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Human Resources Development Model in the Business: The Case of Telecommunication Enterprise in Ho Chi Minh City

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Abstract

Human resource development has long been a topic of interest to many businesses and organizations; many governance and operating models have been built and widely deployed in many industries and fields, including telecommunications. Telecommunications enterprises play an important role in the national economy, so it is necessary to encourage the development of telecommunications enterprises in general and to develop human resources for telecommunications enterprises in particular. The paper

aims to systematize the theoretical basis as well as identify the factors of the research model for human resource development in telecommunications enterprises in Ho Chi Minh City. The paper mainly uses quantitative research methods with tools such as exploratory factor analysis (EFA), confirmatory factor analysis (CFA) as well as SEM linear structure model. The results of the paper are an important part of the author's research during his PhD studentship at Tra Vinh University.

Keywords: Human Resource Development, Corporate Culture, Recruitment, Training and Career Development, Working Environment, Remuneration Policy, Structural Equation Modeling SEM, Telecommunications Enterprises

1. Introduction

Previous studies on the influence of factors on human resource development with the intermediary factor being corporate culture have not been considered comprehensively and are incomplete in terms of science and theory. That is the reason why the author conducts research to better analyze the relationship between factors of recruitment, training and career development, working environment, remuneration policy, corporate culture; and their impact on human resource development. Research on the topic of human resource development in telecommunications enterprises satisfying the following requirements: (1) Consider the relationship of factors at the same time. The research is aimed at employees at telecommunications enterprises in Ho Chi Minh City, responding to the increasing importance of this field. (2) The group of factors of recruitment, training and career development, working environment, remuneration policy, corporate culture and human resource development are thoroughly and systematically considered. And (3) the method of data processing is both qualitative and quantitative, providing high reliability and accuracy.

2. Theoretical Basis

The theoretical basis of the paper is related to the topic of human resource development and factors affecting human resource development such as recruitment, training and career development, working environment, remuneration policy, corporate culture.

Human resource development is a concept related to organizational training activities, carried out in a certain time with the goal of improving the professional capacity of employees; thereby improving labor quality and production efficiency for enterprises. Corporate culture is a concept related to the core values and objective characteristics of the organization, especially the organizational environment, which is made up of shared values, beliefs and practices. One way to develop the number of human resources is through recruitment activities because if the number of employees is not guaranteed, it will greatly affect the organizational culture as well as human resource development, recruitment and selection. Recruitment is the coordination of activities between the recruitment department and other functional departments in the enterprise. In addition, employees can create or maintain a competitive advantage through capacity development, so workers must be considered as an important resource that an organization needs to encourage, train, motivate. This is a concept related to training and development that will be used in this paper. The concept of organizational environment refers to the state of the work environment that can meet the individual needs of the members of the organization, it is a place where individuals are involved in their daily work. Last

but not least is the concept of remuneration policy, which refers to the material and spiritual regimes for employees (salary, reward, discipline, improvement of environment, working conditions, implementation of regimes on health, insurance and labor safety, entertainment, vacation...); This is considered as the foundation for maintaining and developing human resources of enterprises.

3. Hypothesis and Research Model

3.1 Research gap

The literature review shows that most of the studies focus on determining the impact of factors such as recruitment, training and career development, working environment, and remuneration policies on human resource development. No studies have been found that consider the mediating influence of corporate culture factors. This is considered a gap and is focused on solving in this study.

The main limitations of previous studies focus on four basic points: Handling model of factors is not suitable for telecommunications industry (previous studies have not evaluated both directly and indirectly). The factors have not been fully considered (human resource development, recruitment, training and career development, working environment, remuneration policy, corporate culture), the method of data processing is still limited and the subjects of application are not employees at telecommunications enterprises.

3.2 Research hypothesis

The study builds research hypotheses according to each impact group, including:

- Evaluate the impact of factors on corporate culture.
- Evaluate the impact of factors on human resource development.

The hypothetical group evaluates the impact of factors on corporate culture as described in Fig 1, including:

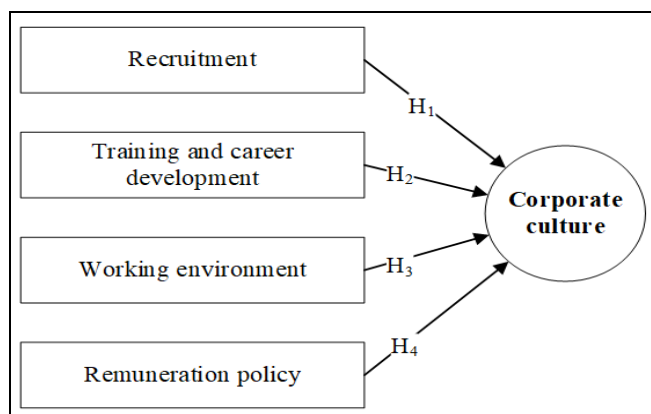


Fig 1: Impact of factors on human resource development

Hypothesis H₁: Recruitment of personnel has a positive influence on corporate culture in telecommunications enterprises.

Hypothesis H₂: Training and career development has a positive influence on corporate culture in telecommunications enterprises.

Hypothesis H₃: Working environment has a positive influence on corporate culture in telecommunications enterprises.

Hypothesis H₄: Remuneration policies has a positive influence on corporate culture in telecommunications enterprises.

The hypothetical group evaluates the impact of factors on human resource development as described in Fig 2, including.

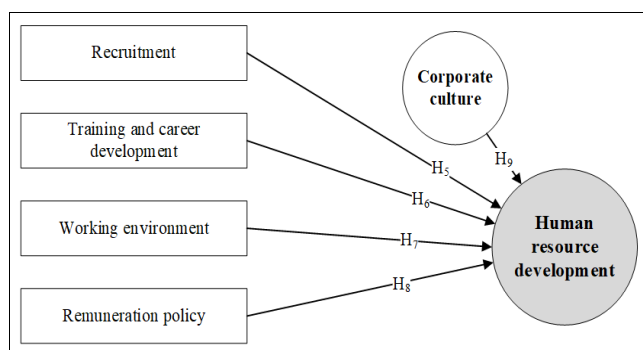


Fig 2: Impact of factors on Human Resource Development

Hypothesis H₅: Recruitment of personnel has a positive influence on Human resource development in telecommunications enterprises.

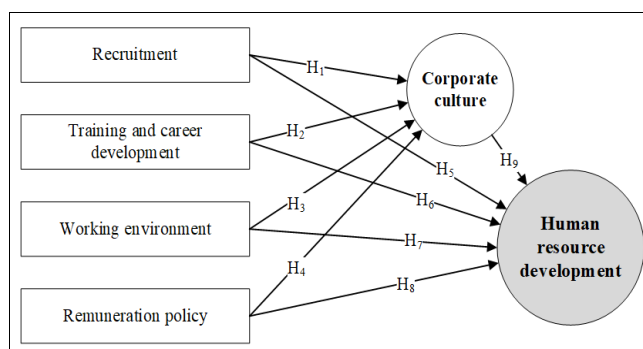
Hypothesis H₆: Training and career development has a positive influence on human resource development in telecommunications enterprises.

Hypothesis H₇: Working environment has a positive influence on human resource development in telecommunications enterprises.

Hypothesis H₈: Remuneration policy has a positive influence on human resource development in telecommunications enterprises.

Hypothesis H₉: Corporate culture has a positive influence on human resource development in telecommunications enterprises.

Research model with 6 groups of factors showing the impact of recruitment, training and career development, working environment, remuneration policy, corporate culture on human resource development of employees at telecommunications enterprises in Ho Chi Minh City as shown in Fig 3 as follows.



Source: Proposed by author, 2023

Fig 3: Proposed Research Model

4. Research Methods

Research, survey and evaluate the current status of human resource development in telecommunications enterprises in Ho Chi Minh City. From there evaluate the current policies. The detailed research process is shown in Fig 4 below.

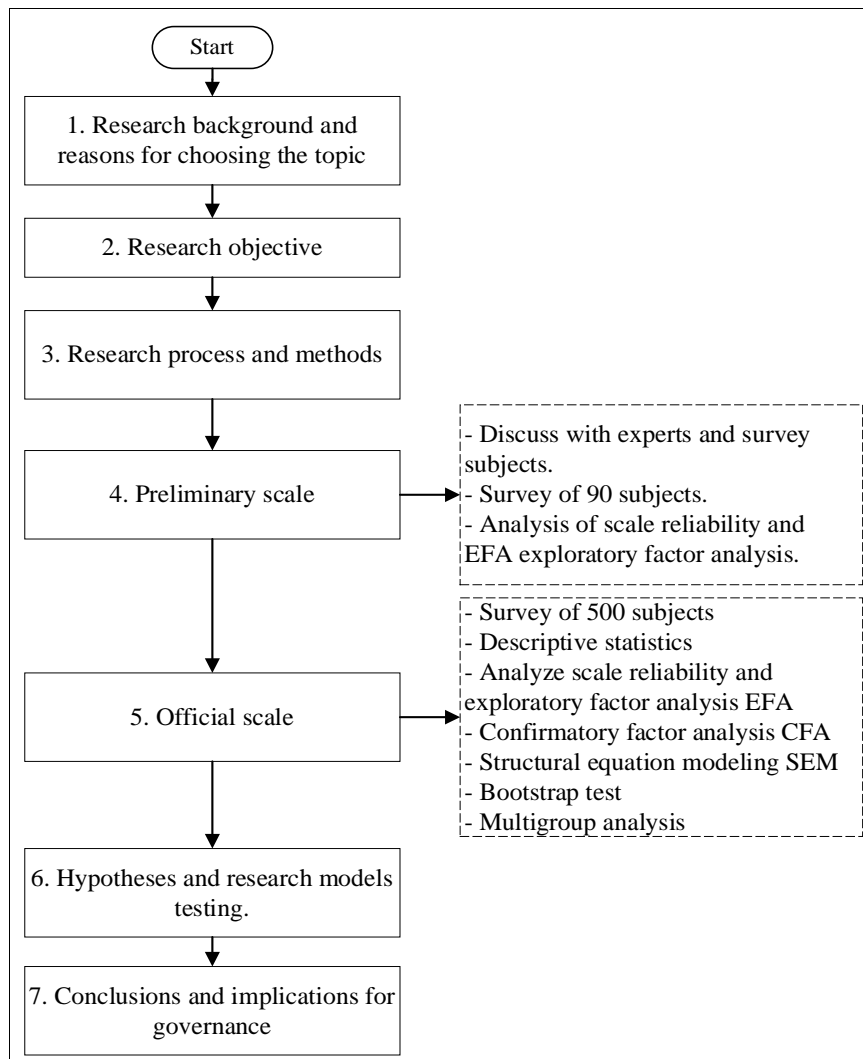


Fig 4: Research Process

In the first step, the issues of the research context (theoretical and practical) are presented and analyzed, combined with the process of reviewing relevant documents at home and abroad; helped the author to identify the research gap.

In the second step, the author identifies the objectives as well as the research questions that the thesis needs to clarify. In addition, this step also defines the research objects and scope, structure of the research.

In the third step, the author presents the research process and methods. This study applies a combination of both qualitative and quantitative research methods.

In the fourth step, the author designs the scale and gives some tests. By inheriting theoretical foundations as well as hypotheses and research models, the author discusses with experts to seek confirmation and adjust the relationships and components. Finally, form the formal research model.

The fifth step, is to collect research samples. The data underwent analysis such as descriptive statistics, scale reliability, exploratory factor analysis EFA, confirmatory factor analysis CFA, structural equation modeling SEM, Bootstrap test and multigroup structure analysis.

The sixth step, which proceeds to test the research hypotheses and models, provides some discussion.

In the seventh step, the author concludes the research problem and gives some management implications.

5. Conclusion

This study has added a wealth of scholarly knowledge on how to develop human resources in telecommunications enterprises through organizational culture. In addition, the results of the literature review also show that the mediating factors of corporate culture also affect human resource development such as factors of recruitment, training and career development, working environment or remuneration policy.

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