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INFLUENCE FACTORS TO HUMAN RESOURCE DEVELOPMENT IN BUSINESS: A CASE HO CHI MINH CITY TELECOMMUNICATION

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A SUMMARY OF DOCTORAL THESIS
IN BUSINESS ADMINISTRATION

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CHAPTER 1
OVERVIEW OF THE RESEARCH PROBLEM

1.1 RESEARCH CONTEXT

1.1.1 Practical context

In the context of global economic competition and international economic integration, all countries consider human resources to be the most important tool to improve product competitiveness, enterprise competitiveness and productivity. national competitiveness. For telecommunications businesses, human resources are always a decisive factor for the survival and development of the business, because these businesses require a large number of employees with skills and knowledge. solid expertise. Currently, the human resources of Vietnam's telecommunications industry in general and local telecommunications in particular are both lacking and weak. Although Ho Chi Minh City is the country's leader in economic and technological development, it is no exception. Currently, Ho Chi Minh City still has a lot of room to develop the telecommunications industry, but to develop effectively, it needs to have human resources that are strong in quality and sufficient in quantity. According to 2019 statistics, City Telecom has a total of 2,068 employees, including 1,777 men (86%) and 292 women (14%). City Telecom's workforce has good professional qualifications, a high sense of discipline, and experience in business, sales and customer care; Service quality is respected. In addition, City Telecommunications always receives the attention and direction of the City Party Committee, Ho Chi Minh City People's Committee, the Ministry of Information and Communications and the Vietnam Posts and Telecommunications Group (Group). In the current conditions where science is increasingly developing and competition between competitors in the industry is increasingly fierce, Ho Chi Minh City Telecommunications needs to innovate and at the same time build a proactive corporate culture. Human resource development (HRD) because it is the deciding factor for all remaining factors and resources. Therefore, finding and analyzing factors affecting human resource development is a very important practical requirement for telecommunications industry managers in the city Ho Chi Minh.

1.1.2 Theoretical context

Since the late 90s, organizations and corporations have begun to pay attention to the topic of human resource development. Since then, many management and operating models have been built and widely deployed, of which the human resource management model of Harvard, Beer et al. (1984) is considered a turning point. important in the process of forming human resource concepts when "taking people as the center, taking human satisfaction as the foundation". In addition, related studies can include: Michigan's human resource management model (1984), Morrison (1996), Nguyen Huu Than (2010) or research by Do Phu Tran Tinh (2012), ... All affirm the importance of human resources and human resource development in businesses. Along with articles published in other newspapers and scientific journals specializing in business administration, the research objects of the mentioned studies only revolve around professions that have been saturated in the face of fierce competition from the industry. Foreign companies, there is no research on human resource development related to the telecommunications field. Through a review of documents related to human resource development, the majority of studies have not mentioned the corporate cultural factor that plays a mediating role between the independent and dependent variables. Therefore, this may be a new discovery to help telecommunications businesses have a deeper look at this issue and is clarified by the author in his research topic.

From the above reasons, the author decided to choose the topic "Factors affecting human resource development in enterprises: The case of Ho Chi Minh City telecommunications" as his research topic.

1.2 RESEARCH OBJECTIVE

Firstly, identify factors affecting corporate culture and human resource development of telecommunications enterprises in Ho Chi Minh City; Second, measure the level of influence of factors on corporate culture and human resource development of telecommunications enterprises in Ho Chi Minh City; Third, test the mediating role of corporate culture in the relationship between factors affecting human resource development; Fourth, propose appropriate management implications to improve corporate culture and human resource development in telecommunications enterprises in Ho Chi Minh City.

1.3 RESEARCH QUESTION

Question 1: What factors affect the corporate culture and human resource development of telecommunications enterprises in Ho Chi Minh City? Question 2: To what extent do these factors influence the corporate culture and human resource development of telecommunications enterprises in Ho Chi Minh City? Question 3: How does corporate culture play an intermediary role in the relationship between factors affecting human resource development of telecommunications enterprises in Ho Chi Minh City? Question 4: What management implications are appropriate for developing human resources for telecommunications enterprises in Ho Chi Minh City?

1.4 RESEARCH SUBJECTS

1.4.1 Research object

Factors affecting enterprise human resource development: The case of telecommunications enterprises in Ho Chi Minh City.

1.4.2 Survey subjects

Management levels and from the perspective of employees in business units, enterprises, and enterprise branches in the telecommunications industry.

1.5 SCOPE OF RESEARCH

Scope of content: focuses on identifying factors affecting corporate culture and human resource development of telecommunications enterprises through a review of previous research combined with relevant theories.

Spatial scope: research was conducted on telecommunications businesses operating in Ho Chi Minh City.

Time scope: The study is conducted in the period from 2021 to 2023.

1.6 RESEARCH METHODS

Research methods combining qualitative and quantitative research methods are used to address the research objectives.

1.7 NOVELTY AND RESEARCH SIGNIFICANCE

1.7.1 Novelty

First, the corporate culture variable is the intermediate variable, while the dependent variable is the human resources development of the telecommunications industry enterprises. Second, add observed variables to the scale "Training and career

development". Third, there is a connection between corporate culture and human resource development of telecommunications enterprises.

1.7.2 Research significance

1.7.2.1 Theoretically

The study provides insight into factors such as recruitment policies, training and development, remuneration and working environment that affect the development of human resources in telecommunications enterprises. The research can expand general understanding of human resource management in the telecommunications sector, especially in the specific context of Ho Chi Minh City. This can be useful for both academic research and practical businesses.

1.7.2.2 Practically

Research helps businesses shape their human resource strategies and development plans, increase the ability to achieve business goals and can optimize human resource management, identifying future challenges and opportunities of the industry telecommunication.

1.8 STRUCTURE OF THE THESIS

The main content of the thesis is arranged into 5 separate chapters. Specific chapters are presented as follows:

Chapter 1: Research overview

Chapter 2: Theoretical basis and research model

Chapter 3: Research design

Chapter 4: Research results

Chapter 5: Conclusion and management implications

CHAPTER 2
THEORETICAL BASE AND RESEARCH MODEL

2.1 BACKGROUND THEORIES

2.1.1 Theory of human resources of enterprises

The theory of resources proposed by Wernerfelt (1984) states that a resource is anything that a business can use as a strength. A business's resources at a certain time can be defined as assets (Caves, 1980). Barney (1991) defines enterprise resources as including types of assets, employee capabilities, organizational processes, enterprise characteristics, information, knowledge... that enterprises control, allowing businesses to Businesses implement strategies to improve results. In traditional strategic analysis, firm resources are used to implement strategies (Learned, Christensen, Andrews, & Guth, 1969; Portei; 1981). Barney (1991) classifies resources into three types: physical capital (Williamson, 1975). human capital (Beckei; 1964) and organizational capital (Tdmei; 1987).

2.1.2 Dynamic capabilities theory of the enterprise

The dynamic capabilities theory of Teece et al. (1997) was born on the basis of RBV theory applied in rapidly changing markets. Dynamic capabilities theory has been applied in many studies in many occupations, most typically in high-tech occupations. A firm's dynamic capabilities are quite difficult to copy and replace. Therefore, dynamic capabilities are the basis for creating competitive advantage and improving business performance (Barney, 1986; Eisenhardt and Martin, 2000).

2.1.3 Human capital theory

Human capital theory was built to explain the relationship between human resource development and the influence of human capital on income. First developed by Becker (1975). Human capital theory is often considered to analyze the pattern of benefits from income from an individual perspective.

2.2 RESEARCH CONCEPTS

2.2.1 Telecommunications

2.2.2 Human resources

2.2.3 Human resource development

Leonard (1984) defined human resource development as the process of implementing organized learning activities, taking place within a prescribed time to

enhance the ability to improve work results, increase the ability to develop development of both organizations and individuals. Next, Sredl and Rothwell (1997) argue that human resource development aims to organize structured learning experiences, sponsored by the employer. Gilley and colleagues (2002) emphasize human resource development as the process of promoting organizational learning activities, creating improvements in work performance and creating change through Organize the implementation of solutions, initiatives and management activities to improve theorganization's capacity, operational performance and competitiveness and innovation. According to Bui Van Nhon (2006), Tran Xuan Cau and Mai Quoc Chanh (2008), human resource development is the development in the aspects of capacity, skills and activities of businesses and economic organizations, in order to improve work performance and performance of the entire economy.

In the author's opinion, human resource development at telecommunications enterprises is a process of changing the quantity, quality and structure of human resources to meet the production and business requirements of the enterprise. Inaddition, it also includes activities to improve professional qualifications and improve the working efficiency of human resources.

2.2.4 Corporate culture

According to the International Labor Organization (ILO), corporate culture is a special mixture of values, standards, habits and traditions, attitudes and rituals, all of which are unique. for a known organization. Duong Thi Lieu (2009) believes that corporate culture is a system of values, standards, perspectives and behaviors of an enterprise, which governs the activities of all members of the enterprise and creates its identity. The enterprise's own business identity. Edgar Schein (2010) believes that corporate culture is the synthesis of common concepts that company members learn in the process of solving internal problems and dealing with problems with the surrounding environment. According to Nguyen Manh Quan (2011), corporate culture is defined as a system of meanings, values, dominant beliefs, perceptions and thinking methods shared by all members of an organization. agree and have a wide-ranging influence on the way members act.

Thus, from the point of view of this topic, corporate culture can be understood as all cultural values created during the operation of the enterprise, becoming values, customs,

and traditions. The system is deeply ingrained in the operations of the enterprise and governs the thoughts, emotions and behavior of the members of the enterprise in pursuit of common goals. Corporate culture is expressed in the core value system and cultural standards of the enterprise, including a system of material and spiritual values created and kept by the enterprise itself during the process of formation and development. your development.

2.3 RESEARCH RELATED TO CORPORATE CULTURE

2.4 RESEARCH RELATED TO HUMAN RESOURCE DEVELOPMENT IN ENTERPRISES

2.4.1 Foreign research

Research in the world such as: P.V.C. Okoye et al (2013); Al-Sayyed (2014); Malihe Mohamedi et al (2015); Fran et al (2018); Zeqir et al (2019); Akoi et al (2020).

2.4.2 Domestic studies

Domestic studies such as: Le Thi My Linh (2009); Nguyen Thi Hong Cam (2011); Pham The Anh and Nguyen Thi Hong Dao (2013), Do Phu Tran Tinh and Nguyen Van Kien (2013), Nguyen Thanh Vu (2015); Nguyen Phan Thu Hang (2017); Tran Hung Cuong (2021).   Based on synthesizing the theoretical basis as well as synthesizing previous related research, the author finds that there are many factors affecting enterprise human resource development. However, through interviews with experts and in the context of this research, the author proposes factors affecting human resource development of telecommunications enterprises including: recruitment, training and career development, environment working environment and remuneration policy and through the intermediary factor of corporate culture.

2.5 HYPOTHESES AND RESEARCH MODELS

2.5.1 Research hypothesis

Table 2.1: Summary of research hypotheses

No.	Content	Expect
H1	Recruitment has a positive impact on human resource development in telecommunications enterprises in Ho Chi Minh City.	(+)

No.	Content	Expect
H2	Training and career development have a positive impact on human resource development in telecommunications enterprises in Ho Chi Minh City.	(+)
H3	The working environment has a positive influence on human resource development in telecommunications enterprises in Ho Chi Minh City.	(+)
H4	Remuneration policies have a positive impact on human resource development in telecommunications enterprises in Ho Chi Minh City.	(+)
H5	Training and professional development have a positive impact on telecommunications business culture in Ho Chi Minh City.	(+)
H6	The working environment has a positive influence on corporate culture in telecommunications enterprises in Ho Chi Minh City.	(+)
H7	Remuneration policies have a positive impact on the culture of telecommunications businesses in Ho Chi Minh City.	(+)
H8	Corporate culture has a positive influence on human resource development in telecommunications enterprises in Ho Chi Minh City.	(+)

(*Recommended by the author*)

2.5.2 Research models

```
┌─────────────┐
│ Recruitment │
└─────────────┘                      ┌──────────────┐
                                     │  Corporate   │
         H5(+)                       │   culture    │
┌─────────────┐                      └──────────────┘
│ Training and│       H1(+)                 H8(+)
│   Career    │
│ Development │       H2(+)
└─────────────┘
         H6(+)                       ┌────────────────────┐
                                     │  Developing human  │
┌─────────────┐      H3(+)           │   resources in     │
│    Work     │                      │ telecommunications │
│ environment │                      │    enterprises     │
└─────────────┘                      └────────────────────┘
         H7(+)      H4(+)
┌─────────────┐
│Remuneration │
│   policy    │
└─────────────┘
```
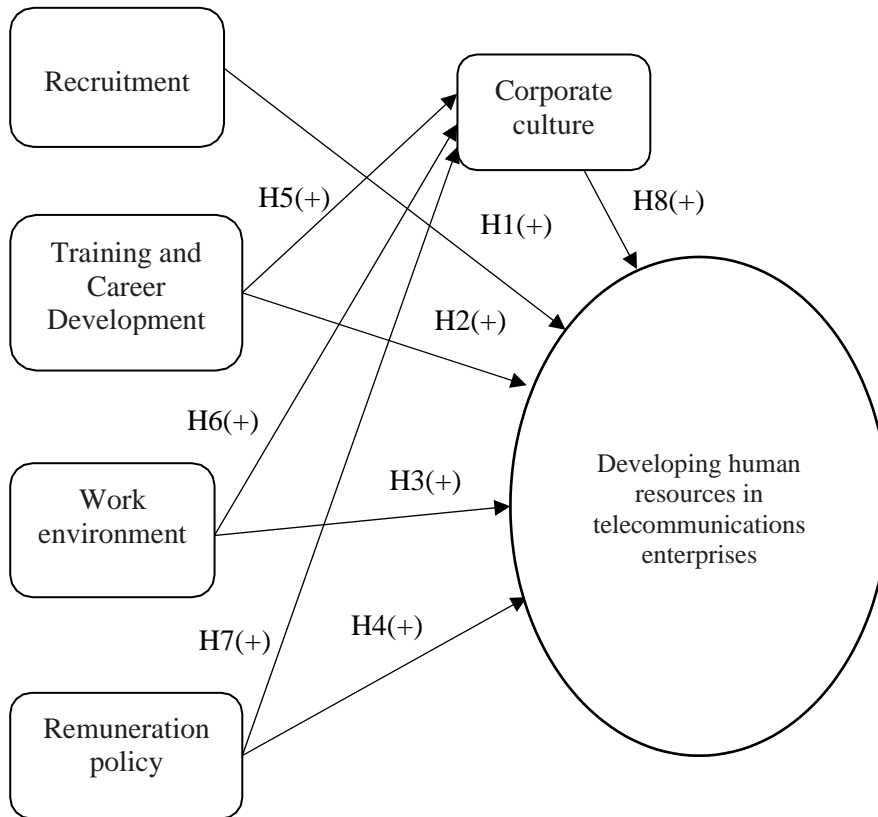
Picture 2.1: Proposed research model

(Source: Expert interview results)

CHAPTER 3

RESEARCH DESIGN

3.1 RESEARCH PROCESS

To meet the research objectives, the author performed 16 detailed steps as follows:

Step 1: Identify the research problem

Step 2: Determine research goals

Step 3: Theoretical basis and research model

Step 4: Hypothesis and proposed research model

Step 5: Propose a preliminary scale

Step 6: Official scale

Step 7: Test hypotheses and research models

Step 8: Conclusion and management implications

3.2 RESEARCH METHODS

Use a combination of both qualitative research methods and quantitative research methods.

3.3 MEASUREMENT SCALE

3.3.1 Original scale

3.3.2 Adjusting vocabulary and adding measurement scales

TT	Thang đo	Mã hóa	Biến quan sát
1	Recruitment	TD	4
2	Training and Career Development	DT	5
3	Work environment	MT	4
4	Remuneration policy	DN	5
5	Corporate culture	VH	7
6	Development human resources in telecommunications enterprises	PTNNL	4
Total			**29**

(Source: compiled by author)

3.3.3 Preliminary quantitative research

The goal of the preliminary quantitative research is to evaluate the reliability of the scale. The scale was used for pilot interviews with 100 survey forms from 30 telecommunications businesses using the convenience sampling method. Testing the scale, all observed variables have total variable correlation coefficients greater than 0.3 and all have Cronbach's Alpha index greater than 0.6. Exploratory factor analysis of the identified scales all achieved reliability, discriminant validity and convergent validity.

The results of the telecommunications enterprise human resource development scale include 4 observed variables, corporate culture includes 7 observed variables, recruitment includes 4 observed variables, training and career development include 5 observed variables, working environment includes 4 observed variables and remuneration policy includes 5 observed variables.

3.4 FORMAL QUANTITATIVE RESEARCH

The official quantitative research goal is to test hypotheses to redefine the research model. Inheriting the preliminary quantitative research results, an official questionnaire was used to collect data. The sample size is 500. The study uses SPSS and AMOS software to perform statistics and testing.

CHAPTER 4

RESEARCH RESULTS

4.1 OVERVIEW OF TELECOMMUNICATION IN HO CHI MINH CITY

4.1.1 General information

4.1.2 Personnel situation

4.1.3 Business operations situation

4.2 STUDY SAMPLE STATISTICS

Table 4.1: Research sample characteristics

	Demographic	Quantity	percent
Gender	Male	359	71,8%
	Female	141	28,2%
Age	< 30 years old	135	27%
	30 – 39 years old	191	38,2%
	40 – 49 years old	108	21,6%
	> 50 years old	66	13,2%
Educational attainment	Beginner/Intermediate	104	20,8%
	College	143	28,6%
	University	194	38,8%
	Post-Graduate	59	11,8%
Seniority	Under 3 years	79	15,8%
	From 3 to less than 5 years	197	39,4%
	From 5 to less than 10 years	113	22,6%
	From 10 to less than 20 years	70	14%
	From 20 years or more	41	8,2%
Workplace	Business	102	20,4%
	Technical experts	225	45%
	Accounting, finance,	72	14,4%

Demographic	Quantity	percent
human resources		
Manager, director	52	10,4%
Other	49	9,8%

(Source: Data processing results from the survey)

In general, the sample structure is suitable for research, helping to ensure the representativeness and accuracy of research results.

4.3 RESULTS OF SCALE RELIABILITY ANALYSIS

Table 4.2: Testing the reliability of the scale

No.	Measurement Scale	Cronbach's Alpha
1	Recruitment	0,939
2	Training and career development	0,885
3	Working environment	0,873
4	Remuneration policy	0,892
5	Corporate culture	0,861
6	Developing humanresources in telecommunications enterprises	0,918

(Source: Data processing results from the survey)

4.4 RESULTS OF EXPLORATIONAL FACTOR ANALYSIS

With the results of KMO and Bartlett's tests, it is noted that $0.5 < KMO <= 0.897 < 1$; Sig Bartlett's Test $= 0.000 < 0.05$. Conduct exploratory factor analysis. As a result of EFA analysis, 6 factors were extracted from 29 observed variables.

4.5 RESULTS OF CONFIRMATION FACTOR ANALYSIS

Table 4.3: Summary table of CFA testing results

Indices	Standard	Results	Conclusion
Chi-square/df	1-3	2,530	Accept

Indices	Standard	Results	Conclusion
CFI	> 0,9	0,943	Accept
TLI	> 0,9	0,936	Accept
RMSEA	< 0,08	0,055	Accept
P - value	< 0,05	0,001	Accept

(Source: Data processing results from the survey)

4.6 RESULTS OF LINEAR STRUCTURAL MODEL ANALYSIS

The results of evaluating the model fit indices are shown in the following table:

Table 4.4: Summary table of results of testing the model's suitability

Indices	Standard	Results	Conclusion
Chi-square/df	1-3	2,707	Accept
CFI	> 0,9	0,936	Accept
TLI	> 0,9	0,929	Accept
RMSEA	< 0,08	0,058	Accept
P - value	1-3	2,707	Accept

(Source: Data processing results from the survey)

SEM analysis confirms that all the hypotheses set out are accepted. At the same time, the analysis results also present standardized estimates, showing the level of influence and strength of the relationships detailed in the following table:

Table 4.5: Regression coefficient of normalized relationships

No.	Correlation	Estimated
1	Recruitment -> Human resources development of telecommunications enterprises	0,320
2	Training and career development -> Human resources development of telecommunications enterprises	0,105
3	Work Environment -> Human resources development of telecommunications enterprises	0,140

No.	Correlation	Estimated
4	Remuneration policy -> Human resources development of telecommunications enterprises	0,189
5	Training and career development -> Corporate culture	0,225
No.	Correlation	Estimated
6	Work Environment -> Corporate culture	0,371
7	Remuneration policy -> Corporate culture	0,209
8	Corporate culture -> Human resources development of telecommunications enterprises	0,147

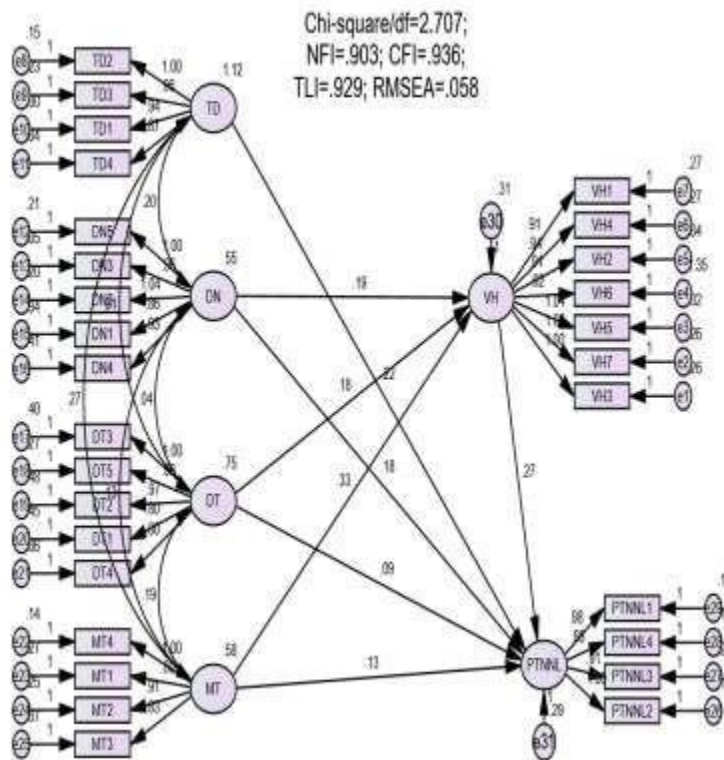*(Source: Data processing results from the survey)*

Figure 4.1: SEM analysis with standardized research model

(Source: Data processing results from the survey)

* DIRECT, INDIRECT AND AGGREGATE EFFECTS

Table 4.6: Direct, indirect and aggregate impacts (standardized)

	Effect	Human resources development of telecommunications enterprises	Corporate culture
Recruitment	Direct	0,320	0,000
	Indirect	0,000	0,000
	Total	0,320	0,000
Training and career development	Direct	0,163	0,225
	Indirect	0,058	0,000
	Total	0,221	0,225
Working environment	Direct	0,234	0,371
	Indirect	0,095	0,000
	Total	0,329	0,371
Remuneration policy	Direct	0,242	0,209
	Indirect	0,053	0,000
	Total	0,295	0,209
Corporate culture	Direct	0,256	
	Indirect	0,000	
	Total	0,256	

(Source: Data processing results from the survey)

Through testing the structural model, the thesis has tested the influence and impact of recruitment, training and career development, working environment, and remuneration policies on enterprise human resource development. telecommunications, as well as testing the level of mediating impact of corporate culture on the relationship between independent variables and dependent variables, this is a partially mediated relationship.

Table 4.7: Intermediate effects

Relationship	Direct Effects	Indirect Effects	Conclusion
DT → VHDN → PTNNL (H5)　　(H8)	0,225 0,256	0,058	Partial intermediary
MT → VHDN → PTNNL (H6)　　(H8)	0,371 0,256	0,095	Partial intermediaryy
DN → VHDN →　PTNNL (H7)　　(H8)	0,209 0,256	0,054	Partial intermediaryy

(Source: Data processing results from the survey)

4.7 BOOTSTRAP TESTING RESULTS

Bootstrap test results show that the standardized estimates of the linear structural model with the official sample size (size 500 observations) and the Bootstrap sample (size 2,000 observations) have no significant difference. confirms that the estimated results of this study are reliable.

4.8 RESULTS OF MULTI-GROUP STRUCTURAL ANALYSIS

The test results show that there are differences in the impact of the components in the research model between employees with different job positions.

4.9 DISCUSSION OF RESEARCH RESULTS

Based on the tested results, the study conducted discussions with experts through in-depth interviews to compare the research results with the actual context. At the same time, the results of this study are also compared with the results of previous research.

4.9.1 Discuss the relationship of factors to human resource development in telecommunications enterprises

*Regarding recruitment

Research results show that Recruitment has a positive influence on human resource development in telecommunications enterprises (standardized coefficient TD -> Human Resource Development equal to 0.320). Any organization must have a strategy to attract talented people to develop the organization as well as create better competition than

other organizations. This research result is similar to the studies of Storey (2007), Khan (2012), Alsabbah and Ibrahim (2014) in recognizing recruitment as an important factor to help businesses develop human resources.

*About training and career development

Research results show that training and professional development have a positive influence on human resource development in enterprises (standardized coefficient of revenue -> human resource development is 0.105). This research result is similar to the studies of Nadler and Nadler (1987), Morrison (1996), Pfeffer (1998), Jithendran and Baum (2000), Ramlall (2003), Singh (2004), Po Hu (2007). Marwat and Tahir (2011), Do Phu Tran Tinh (2012) in recognizing training and career development as an important factor for enterprise human resource development.

*About the working environment

The organization's working environment has a significant positive influence on human resource development (standardized coefficient MT -> Human Resource Development is 0.140). This research result is similar to the studies of Nguyen Quang Thu (2005), Do Phu Tran Trinh (2012), Huynh Thi Thu Suong (2016) in recognizing the working environment as an important factor for development. Developing the enterprise's human resources.

*Regarding remuneration policy

The results show that the organization's remuneration policy has a significant positive influence on human resource development (standardized coefficient of enterprise -> human resource development equal to 0.189). This research result is similar to studies by Michigan (1984), Morrison (1996), Pfeffer (1998), Ramlall (2003),Nguyen Quang Thu (2005), Tran Kim Dung (2009), Vahdat et al. (2012), Do Phu TranTrinh (2012), Huynh Thi Thu Suong (2016) in recognizing remuneration policy as an important factor in developing an enterprise's human resources.

4.9.2 Discuss the mediating role of corporate culture

The direct influence of corporate culture on human resource development is positive (standardized coefficient of culture -> human resource development equal to 0.256), the findings of this study demonstrate the importance of corporate culture in deciding human resource development of telecommunications enterprises. pine. This research result is similar to the studies of Gordon and Cummins (1989), Hofstede et al.

(1990), Kotter and Heskett (1992), Klein (1996), Scheinder and Smith (2004), Martins and Terblanche (2003) in affirming the importance of the intermediate position of corporate culture to measure the indirect influence of the factors Training and career development, Working environment, and Remuneration policy on the human resources development of the enterprise .

4.9.3 Discuss differences in the impact of components in the model between employees with different job positions

CHAPTER 5
CONCLUSIONS AND MANAGEMENT IMPLICATIONS

5.1 CONCLUSION

Through the process of researching theoretical foundations and related studies on corporate culture and human resource development, the author proposed a model with 5 independent factors with 29 observed variables. The results of confirmatory factor analysis (CFA) and linear structural analysis (SEM) show the appropriateness of the research model. The results of the Bootstrap test did not have a clear difference, confirming the convergence of the direction of impact, which confirms the conclusion of the hypotheses that the study set out. Testing the multi-group structure with differences between educational level, seniority and job position of managers and employees for human resource development in telecommunications enterprises.

5.2 MANAGEMENT IMPLICATIONS

5.2.1 For personnel recruitment

Telecommunications businesses need to invest in a recruitment system that is scientifically oriented and relies on personal qualities, ethics, and skills to perform personnel recruitment work. In particular, in the current context of increasingly deep international integration, the trends of digital economic development, digital transformation... require telecommunications businesses to select employees with the ability to innovation and creativity.

5.2.2 For training and professional development

Businesses need to pay more attention to training programs and training not only focusing on professional knowledge but also paying attention to training on work handling skills, management skills, and communication skills. communication, negotiation, problem solving and time management...

5.2.3 For the working environment

To increase human resource development, telecommunications businesses need to improve the working environment such as: investing in infrastructure, modern equipment, ensuring safety and comfort during work; Arrange convenient working hours. Besides, it is necessary to create a recreational space for workers after stressful working hours.

5.2.4 For remuneration policy

Telecommunications businesses that want to achieve the goal of increasing the level of human resource development need to further promote remuneration policies in taking care of the material and spiritual lives of workers. For this policy, business administrators need to be sensitive, demonstrate fairness, and promptly reward and discipline.

5.2.5 For corporate culture

Human resource development in telecommunications enterprises is closely related to corporate cultural factors. Corporate culture shapes how employees work, interact, and grow within the organization. Fostering an environment where learning and growth are valued is important. This includes encouraging questioning, sharing knowledge and experience, and creating opportunities for innovation and creativity. Activities such as workshops, in-house courses, and knowledge sharing meetings can promote a culture of learning. Create opportunities for employees to participate in the decision-making process and contribute ideas in shaping strategy and organizational development. This helps create commitment and positive interactions within the organization. Therefore, telecommunications businesses that want to achieve their goals in developing human resources must strive to build an increasingly strong corporate culture.

5.2.6 For differences in the impact of components in the model between employees with different educational levels, seniority and job positions

Based on the results of assessing the differences between respondents with different educational levels, seniority and job positions, administrators will have appropriate policies to develop corporate culture and increase productivity. Developing human resources for businesses. Groups with low interest in corporate culture and human resource development require managers to find out why and be able to come up with solutions to increase this problem.

5.3 LIMITATIONS OF THE STUDY AND NEXT RESEARCH DIRECTIONS

Firstly, the sampling method used is a non-probability method. Future research should choose a more representative sampling method.

Second, the study only focuses on telecommunications businesses in Ho Chi Minh City, so the applicability to telecommunications businesses in other regions is not high. Further studies need to be conducted for all telecommunications businesses across the country.

Third, the study only focuses on analyzing 4 factors that directly and indirectly influence through corporate culture variables on human resource development of telecommunications enterprises. Besides, there are other factors in this relationship that the author has not tested.

LIST OF PUBLISHED SCIENTIFIC WORKS OF AUTHOR

Number	The name ofconstruction	Year of publication	Magazine Name
1	Human resources developing in Ho Chi Minh City Telecommunications enterprises	2023	Journal of Economics and Forecasting, (27)
2	Determining the effect offactors on human resource development in enterprises by quantitative method: The case of telecommunication of Ho Chi Minh City	2023	International Journal of Multidisciplinary Research and Growth Evaluation
3	Human resource development in enterprises: The case of telecommunication of Ho Chi Minh City	2023	International Journal of Research in Finance and Management