a></p>

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## FORMAÇÃO DE RECURSOS HUMANOS DE QUALIDADE: NA PERSPECTIVA DA POLÍTICA E ESTRATÉGIA DE DESENVOLVIMENTO

### RESUMO

**Objetivo:** Os objetivos deste estudo são (1) esclarecer algumas questões teóricas sobre recursos humanos (RH) de alta qualidade (H-Q) e políticas para desenvolver H-Q HR; (2) para Estrutura H-Q HR; (3) ao Papel do RH na construção e desenvolvimento nacional; (4) Políticas e estratégias para desenvolver H-Q HR no Vietnã; (5) Propor algumas soluções para melhorar as políticas e desenvolver H-Q HR no futuro.

**Referencial teórico:** Este estudo constatou a necessidade de desenvolver H-Q HR no Vietnã. Fatores que afetam a decisão de desenvolver H-Q HR. Em seguida, todos os dados são combinados para finalizar a política e estratégia de desenvolvimento de recursos humanos H-Q do Vietnã.

**Desenho/metodologia/abordagem:** Este estudo inclui métodos de pesquisa quantitativos e qualitativos. No entanto, o autor se concentra na pesquisa qualitativa baseada em documentos legais do Partido e do Estado do Vietnã sobre a construção e desenvolvimento do H-Q HR. Além disso, para poder tirar conclusões precisas e propor soluções adequadas, o autor consulta a pesquisa de alguns outros autores sobre o mesmo tema. Métodos como comparação, análise, síntese, lógica, etc. são usados para determinar a razoabilidade das conclusões.

**Resultados:** Os resultados da pesquisa mostram que, nos últimos anos, as políticas e estratégias para o desenvolvimento de H-Q HR se refletiram em muitos empreendimentos e diretrizes do Partido Comunista do Vietnã (CP de V) e nas políticas do governo. Essas diretrizes e políticas contribuíram para treinar H-Q HR sobre a importância da industrialização, modernização e integração internacional no Vietnã. No entanto, esses problemas ainda apresentam certas limitações quando implementados na prática. Portanto, fazer algumas recomendações ao Partido e ao Estado do Vietnã para melhorar a estratégia de desenvolvimento do H-Q HR contribuirá para melhorar a qualidade do treinamento H-Q HR para o Vietnã no presente e no futuro.

**Pesquisa, implicações práticas e sociais:** Sem uma política adequada à situação atual do país e à tendência dos tempos, o objetivo da política dificilmente pode ser alcançado. Portanto, fornecer soluções adequadas para o mundo e a situação doméstica tem significado teórico e prático na formulação de políticas.

**Originalidade/valor:** O estudo complementou e esclareceu questões teóricas e práticas sobre políticas e estratégias para o desenvolvimento de H-Q HR de acordo com a realidade do Vietnã. Ao mesmo tempo, pode ser uma referência política para alguns países ao desenvolver uma política para entregar H-Q HR ao país.

**Palavras-chave:** H-Q HR, Perspectiva, Política, Desenvolvimento e Estratégia, Vietnã.

## FORMACIÓN DE RECURSOS HUMANOS DE CALIDAD: DESDE LA PERSPECTIVA DE LA POLÍTICA Y LA ESTRATEGIA DE DESARROLLO

### RESUMEN

**Propósito:** Los objetivos de este estudio son (1) aclarar algunas cuestiones teóricas sobre los recursos humanos (HR) de alta calidad (H-Q) y las políticas para desarrollar HR H-Q; (2) a la Estructura H-Q HR; (3) Papel de los RR.HH. en la construcción y el desarrollo nacional; (4) Políticas y estrategias para desarrollar H-Q HR en Vietnam; (5) Proponer algunas soluciones para mejorar las políticas y desarrollar H-Q HR en el futuro.

**Marco teórico:** Este estudio encontró la necesidad de desarrollar H-Q HR en Vietnam. Factores que afectan la decisión de desarrollar H-Q HR. Luego, todos los datos se combinan para finalizar la política y estrategia de desarrollo de recursos humanos H-Q de Vietnam.

**Diseño/metodología/enfoque:** Este estudio incluye métodos de investigación cuantitativos y cualitativos. Sin embargo, el autor se enfoca en una investigación cualitativa basada en documentos legales del Partido y el Estado de Vietnam sobre la construcción y desarrollo de H-Q HR. Además, para poder sacar conclusiones precisas y proponer soluciones adecuadas, el autor consulta las investigaciones de algunos otros autores sobre el mismo tema. Se utilizan métodos como la comparación, el análisis, la síntesis, la lógica, etc. para determinar la razonabilidad de las conclusiones.

**Hallazgos:** Los resultados de la investigación muestran que, en los últimos años, las políticas y estrategias para desarrollar H-Q HR se han reflejado en muchos compromisos y directrices del Partido Comunista de Vietnam (CP de V) y las políticas del Gobierno. Estas pautas y políticas han contribuido a capacitar a H-Q HR sobre la importancia de la industrialización, la modernización y la integración internacional en Vietnam. Sin embargo, estos problemas todavía tienen ciertas limitaciones cuando se implementan en la práctica. Por lo tanto, hacer algunas recomendaciones al Partido y al Estado de Vietnam para mejorar la estrategia de desarrollo de H-Q HR contribuirá a mejorar la calidad de la formación de H-Q HR para Vietnam en el presente y en el futuro.

**Implicaciones de investigación, prácticas y sociales:** sin una política adecuada a la situación real del país y la tendencia de los tiempos, difícilmente se puede lograr el propósito de la política. Por lo tanto, brindar soluciones adecuadas al mundo ya la situación interna tiene un significado teórico y práctico en la formulación de políticas.

**Originalidad/valor:** el estudio ha complementado y aclarado cuestiones teóricas y prácticas sobre políticas y estrategias para desarrollar H-Q HR en línea con la realidad de Vietnam. Al mismo tiempo, puede ser una referencia política para algunos países al desarrollar una política para entregar H-Q HR al país.

**Palabras clave:** H-Q HR, Perspectiva, Política, Desarrollo y Estrategia, Vietnam.

## INTRODUCTION

From the beginning, the CP of V (our Party) had a strategic vision to prepare H-Q HR in the immediate future for the resistance war to save the country, but in the long term to serve the national construction. When the country is completely unified, the Party's guiding ideology of developing H-Q HR to build the country forward to socialism continues to be affirmed.

The document of the VIIth National Congress (1991), the Platform for National Construction and the Strategy for Socio-Economic Development up to the year 2000, clearly states education and training aim to improve people's intellectual level, train HR, foster talents, forming a labor force with skills and bits of knowledge, having the ability practical, dynamism, and creativity, self-control, with revolutionary ethics and patriotism.

Currently, the term H-Q HR is used quite commonly. At the IXth Central Committee Conference, the CP of V the first time used this term with the view that developing H-Q HR through the development of education and training, science, and technology is the main thing key stage for our country to overcome the situation of poor or underdeveloped countries. At the Xth NPC (2006), our Party also affirmed: the use of talents, leading scientists, general engineers, chief engineers, skilled technicians, and skilled technical workers high. Having policies to attract good scientists and technology at home and abroad, in the Vietnamese community living abroad.

In the development strategy of socio-economic of the period 2011-2020, CP of V once again emphasizes the task of focusing on rapidly developing H-Q HR: developing and improving the quality of HR, especially qualified H-Q HR is a strategic breakthrough, which is a decisive factor in the process of restructuring the socio-economy, converting the growth model and long-term competitive advantage, and ensuring fast and effective socio-economic development and sustainability.

The purpose of the study is to continue to clarify the concepts of HR, H-Q HR, Indicators for assessing the quality of HR, on that basis, to analyze the policy on developing H-Q HR, the structure of H-Q HR, the role of H-Q HR in national construction and development, the policies and strategies for developing H-Q HR; some issues raised in the policy of

developing H-Q HR of Vietnam. Since then, this study has recommended a number of solutions to improve the policy of developing H-Q HR in Vietnam in the future.

## **LITERATURE REVIEW**

### **The Concept of HR**

Human resource is one of the key factors determining the success or failure of an enterprise, organization, etc. Therefore, what is human resource research? The same role of HR for businesses, organizations, etc. will help managers have human resource management strategies to achieve optimal efficiency (Susan, 2021).

Human resources are considered the most basic and important factor in each historical period and the entire human history development process. Man with his physical and mental strength has created the entire material and spiritual life of mankind (Shrivastava, 2022). With those historical grounds; in any historical period, under any regime, human resources are always the leading factor for the ruling class to take advantage of, serve the development of society and serve the interests of the people ruling class (Phong, et al., 2019).

A country cannot develop if it has only poor HR in other words the economic growth of a country can only be realized when human resource development is concerned and focused (Frederick Harbison et al., 1964). Thus, HR is a resource for people. That resource is considered in two aspects:

Firstly, human resources are the most basic and important factor among many different resources. This is considered a huge resource of society. Without this resource, there would be no other resources. By odd, all other resources are created and used by people. In the process, man creates himself. That means that HRs are creative and constructive resources for development.

Secondly, HRs are also understood as individuals with intelligence and health who have participated in all social life activities, including material and spiritual life. That participation is partly for the sake of the very existence (creation of material and spiritual value) for the individual himself as a worker, but at the same time, they also create material and spiritual values to serve other individuals and the community.

### **The Concept of H-Q HR**

Quality is the degree to which an inherent property of an object meets set requirements. High quality is a set of intrinsic characteristics of an object that best meets the requirements

outlined in a human-made process, action, or product. Thus, H-Q HR is understood as a particular part of the workforce, capable of meeting the high demands of practice. That said, high-quality human resources must be trained, which means that they have to go through the formal training environment through all levels of education and training in different disciplines in many various fields of social life.

According to Tham Ba Ho (2003), H-Q HR must be HR with four main characteristics: intelligence, personality, outstanding skills, and practical ability to complete assigned tasks excellently. compared with the common ground suitable for the modern knowledge-based economy - society.

According to Dung Huu Nguyen (2003), H-Q HRs are those who are capable of doing difficult jobs (both in terms of intellect and ingenuity). If in the past, the development process was mainly based on the accumulation of physical capital (resources, land, minerals, etc.), now, this process is mainly based on technology and HR (Dao, 2009). That means HRs have been trained formally and methodically and can apply science and technology in all working situations (Duchiep, 2022).

According to Trung Nguyen Huy, H-Q HR is those who have been trained, have good knowledge of a job field, are proficient in job performance skills, have good physical fitness, and have the potential for development in a working environment. job market to meet the current and future job requirements of the organization, agency, or unit. Today, H-Q HR is also understood as human capital. According to Tran Tho Dat (2008), human capital is the result of investment in activities aimed at improving individual labor productivity such as education, health care, and on-the-job training.

According to author Vuong Dam Duc (2012), building H-Q HR means building a scientific and technological HR team, especially experts, general engineers, leading engineers, and technicians; highly skilled personnel with professional and technical qualifications equivalent to advanced countries in the region, capable of researching, receiving, transferring, and proposing scientific, technological, and technical solutions techniques, solving the basic problems of the cause of industrialization and modernization of the country; building a team of entrepreneurs managing the business, having organizational ability and competitiveness.

Thus, the concept of H-Q HR is evaluated by many factors: physical strength, intelligence, working ability, socio-political positivity, morality, pure emotions, etc. These elements interact and support each other to help the subject promote its full value.

### **Indicators for Assessing the Quality of HR**

Health criteria: For each person in particular and human resources in general, health is the most basic and important factor in human resources (Kthiar, et al., 2022). Because people without health are very difficult to participate in material and spiritual production activities. Therefore, health is considered the first and foremost factor determining human resources' quality (Zulpahmi, 2022).

Indicators for assessing the professional and technical qualifications of HR: Expressed by the percentage of officers, workers, and employees in general with professional qualifications, college, university, and graduate degrees compared to the available labor force of the country.

The intellectual team must effectively perform the following functions: Research, design, consultation, and composition; implement, execute, apply, develop; education, training, fostering, coaching; manage, command, lead, direct, etc. This department can explore new paths in scientific research to achieve new achievements, serving industrialization and modernization. The number of this team is not necessarily large but it is a team of leading scientists, representing the intellectual spirit of the nation.

Ethical, lifestyle, and cultural criteria: In fact, to do anything, other than health, and skill level; ethical, lifestyle, and cultural level will determine the “durability” of the operation process. In any agency or organization, in addition to regulatory factors, the agency's culture, ethical factors, and the lifestyle of human resources contribute to the organization's brand, reputation, and agency.

### **Policy on Developing H-Q HR**

According to Anderson, J. (2003): “Policy is a purported course of action pursued by one or more actors in addressing issues of interest to them”. According to Tan Nguyen Dinh (2011): “Policies are often institutionalized in decisions, legal systems, behavioral norms, and other regulations”. According to Mai Le Chi (2013): “Policy is an action plan set by leaders or managers to solve a certain problem within their competence”. According to Cuong The Bui (2020): “Policy is a political activity, related to primary goals, a series of actions, a set of rules and regulations. The policy regarding values, goals, resources, styles, and strategies can be analyzed. Thus, it can be understood: Policy is an action plan set by leaders or managers to solve a particular problem within their competence. The policy is a set of measures of a

management subject, creating different treatment among groups in a social system to serve the common development goals of the whole system.

The issue of policies on developing H-Q HR has always been the focus of the CP of V, the State, and the whole society. This problem can only be successfully solved by the right, reasonable, and strong enough policies of the State. The policy on the development of H-Q HR is the relevant political viewpoint, decision, and decision of the State with the goal of solutions and appropriate development roadmap to build H-Q HR with opportunities to develop HR with reasonable structure, and quantity (Thu, 2017).

For Vietnam, the development policy of H-Q HR is understood as a system of legal documents issued by the State and agencies of the political system (Party, State, Fatherland Front, and other organizations socio-political) promulgated to develop H-Q HR to meet the development needs of the industry and the country.

## **MATERIALS AND METHODS**

### **Studying the Documents of the CP of V and the Legal Documents of the State of Vietnam**

This study focuses on understanding Party documents in the Innovation period (starting from 1986). In particular, focus on the policies and guidelines of the CP of V on building and developing HR in the Innovation period reflected in the documents of the Party Congress. Specifically: Documents of the IX Congress (2001); Documents of the X Congress (2006); Documents of the XIth Congress (2011); Documents of the XIIth Congress (2016) and the Documents of the XIII Congress (2021).

Studying the policies and laws of the Socialist Republic of Vietnam on education reflected in the laws and codes promulgated by the National Assembly of the Socialist Republic of Vietnam; Resolutions of the Government; Circulars of the Ministry of Education and Training. Specifically: Decision No. 579/QĐ-TTg dated April 19, 2011, of the Prime Minister approving the Strategy for Vietnam's human resource development for 2011-2020 and Decision No. 1216/QĐ-TTg dated July 22, 2011 by the Prime Minister approving the Vietnam Human Resource Development Master Plan for the period 2011-2020, ministries, branches, and localities have formulated, promulgated, and organized the implementation of development strategies and master plans for H-Q HR.

### **Methods of Analysis and Synthesis of Theories**

The theoretical summary includes the following contents:

Add documents, after analysis, find missing or incorrect;

Select records to select only those things that are necessary and sufficient to build arguments;

We are using several disciplinary and interdisciplinary methods in the humanities and social sciences such as the comparative method; methods of analysis and synthesis; logical and historical methods, etc.

Analysis and synthesis are two methods that are closely related to each other to form an inseparable unity: analysis is conducted in the direction of synthesis, while synthesis is performed based on the collected data. In theoretical research, the researcher must analyze and synthesize both documents.

## **RESULTS AND DISCUSSION**

### **The Structure of H-Q HR**

The XIth Congress of the CP of V (2011) emphasized: that developing H-Q HR must pay special attention to developing a team of leaders, good managers, experts, and corporate governance; take care of talented, skilled workers and leading scientific and technological cadres. Based on the views of the Party and especially the current human resource situation, it can be considered that H-Q HR in our country today includes the following HR: Firstly, leaders and managers; second, a team of experts, corporate governance; third, skilled workers; fourth, the science and technology staff.

The forces in the H-Q HR mentioned above are also consistent with the survey results of author Ly Cong Luong (2014) stated in his thesis. According to the survey results, with the question of which force is an H-Q HR in Vietnam today, generally, they agree with the above-mentioned forces at a rather high rate. Over 54% of university teachers surveyed consider themselves good leaders and managers; 77.5% think they are experts and have good corporate governance; about 90% are skilled workers; 88.77% think they are science and technology staff.

These HR components of H-Q HR are also consistent with the position of the International Labor Organization (ILO): considering the classification of the International Labor Organization, the following groups of HR. considered “high-skilled”: primary group 1: legislators, senior officials, and managers; main group 2: Experts; main group 3: technicians and sub-specialists, which also includes researchers.

## **The Role of H-Q HR in National Construction and Development**

HR, especially H-Q HR is the quintessential and important force constituting the nation's HR, an important factor in the cause of national construction and development. The majority of H-Q HR in our country are people working for the public sector, with rights and obligations as prescribed by law. As a management and user entity, the State is responsible for formulating and implementing policies on training, fostering, building, developing, employing, and appreciating H-Q HR. The effectiveness and operational efficiency of the state apparatus are determined by the qualifications, capacity, ethical qualities, and work efficiency of HR, especially H-Q HR.

To put it another way: A person who knows the job and can do the job is like a “tractor” for the machine to work smoothly and move forward (Susan, 2021). It is a fact that in small businesses, H-Q HR is rare and very precious. The most obvious obstacle is the employee's attitude towards work.

As analyzed above, H-Q HR plays an important role in the development of enterprises as well as society. As follows

**Increase labor productivity:** Quality HR help organizations and enterprises improve the professional qualifications of employees (Truong & Anh, 2019). Since then, employees have increased opportunities to access modern and advanced technology and improve the efficiency of business activities. The company can increase revenue, and profit, and employees have a better life.

**Training cost savings:** H-Q HR often have good professional knowledge, job service skills, and proficiency. The selection of highly skilled personnel will help businesses save on recruitment and training costs. They will quickly do good work and create breakthrough results in business activities.

**Increase the competitiveness of enterprises:** H-Q HR is considered as the foundation for enterprises to make great strides in the economic market and increase their competitiveness. In addition, a qualified staff also helps businesses have the opportunity to reach further in the domestic and international markets.

**Improving life, and developing society:** H-Q HR helps create a lot of value for businesses and supports employee training in the company. From there, workers will have a better income, and a developed, modern, and civilized society.

## **The Policies and Strategies for Developing H-Q HR**

President Ho Chi Minh once emphasized: “The cadre is the root of all work. Therefore, cadre training is the original work of the Party” (Minh, vol 5, 2011, p.309). People are the subject of the development of the country, from ordinary workers to the top leader. Therefore, people must be taken as the subject, the center, the resource, the driving force, and the most important development goal of the country. Breakthrough in human development, with a focus on H-Q HR, especially elites, experts, scientists, leaders, managers, and good digital technology HR. HR must have high quality to meet the requirements of the Fourth Industrial Revolution and international integration, to develop the country quickly and sustainably.

The Resolution of the 3rd Central Committee (Session VII) in 1993 affirmed that education and training are the leading national policy, investment in education is an investment in development. The XIth Party Congress (2011) has proposed three strategic breakthroughs, including a breakthrough in HR. The document of the XIth Congress (2011) defines: “H-Q HR are the most elite part of the country’s HR, including those who represent political, moral and lifestyle qualities; have a high level of education and expertise; have good health; always taking the lead in labor, scientific creation, making active and effective contributions to the cause of national construction and defense”.

Over the years, the system of legal documents on human resource development has been promulgated relatively fully and is increasingly being perfected. Specifically, the National Assembly has promulgated the Labor Code in 2012, the Law on Vocational Education in 2014, the Education Law in 2019, the Law on Civil servants (2019), and the Law on Public Employees (2019). These document systems have contributed to the development of highly qualified HR for the process of national construction and development, but there are still some shortcomings and limitations.

Vietnam is in the process of international integration and attracts a lot of investment capital from foreign businesses. However. In such a situation of social and economic development, the policy for the development of the country’s H-Q labor force still exists in the following situations:

Vietnam has an abundant labor source, but the labor force is abundant but has not been properly developed, has no specific plan, and does not know how to maximize the potential of water labor resources.

The quality of Vietnam’s labor force is not high, many workers are still untrained, and training programs for H-Q HR are not really effective in improving the labor force’s quality.

The distribution and support of HR are not effective. The distribution and development of HR by economic region have not been effective, leading to low labor productivity.

Currently, Vietnam still lacks an H-Q labor force. The demand for recruiting H-Q HR is very much, but with an abundant labor force, it has not met the strict recruitment requirements of H-Q HR for organizations, companies, or businesses.

In addition to the rather specific system of legal documents promulgated, the system of state management apparatus on human resource development has been gradually consolidated to improve the effectiveness and efficiency of the management. State management on a national scale, meeting the requirements of the new development period. Currently, the system of state management agencies on human resource development in our country includes ministries with functions and tasks to perform state management in specialized fields related to human resource development. such as the Ministry of Education and Training, the Ministry of Labor - Invalids and Social Affairs, the Ministry of Health, and the Ministry of Home Affairs; ministries with state management functions in several specialized fields related to human resource development such as the Ministry of Finance, the Ministry of Planning and Investment; All ministries, branches, and localities across the country have directly attached establishments providing public services related to human resource development within the scope of their management.

Implement Decision No. 579/QD-TTg dated 19th, April 2011, of the Prime Minister approving the Strategy for Vietnam's human resource development for the period 2011-2020 and Decision No. 1216/QD-TTg dated 22nd, July 2011, the Prime Minister approved Vietnam's HR Development Plan for the period 2011-2020. force; implemented many solutions and policies to attract, recruit, train, foster, and develop H-Q HR, initially achieving important results.

The document of the XIIIth National Congress of the CP of V (2021b, p327) sets out specific goals: "By 2045, the 100th anniversary of the founding of the Democratic Republic of Vietnam, now the Socialist Republic of Vietnam: to become developed countries, income". To achieve this goal, the decisive factor in building and promoting Vietnamese's HR, enabling all citizens to develop freely, comprehensively, and crystallize precious traditional cultural values. precious, have pure morality, have patriotism, and national pride, selectively absorb the cultural quintessence of mankind, be trained, equipped with the knowledge, life skills, creative work capacity, innovative thinking, maximizing intelligence, talent, aspiration to develop in life and creative work.

### **The Problems Raised**

In addition to the achieved results, the development of H-Q HR today also reveals many limitations that have not yet met the requirements and tasks; especially the requirements of the labor market in the integration period. Labor in our country is still mainly unskilled labor, there is a shortage of many highly skilled workers; labor is still mainly active in the agricultural and non-agricultural sectors; Many industries, professions, and fields are always in a serious shortage of H-Q HR such as financial business, banking, auditing, information technology, electronics, telecommunications, mechanical engineering, and manufacturing, etc; Vietnam's labor force structure also has many shortcomings.

The qualification structure of Vietnam's labor force is 01 university or higher/0.32 college/0.61 intermediate/0.37 elementary school. Meanwhile, according to the laws of the labor market, direct workers (beginning, intermediate, college) must be many times more than indirect workers (university level). As of the end of March 2021, the whole country had 417.3 thousand people with professional and technical expertise who were unemployed (accounting for 39.7%), but people with university degrees or higher had the highest unemployment rate (155.5 thousand people).

The above limitations and shortcomings are due to (i) Some committees are not fully aware of the role of HR in the socio-economic development of the locality; (ii) The policy of attracting and creating cadres of excellent graduates, young scientists, etc. have not been implemented effectively; (iii) The assignment and assignment of responsibilities in training and retraining is not reasonable; the coordination between training institutions, between state management agencies in charge of training and training institutions, is not close; human resource training has not met actual needs, especially H-Q HR serving key economic sectors of the province; (iv) The arrangement of HR is not properly qualified, and also partly affects the efficiency and productivity of labor; (v) Human resource forecasting, vocational education, and post-secondary student distribution have not been done well.

### **Suggest Some Solutions**

To realize this strategic breakthrough, it is necessary to study and master several key guidelines and solutions as follows:

First, focus on developing HR, especially H-Q HR, giving priority to HR for leadership, management, and key fields (Trung & Van, 2020; Duchiep, et al., 2022). At the national level,

we have just come up with strategies and plans for human resource development in general, basically, there is no strategy and planning for developing H-Q HR.

Even in the strategy and planning on human resource development in Vietnam for the period 2011-2020, the specific needs for the quantity and quality of H-Q HR of the whole country in general and of each ministry have not been clearly defined, industry and locality in particular (Truong & Anh, 2019). Therefore, there is no basis for building a unified and synchronous policy for developing H-Q HR to effectively attract, recruit, train, foster, arrange, use, and, employ (Trung & Van, 2020; Hoduc, et al., 2022), reasonable force this. Therefore, at this congress, our Party determined that it must continue to implement and further promote the development of HR, especially H-Q HR, striving by 2025 to have a high labor rate in our country have been trained 70%<sup>1</sup>; in which, prioritizing HR for leadership, management, and key areas. This is a new point of view in the Document of the XIIIth Party Congress (2021).

Our country is lacking in leadership, management, and business administration staff with high qualifications; there is a shortage of experts in economic and technical fields and skilled workers, including in key fields. To improve the capacity and efficiency of national governance and corporate governance, it is correct to prioritize the development of HR for leadership and management in key areas (Luongngoc, et al., 2022).

Second, renewing remuneration policies and training H-Q HR. According to a survey conducted by Lorman.com: Remuneration policy plays an essential part in training H-Q HR. The remuneration policy is reflected in salary and bonus; providing funding for training, improving professional qualifications, etc. (HR morning, 2020). This shows that employees in the enterprise are eager to learn and foster more, and at the same time, the values of their human potential have not been effectively exploited. Therefore, businesses need to have policies and content to develop HR right now.

There is still a paradox that many people with high education, well-trained abroad, or valedictorians (quality HR) still find it challenging to find jobs at agencies of the State, while foreign companies and enterprises are ready to welcome them with preferential salaries. Could the impact of the market mechanism have crept into the nooks and crannies of human resource management and utilization (Truong & Anh, 2019; Duchiep, et al., 2022)? Or is it the existence of “cronyism” a typical Asian culture that still exists somewhere and is an obstacle that is difficult to shake? In addition, there is another sad fact that exists in many State agencies, in terms of regulations on the promotion and appointment of cadres, which are still very inadequate.

In many cases, talent and ability are not considered the top criteria. That leads to waste in using H-Q HR and talented HR. Therefore, we have not fully exploited the potential and strengths of this resource to serve the cause of industrialization and modernization of the country. At the same time, attaching improving the quality of education and training to the mechanism of recruiting, using, and creating talents. In fact, if there is an H-Q HR but there is no good recruitment, use, and remuneration mechanism, it will not attract this force and will lead to a “brain drain” (Duchiep, et al., 2022). Meanwhile, talent is increasingly scarce, because talent is not obtained by accident but must go through an elaborate and long-term process of learning and training, so it is necessary to have a specific recruitment mechanism and policy, practical, appropriate, and creates a favorable environment to attract H-Q HR to work.

Third, the policy of attracting and using H-Q HR must be comprehensive. In recent years of renovation, the country’s development practice has shown that the training, attraction, and use of H-Q HR have not met the requirements of comprehensiveness and synchronism. The reality is increasingly revealing the limitations and weaknesses of mechanisms and policies in attracting and using H-Q HR to serve the cause of industrialization and modernization of the country.

The mistakes in a part of the leaders and managers, in addition to the reasons for making mistakes, the shortcomings are because of greed and self-seeking ideas, there are still many cadres and party members who make mistakes due to the same reasons. limited management qualifications, and leadership capacity, especially the management team of enterprises - entrepreneurs (Mai, 2012).

The limitation due to the shortage of HR for business management has significantly affected the results of production and business activities of enterprises, even causing a huge loss of assets and money large of the country.

The low labor productivity of our country is also caused by the limited number of scientific and technological staff, despite the annual number of doctorates, masters, senior specialists, etc. added insignificantly. Not scientists - Vietnamese intellectuals have no capacity. Is it because of the psychological influence of the small-scale farming economy and Confucian culture that many Vietnamese intellectuals only have a mechanical motive to do mandarin? (Van, 2022a & 2022b) Therefore, there have been a large number of scientists with academic titles and degrees who have switched to doing management work. In-depth, specialized knowledge is quickly folded. At the same time, we also have to mention the weakness of technical workers.

Vietnam always lacks a team of skilled technical workers, highly qualified workers, etc. The stated limitations are the cause of the undesirable results, despite our best efforts. Therefore, to accelerate the process of industrialization and modernization to turn Vietnam into a modern industrialized country by 2030, the strategy of training and rational use of H-Q HR must be an overview.

Fourth, build and implement a talent strategy, fully exploiting intellectual labor. To implement the talent strategy, first of all, it is necessary to build an overall framework of a reasonable talent development strategy. Because, only then, talents - H-Q HR can bring into full play their roles and potential to contribute to the development of society. The “talent strategy” needs to be developed synchronously from the stage of discovery, and selection to training, fostering, employing, and special treatment, which is adequate to their capacity and dedication. Building in a team of talented people aspiring for a powerful Vietnam.

When it comes to the quality of HR, it is not only about health, intelligence, and capacity but also about the fundamental factor which is culture and ideology. With that spirit, the XIIIth Party Congress advocated that human resource development, especially H-Q HR, must be associated with “Arousing the aspiration to develop a prosperous and happy country, and the will to strive for excellence develop and promote Vietnamese cultural values and human strength in the cause of national construction and defense” (CP of V, 2021a). To do this well, it is necessary to “focus on researching, identifying and implementing the construction of the national value system, the cultural value system and Vietnamese human standards associated with preserving and developing the value system. Vietnamese families in the new era, etc. Step by step to overcome the limitations of the Vietnamese people, build the Vietnamese people of the new era, closely and harmoniously connecting traditional values with modern values” (CP of V, 2021a).

Pay attention to building and implementing cultural standards in leadership and management. Focus on building a healthy, democratic, united, and humane office culture environment; push back bureaucracy, factionalism, disunity, opportunism, and pragmatism. Building corporate, entrepreneurial, and entrepreneurial culture (CP of V, 2021b). Along with that is arousing the desire to develop a prosperous and happy country for every Vietnamese person. This is the spiritual motivation that strongly motivates them to strive to seize opportunities and overcome challenges to constantly develop.

H-Q HR is special HR, they are the result of a process of education - training, practical participation in labor, drawing on experience, and practical skills. Up to now, we have only

given importance and priority to education and training solutions (input solutions) but paid little attention to solutions, policies on employment, and remuneration. talents, and H-Q HR (output solutions). Therefore, the State needs to change the policy to focus both on training and using this resource. To make a breakthrough in the spirit of the Resolution of the XIIIth Party Congress (2021) on human resource development, in which the focus is on developing H-Q HR, the State needs to drastically implement the renovation of the remuneration policy for this resource to create a driving force to promote the cause of industrialization and modernization of the country.

People are always the number one factor of the productive forces; Investment in people is an investment for long-term and sustainable development. With that spirit, successfully implementing the strategy of human resource development, especially H-Q HR, is one of the top priorities in Vietnam nowadays.

## CONCLUSION

H-Q HR cannot come naturally, it is a process of formation and development with the influence of many factors; that require the Party and State of Vietnam, as well as leaders and managers, to pay great attention to the selection, training, training, and use. Mechanisms and policies must ensure a systematic, synchronous breakthrough to make a difference in attracting and using talents. It is an important factor to obtain H-Q HR.

To radically and comprehensively renew education and training; implement the viewpoint that education-training and science-technology are the leading national policy. This is a strategic, long-term issue. Failure to promptly renew education and training, leading to backwardness and lagging in the Fourth Industrial Revolution will not be able to achieve the country's development goals by 2030 and vision to 2045. To make a breakthrough in this regard, it is necessary to make a focused and effective investment in education and training, and science-technology, which, to focus on investing in H-Q HR in these fields.

Thus, the study is to clarify the concepts of human resources, high-quality human resources, and Indicators for assessing the quality of HR, on that basis, to analyze the policy on Developing H-Q HR, the structure of H-Q HR, the role of H-Q HR in national construction and development, the policies and strategies for Developing H-Q HR; some issues raised in the procedure of developing H-Q HR of Vietnam; this study also provided some solutions a number to improve the policy of developing H-Q HR in Vietnam in the future. However, due to objective and subjective reasons, there are a number of policy issues to attracting H- Q HR

from abroad; training of H- Q HR from developed countries has not been mentioned yet; The proposed solutions have not been tested in practice and need more time. However, the results that this study brings will be suggestions for the State to consider and refer to in the subsequent phases of policy-making to develop H- Q HR.

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