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▶ *Some features of the high-quality labor market in Ba Ria - Vung Tau province*

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SOME FEATURES OF THE HIGH-QUALITY LABOR MARKET IN BA RIA - VUNG TAU PROVINCE

Nguyen Thi Minh Hoa
University of Labour and Social Affairs
nguyenthiminhhoa1212@yahoo.com
Ha Tuan Anh
University of Economics
havietnga03@neu.edu
Vu Thi Anh Tuyet
University of Labour and Social Affairs
tuyetvuanh80@gmail.com
Nguyen Thi Hang
University of Labour and Social Affairs
hangnt.ulsa@gmail.com

Abstract: Highly skilled labor is crucial for economic development. Understanding the current state of the labor market is essential as it reflects changes in human resources that contribute to the GDP/GRDP. Ba Ria-Vung Tau, situated in the Key Economic Quadrangle of the Southeast region, serves as the national marine economic hub and is among the top 5 marine economic development areas in the country. The province's labor market is dynamic, particularly in the demand for skilled workers. The current state of the high-quality labor market, characterized by lucrative job opportunities and high incomes, is evidenced in secondary data from various sources such as the General Statistics Office, the Statistics Department of Ba Ria-Vung Tau province, as well as empirical and quantitative research involving over 200 enterprises in Ba Ria-Vung Tau and neighboring provinces/cities (with a total of 1961 responses, including 531 from enterprises within Ba Ria-Vung Tau) and insights gathered from group discussions with business leaders. The analysis reveals that the province's labor market is grappling with a shortage of skilled human resources in terms of both quantity and quality. Consequently, several recommendations have been put forth to address this shortage and cater to the demands of employers, thereby facilitating increased investment in Ba Ria-Vung Tau.

1. Introduction

Studies have shown that the labor market is one of the main components of an economy, along with capital, goods, and services markets (Zamfir & Vlăsceanu, 1993; Serena, 2016; Yoo, 2023). From an economic perspective, the labor market is one of the components of the producers (Zamfir & Vlăsceanu, 1993; Serena, 2016). The labor force has been and is the living factor that brings meaning to economic life and is the main component of production factors; thanks to its direct or indirect intervention, all economic activities can be carried out (Serena, 2016). As the economy develops, the labor force develops, contrary (Yoo, 2023). Skilled and educated workers are considered a group of high-quality human resources, and labor contributes to economic and social development that helps modernize the labor structure. In Vietnam, the government has also

outlined directions for labor market development, such as Resolution No.06/NQ-CP on flexible, modern, efficient, sustainable, and integrated labor development to recover the economy and society quickly, affirming: "Alongside commodity, service, financial, monetary, scientific-technological markets, and real estate markets, the labor market is identified as a vital market of the economy" (Government, 2023).

After the COVID-19 pandemic, the labor market has had a strong recovery, especially in high-income countries such as Europe and the United States, where many sectors face labor shortages. Businesses argue that the skill gap in the local labor market is seen as a more significant barrier to transformation than their capital investment shortages in most industries (WEF, 2023). Skill mismatch poses a challenge to the economy when insufficient skilled workers are prepared to meet the needs of strategic sectors (World Bank, 2022).

With natural advantages such as deep-water ports, natural gas and oil resources, stable electricity supply, and well-invested infrastructure, the dynamic development of the entire Southeast region serves as crucial conditions for Ba Ria - Vung Tau province (BRVT) to attract investment and high-tech projects, utilizing high-quality human resources. The 7th Party Congress of BRVT province for the 2020-2025 term affirmed the goal of "*continuing to develop BRVT into a strong province in industry, seaports, tourism, and high-tech agriculture. Striving by 2025 to be among the top provinces in the country in terms of per capita GRDP*" and "*Persistently attracting selectively chosen investments, large-scale projects with modern technology, high added value, labor-light, and environmentally friendly.*" In 2022, the province's industrial sectors accounted for 68.68% of the GRDP, while services accounted for 15.98% of the province's GRDP, utilizing a significant portion of the labor force (BRVT Provincial Statistics Office, 2023). Advanced and modern manufacturing and service industries are increasingly developing, leading to a growing demand for highly skilled labor.

With a population of nearly 1.18 million people, the labor force of BRVT accounted for 53.96% of the population in 2022 (BRVT Provincial Statistics Office, 2023). BRVT has a trained labor force rate of 28.0% in 2022, higher than the national average (26.4%). However, other provinces in the Southeast region, except for Ho Chi Minh City (35.6%) (General Statistics Office, 2023), still fail to meet the demand for the labor force on the provincial level. The rapid growth has led to a shortage of skilled labor, resulting in a significant imbalance across the labor market. Businesses in the province still face difficulties in recruiting skilled labor, with only 24% of surveyed companies in 2021 finding it easy to recruit technical and managerial staff in the province (VCCI, 2022). This partly reflects the province's high-quality labor force not meeting businesses' recruitment needs in terms of quantity and quality. Compared to the national average, BRVT ranks 57th and 46th out of 63 provinces/cities in these two indicators, far behind some Southeastern provinces such as Binh Duong, Dong Nai, Ho Chi Minh City, and industrial provinces in the North.

Therefore, researching the current situation of labor supply and demand, as well as the level of labor market responsiveness in the business sector on the labor market of BRVT province, is essential. This research aims to clarify the basis for proposing recommendations to improve the shortage of high-quality labor force to meet the needs of employers, attract investment waves into the province, and contribute to achieving the goals set forth at the 7th Party Congress of BRVT province.

2. Literature review

The labor market involves the interaction between individuals seeking employment for income and employers seeking labor with the most suitable skills for the production process (Dixon & O'Mahony, 2020), or put, it is a market for buying and selling labor services (Fields, 2011). The labor market refers to the supply and demand of labor, where workers provide labor supply, and employers provide labor demand. In the labor market, businesses act as buyers, paying wages and determining working conditions, while individuals act as sellers, providing employers with the knowledge, skills, and experience they possess (Serena, 2016). Labor demand refers to the collection of individuals currently employed or potentially employable in the future; it represents the amount of labor that the economy or a company seeks to hire at a given time (Ministry of Labor -

Invalids and Social Affairs, 2014).

Although income depends on the quality of employment, occupational structure, and wages, it also somewhat reflects the quality of labor (Stigler, 1962). On one hand, considering labor as a unique commodity, naturally, the higher the quality of labor, the greater the price that must be paid to utilize it; in other words, the income of high-quality labor also increases (Rosenzweig, 1988). On the other hand, according to the rules of supply and demand in the labor market, when the relative number of high-quality labor decreases, similar to when demand for this group increases, it all leads to an increase in their relative wages (Borjas, 2024). The demand for labor tends to raise the wage floor in the market - employers need to offer competitive wages to attract skilled workers to work for them (Ministry of Labor, Invalids and Social Affairs, 2014). Thus, labor demand is also determined through employment criteria.

One of the characteristics of the labor market is segmentation (Pigou, 1945; Leontaridi, 1998). In its broadest sense, the market comprises a range of segments or two "levels." The first level, the High-quality Labor Market - or what Reich refers to as the "primary" market - includes educated and trained workers with higher incomes and more stable employment opportunities with chances for career development (Reich et al., 1973). Therefore, the High-quality Labor Market is understood as the place where "good" jobs are located, offering high-paying employment (Serena, 2016; OECD, 2022) with highly skilled workers (Serena, 2016; OECD, 2022; Anh, 2022). This forms the basis for analyzing the High-quality Labor Market in Ba Ria-Vung Tau province.

The labor market is undergoing a profound transformation driven by digital technology and the development of digital platforms. In the age of automation, having qualifications and specialized knowledge in specific fields is no longer sufficient. Labor must demonstrate the necessary skills and knowledge to perform their tasks efficiently. This means that workers will need to invest in education and training continuously, and employers will need to create opportunities for skills development (Yoo, 2023).

Skills are valuable assets for individuals, businesses,

and society. The importance of skills is even more evident in a dynamic and globalized world, but what is crucial is that skills must align with the labor market and be recognized by employers (WEF, 2014). Higher unemployment rates among those with higher education levels also exist in some developing countries. In North Africa, such as Algeria and Egypt, the unemployment rate among university graduates tends to be higher than that of those with primary or secondary education. This skewed trend indicates issues with labor market structure, lower returns on investment in skills, and inefficient job loss. Rapid technological changes and slow adaptation in the education and training systems can lead to a shortage of practical skills (WEF, 2014).

Global employers often report skill gaps that include a lack of general or soft skills, specifically teamwork, communication skills, language proficiency, readiness to learn, problem-solving, and leadership skills (WEF, 2014; ManpowerGroup, 2018).

The demand for skilled labor, both technical and soft skills, is increasing in the international labor market. Meanwhile, a shortage of skilled labor leads to an increasing skill gap. Business leaders worldwide continue to report difficulties in recruiting workers who meet the skill requirements that can fill the gaps in their businesses and increase over time (ManpowerGroup, 2022). This indicates that the demand for skilled labor is growing across all industries and sectors, from manufacturing to mining and commerce to transportation.

However, job-specific skills that are learned on the job are often difficult to acquire elsewhere; providing education and training based on the skills needed in the labor market and/or failing to collaborate with employers may result in higher youth unemployment rates and mismatches in professional qualifications (WEF, 2014). Therefore, building fundamental skills from an early age through expanding and enhancing the quality of education is essential. The President of the World Bank Group stated, "*When done well, education promises young people better jobs, higher incomes, good health, and a life without poverty. For communities, education drives innovation, strengthens institutions, and promotes social cohesion. However, these benefits hinge on learning, and going to school and*

not learning is a wasted opportunity. Moreover, it is a great injustice: the children society fails most are the ones who need the best education to succeed in life" (World Bank, 2018).

In recent years, Vietnam has implemented numerous policies to enhance the quality of its labor force. Among these, the Vietnam Human Resources Development Strategy for 2011-2020 is considered the most important legal document. It is the basis for formulating, approving, and implementing human resource development plans, programs, and projects in various sectors, specialties, organizations, and localities. Continuing the perspectives of the 11th, 12th, and 13th Party Congresses, the 13th Congress identifies the development of human resources, particularly high-quality human resources, as a strategic breakthrough to gradually overcome the bottlenecks in socio-economic development. It is considered a decisive factor in promoting the development and application of science and technology to ensure sustainable economic growth and development. To develop high-quality human resources that contribute to enhancing labor productivity and increasing national competitiveness and to be prepared to accept new waves of FDI inflows shifting to Vietnam, the government has issued initiatives and programs such as the Vocational Training Program for Rural Laborers by 2020 (Prime Minister, 2009); the program "Training, retraining, and enhancing the skills of human resources to meet the requirements of the Fourth Industrial Revolution" (Prime Minister, 2020),etc.

Articles and research on the High-Quality Labor Market in Vietnam indicate that after over 35 years of national renovation, Vietnam's labor market has developed in scale and quality, gradually becoming modern, sustainable, and internationally integrated. The institutional system and policies related to the labor market have been improved; labor supply and demand relationships have increased, and the quality of employment has been steadily improving. However, Vietnam's labor market development is not yet strong enough to fully mobilize all resources for economic and social development investment, failing to create many sustainable jobs, and the labor force quality is not yet high enough (Government, 2023). High-quality labor force integration with the science

and technology market is still not strong (Dung, 2022). Vietnam's labor market remains surplus, with low education and skills and uneven development. With a labor force of over 51 million people (in 2021), only 26.2% have been trained and possess degrees or certificates, while over 70% have not received training or only undergone short-term training, posing a significant challenge in establishing and developing a modern labor force with high-quality human resources to attract FDI (Anh, 2022). Although the education and skills of the labor market have improved over time, they still lag behind the labor market requirements compared to other countries, which is seen as a bottleneck for developing a high-quality labor market (Thuy, 2022). Vietnam's labor market faces many challenges regarding the quality of human resources, such as the proportion of labor with high technical expertise accounting for only over 11% of the total labor force, remaining nearly unchanged from 2019-2022, and the proportion of labor proficient in English in the workplace accounting for only 5% of the labor market, showing no improvement during the 2016-2022 period (ManpowerGroup, 2016-2023).

3. Research methodology

Building upon previous research and analyses mentioned above, this article defines the high-quality labor market as the market catering to qualified and skilled workers who possess the necessary personality traits and professional competence

Several aspects reflecting labor quality, consistent with human capital theory (Schultz, 1961; Becker, 1964; Zula & Chermack, 2007; Marginson, 2019), are viewed from the perspective of employers/labor users as well as managers, such as years of schooling, educational level, expertise, skills, attitude, commitment, and problem-solving ability of the workforce.

The research methods used include:

- Synthetic method, analysis from available information;

- Collection method and analysis of secondary data: This article utilizes secondary documents from the General Statistics Office, BRVT Provincial Statistics Office, and VCCI in recent times and systematizes available statistical data related to employment, unemployment, educational levels,

and sectors. These pieces of information are used to compare and evaluate the extent to which the labor force meets enterprises' recruitment needs in terms of quantity and quality in the BRVT province.

- Quantitative research

Data was gathered by conducting direct surveys and online questionnaires at more than 200 businesses in Ba Ria - Vung Tau (BRVT) province, as well as in various other provinces and cities including Hanoi, Ho Chi Minh City, Tra Vinh, Dong Nai, Binh Duong, Can Tho, and Bac Lieu. The responses from paper surveys were carefully cleaned and entered into the Epidata software. A total of 2025 surveys/questionnaires were distributed, out of which 1993 responses were received, resulting in a response rate of 98.4%. After eliminating 32 invalid responses, a total of 1961 surveys from managers and departments within the surveyed businesses were available for analysis, accounting for approximately 96.8% of the total distributed. Among the respondents, there are currently 531 individuals working in businesses located in BRVT province, representing 27.1% of the sample. The purpose of conducting surveys in other localities is to examine any variations in candidate requirements between BRVT province and other regions.

4. Results

The labor force demand increases both in quantity and quality.

Excluding the oil and gas industry, the GRDP growth (comparative price to the year 2010) of the province reached an average of 5.18% per year (from 2011 to 2015, it increased by an average of 5.45% per year, and between 2016 and 2020, it increased by an average of 6.16% per year). Alongside continuous positive economic growth over several years, the labor demand incessantly increases in both quantity and quality; Industries and professions structures are evolving towards modernity, high labor productivity. Employment in the industrial and service sectors tends to rise. In contrast, employment in agriculture tends to decline, accounting for only 19.2% in 2020, a decrease of 6.6 percentage points compared to 2015 and 15.1 percentage points compared to 2010 (BRVT Provincial People's Committee, 2023).

The average monthly income of laborers in enterprises is the highest in the Southeast region somewhat reflects the high quality of labor demand.

Table 1. Average monthly income of labor in operating enterprises with production and business results in the South East provinces

Unit: Thousand VND

	2015	2017	2018	2019	2020	2021
South East	7.666	9.218	9.744	10.260	10.362	11.004
Ba Ria – Vung Tau	*9.476*	*10.401*	*10.780*	*11.513*	*11.988*	*12.128*
Binh Duong	6.955	8.189	8.645	9.488	9.770	10.356
Binh Phuoc	5.549	6.903	7.013	7.401	7.843	8.841
Dong Nai	7.011	8.817	9.752	10.009	9.784	9.887
Ho Chi Minh City	8.175	9.854	10.330	10.820	10.906	11.769
Tay Ninh	5.877	7.130	7.639	8.119	8.634	9.211

Source: General Statistics Office (2022, 2023). Statistical Yearbook 2021, 2022

Table 1 shows that the average monthly income of laborers in enterprises in various provinces tends to increase, with BRVT having the highest income, surpassing even Ho Chi Minh City. By 2021, the average monthly income of laborers in enterprises in BRVT reached 12.128 million VND, while in Ho Chi Minh City, it was only 11.769 million VND, in Binh Duong and Dong Nai, it was 10.356 million and 9.887 million VND, respectively. The higher average monthly income of laborers in enterprises in BRVT compared to other localities in the same region indicates that the quality of labor demand in the province is higher than the national average and continues to improve. However, according to Stigler

(1962), it is worth noting that the high average labor income can also depend on the industrial structure and job quality in BRVT.

The labor market has steadily recovered, trending towards a high-quality, highly skilled workforce. After the COVID-19 pandemic, the demand for highly technical skilled labor increased over time, while the demand for simple labor decreased. Due to the impact of the COVID-19 pandemic, the demand for labor recruitment by businesses sharply decreased from 26,919 individuals in 2019 to only 10,672 individuals in 2021, a decrease of 2.5 times over two years. After one year, the demand for recruitment by enterprises reached 13,687 individuals, an increase of almost 1.3 times. Notably, the demand for unskilled labor has significantly decreased proportionately to the total labor needed (27.3%), almost halving compared to 2019 (48.7%). In the overall demand for trained labor, the largest percentage is represented by skilled technical workers (31%). Following them are workers with vocational training (15%), intermediate (11%), and those with university and over (13%). The smallest proportion is made up of labors with college degrees (5%) (Table 2).

Table 2. Human resource demands in 2022 divided by qualifications

No.	Qualifications	2019		2021		2022	
		Quantity (person)	Rate (%)	Quantity (person)	Rate (%)	Quantity (person)	Rate (%)
1	Untrained labors	13,104	48.7	2,775	26.0	3,741	27.3
2	vocational training	3,690	13.7	1,601	15.0	2,671	19.5
3	Skilled technical workers	6,498	24.1	3,308	31.0	3,652	26.7
4	Intermediate	1,253	4.7	1,174	11.0	1,547	11.3
5	College	850	3.1	427	4.0	657	4.8
6	University and above	1,524	5.7	1,387	13.0	1,419	10.4
	Total	26,919	100.0	10,672	100	13,687	100.0

Source: Employment Service Center (ESC) of BRVT province (2019). Forecast of labor demand in BRVT province in 2020;

ESC of BRVT province (2022). The report assesses the labor market situation in 2021 and forecasts labor demand in 2022 in BRVT province;

ESC of BRVT province (2023). Report on the labor market in 2022. Forecast of labor demand in 2023 in BRVT province.

After the COVID-19 pandemic, the demand for recruitment in 2022 showed an increasing trend across all industry groups in general. The industries with the most significant increase in demand for labor were mechanical engineering and automation (4.84%), electrical - mechatronics (3.17%), electrical – refrigeration - industrial electricity (5.02%), architecture and construction engineering (3.07%), transportation and warehousing - import-export (5.53%), consulting and customer services (4.93%), etc. (BRVT Employment Service Center, 2023). These are dynamic industries in BRVT that require a significant amount of labor. Some sectors are growing faster than they can hire, resulting in a considerable gap in the labor force.

Survey results also indicate a relatively high proportion of enterprises recruiting labors having college/university degree. Throughout the previous year, businesses have been hiring individuals with a college or university background, with some differences observed in different areas. The proportion of survey participants indicating that businesses have hired college or university-educated individuals in the past year is quite high, surpassing 80%. The disparity in viewpoints between management personnel and employees within businesses is minimal across various regions.

In Ba Ria – Vung Tau province, 88.1% of respondents mentioned that their businesses had recruited individuals from this educational background in the past year. Similarly, the level of agreement among management personnel in businesses in other provinces and cities stood at 81.7%. (table 3).

Table 3. Recruitment of labors with College/University degrees by location

		1 Ba Ria -Vung Tau		2 Others		Total	
		Quantity (person)	Rate (%)	Quantity (person)	Rate (%)	Quantity (person)	Rate (%)
Recruitment of labor with college or university degrees in recent years.	1 Yes	468	88.1	1.168	81.7	1,636	83.4
	2 No	63	11.9	262	18.3	325	16.6
Total		531	100.0	1.430	100.0	1,961	100,0

Source: Survey results from the consulting group (2022-2023)

In addition to the requirement for professional qualifications, employers demand that laborers possess soft skills, proficiency in applying information technology, and fluency in foreign languages.

The findings of the survey indicate that businesses, in general, prioritize all criteria when hiring college/university graduates, and this evaluation receives high ratings (compared to the average score of 3). However, there are variations based on location. In other provinces and cities, enterprises demonstrate higher levels of appreciation for factors such as "Graduation classification," "Training school," "Communication skills," and "Ideas about the job to be undertaken" compared to Ba Ria – Vung Tau. On the other hand, businesses in BRVT exhibit a greater interest in the "Foreign Language Proficiency" of graduates. These disparities hold statistical significance (Table 4).

Table 4. Priority levels in the criteria for recruiting college/university graduates categorized by locality

Recruitment criteria for recruiting graduates from colleges/universities, categorized by Business Area		Quantity (person)	Mean	SD	SE	P value (2-tailed)
Degree classification	1 BRVT	531	3.12	.855	.037	**.000**
	2 Others	1430	3.55	.870	.023	
Educational institution	1 BRVT	531	3.15	.972	.042	**.000**
	2 Others	1430	3.59	.843	.022	
Practical experience	1 BRVT	531	4.09	.675	.029	.122
	2 Others	1430	4.03	.892	.024	
Communication skills	1 BRVT	531	3.88	.742	.032	.000
	2 Others	1430	4.04	.730	.019	
Language proficiency	1 BRVT	531	3.96	.748	.032	**.004**
	2 Others	1430	3.85	.845	.022	
Computer skills	1 BRVT	531	3.81	.687	.030	.501
	2 Others	1430	3.78	.808	.021	
Ideas about the job they will undertake	1 BRVT	528	3.70	.764	.033	**.000**
	2 Others	1430	3.93	.745	.020	

Source: Survey results from the consulting group (2022-2023)

The quality of the labor force is improving, but it has not yet matched the economic development potential of the province. The proportion of trained labor with qualifications and certificates in the province has been increasing over the years; however, it slightly decreased in 2022 due to the impact of the Covid-19 pandemic, reaching only 28.0% in 2022, lower than that of the Southeast region (28.2%) (due to including Ho Chi Minh City). Nevertheless, overall, it is higher than the national average (26.4%) and the average of provinces in the Southeast region, excluding Ho Chi Minh City (35.6%).

Figure 1. Proportion of labor aged 15 and above with training nationwide and in the Southeastern provinces, 2015-2022, %
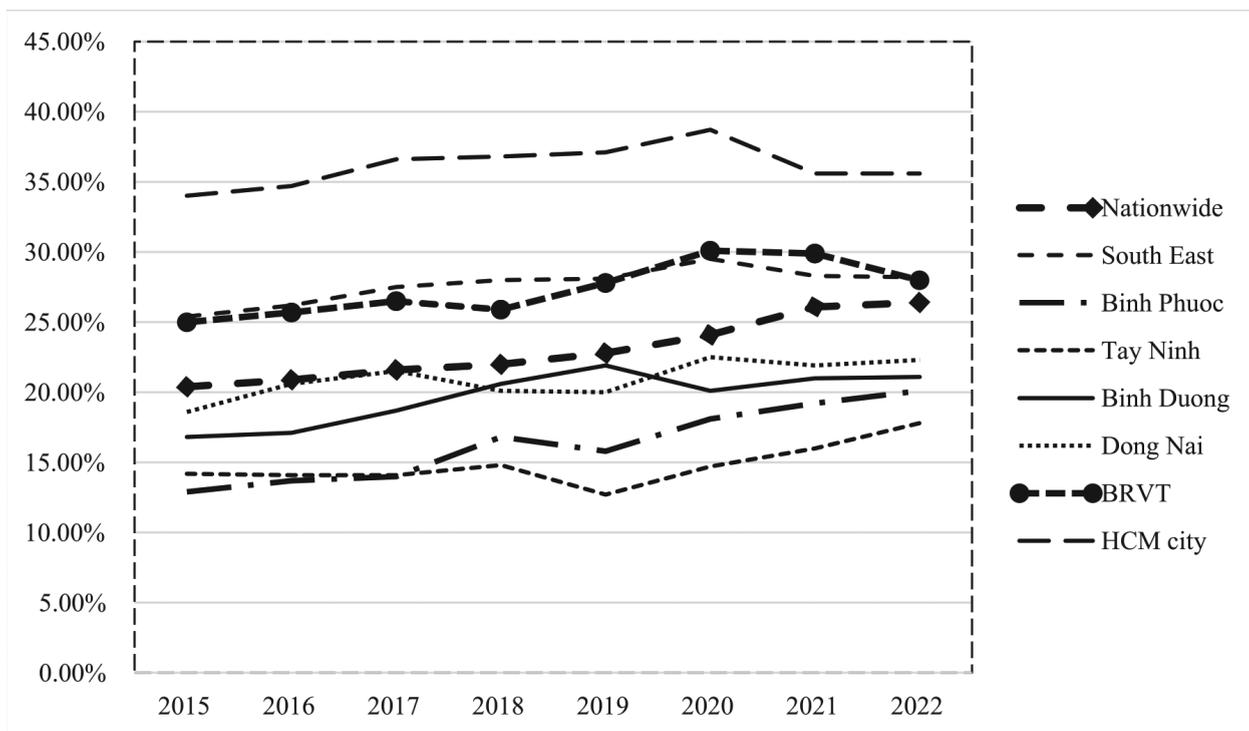
Source: General Statistics Office (2020, 2023). Statistical Yearbook for the years 2019, 2022.

Thanks to the Training System, vocational education development is standardized, gradually modernized, socialized, and internationally integrated, which has become more socialized and internationally integrated, connecting more closely with the needs of the labor market to develop human resources in quantity. By 2020, BRVT had two universities and 47 vocational education institutions, including six colleges, six intermediate schools, seven vocational education centers, and 30 other establishments registered for vocational education activity accounting for 16% of the total vocational education institutions in the Southeast region. Among them were 11 public vocational education institutions and 36 private ones (BRVT Provincial People's Committee, 2023). However, the number is significantly lower than that of Binh Duong. Binh Duong currently boasts eight universities, seven colleges, 16 intermediate schools, 46 vocational training centers, and 50 language and computer centers, with the capacity to train approximately 80,000 to 85,000 learners per year, providing a workforce for the local economic and social development (Phuong Chi, 2022).

However, the average years of schooling for the population aged 25 and older in BRVT are not high, and the province's ranking among localities nationwide is low, not commensurate with its economic development potential. This is a widely used measure to assess the quality of human resources in a country or locality; many cognitive skills, social emotions, technical skills for effective work, and innovation depend on education while still in school (World Bank, 2018). BRVT has consistently been among the top 10 provinces in terms of per capita GRDP for many years. In 2022, the province's per

capita GRDP reached 335.5 million VND per year, the highest in the country, nearly 1.7 times higher than the second-ranked province, Quang Ninh (198.8 million VND per year) (General Statistics Office, 2023). However, the average years of schooling for the population aged 25 and older in the province only reached 9.3 years, ranking 21 out of 63 provinces and municipalities.

Table 5. Mean years of schooling (AYS) and rankings of Southeastern provinces within the country's localities, period 2016-2020.

	2016		2017		2018		2019		2020	
	AYS	Rank	AYS	Rank	AYS	Rank	AYS	Rank	AYS	Rank
Nationwide	8.5		8.6		8.7		9.0		9.1	
Binh Phuoc	7.8	34	7.5	41	7.3	44	7.8	42	7.9	41
Tay Ninh	6.7	49	6.9	46	7.0	48	7.4	46	7.3	47
Binh Duong	8.6	23	8.0	34	8.2	31	8.8	25	8.8	27
Dong Nai	8.7	22	8.7	22	8.6	26	9.2	22	9.2	22
Ba Ria – Vung Tau	8.8	21	8.8	21	8.9	20	9.5	17	9.3	21
Hochiminh City	10.1	4	10.1	4	10.2	4	10.8	3	10.5	4

Source: VASS (2021). Report on Vietnam's Human Development Index for the period 2016-2020.

The province's labor market is facing challenges regarding the shortage of high-quality human resources in terms of quantity and quality. This is manifested through:

(1) *Limited supply of high-quality labor. failing to meet the demands of the labor market. Businesses encounter difficulties in finding technically skilled labor in locality as evidenced by the criteria of the ease of recruiting skilled labo*r. Table 6 provides a breakdown of the evaluation by FDI companies regarding the ease of recruiting specific labor groups in BRVT, as well as in various provinces and cities within the Southeast region and industrial provinces, in order to fulfill the alternative or expanded recruitment strategies of these enterprises. The labor groups that FDI enterprises find relatively more straightforward to recruit are ordinary workers with a satisfaction rate of 73%, meaning nearly three-quarters of the surveyed enterprises agree. Businesses in BRVT also report similar results, albeit slightly lower at 67%. Next are technical staff (24%) and managers, supervisors (24%) which are lower than the national average and significantly lower compared to Binh Duong, Dong Nai, and Ho Chi Minh City with rates for each province/city at 45% and 40%; 29% and 32%; 43% and 31% respectively. The level of ease in recruiting labor for these two labor groups is at its lowest, partially indicating that the province's skilled labor force has not been able to fulfill the recruitment requirements of businesses in terms of both quantity and quality. Compared to the national average, BRVT ranks 57 and 46 out of 63 provinces/cities in these two indicators far behind Binh Duong, Dong Nai, Ho Chi Minh City, and Northern industrial provinces.

Table 6. Assessment of the ease of labor recruitment by job positions in 2021, %

Province/City	Percentage of enterprises assessing the recruitment of general labor in the province as easy (%)	Rank	Percentage of businesses assessing that recruiting technical staff in the province is easy (%)	Rank	Percentage of businesses assessing that recruiting managers and supervisors in the province is easy (%)	Rank
Ba Ria – Vung Tau	*67*	*45*	*24*	*57*	*24*	*46*
Bac Giang	75	28	37	30	21	56
Bac Ninh	64	53	31	41	25	45
Binh Duong	79	14	45	15	40	14
Dong Nai	67	47	29	50	32	25
Hochiminh City	70	40	43	19	31	30
Quang Ninh	53	62	29	48	27	40
Median	73		35		30	-
Nationwide	62		25		20	-

Source: VCCI, USAID (2022). Provincial Competitiveness Index of Vietnam 2021

(2) The quality of skilled human resources has not yet met the development requirements of the labor market.

Laborers with college or university degrees working in enterprises in BRVT have not received high levels of satisfaction from the managers of these enterprises.

It is crucial and unbiased to gather feedback from managers within the organization regarding the satisfaction levels of college/university laborers in order to assess their work performance.

It is evident that in all areas of work, individuals with college/university education in BRVT exhibit notably lower satisfaction levels compared to those in other provinces/cities. This variance was deemed statistically significant (across all categories, P value = 0.000 < 0.05), despite the fact that the assessment score exceeded the mean score of 3.

The professional competence efficiency and problem-solving skills of laborers with college/ university-degree in BRVT are not high. This serves as a barrier to the province's development as well as to the development of individual workers and businesses.

Table 7. Satisfaction levels with the labor force holding college/university degrees by region

The aspect of work distributed according to the area of the Enterprise		Quantity	Mean	SD	SE	P value (2-tailed)
Professional expertise	1 BRVT	531	3.68	.885	.038	.000
	2 Others	1430	3.95	.611	.016	
Problem-solving skills	1 BRVT	531	3.69	.877	.038	.000
	2 Others	1430	3.91	.663	.018	
Attitude and work discipline	1 BRVT	531	3.72	.939	.041	.000
	2 Others	1430	3.98	.648	.017	
Commitment and loyalty to the company	1 BRVT	528	3.66	.824	.036	.000
	2 Others	1430	3.83	.742	.020	
Work efficiency	1 BRVT	528	3.68	.813	.035	.000
	2 Others	1430	3.93	.643	.017	
Overall evaluation of graduates from colleges/universities	1 BRVT	528	3.70	.772	.034	.000
	2 Others	1430	3.96	.593	.016	

Source: Survey Results by Consulting Group (2022 - 2023)

(3) Graduates entering the workforce in BRVT are lacking of language proficiency and the ability to adapt to the work environment. This is a barrier to not only the province's development but also the workers and businesses. Survey results indicate that all businesses believe graduates must acquire additional knowledge to meet job requirements. These criteria were assessed on a Likert scale of 4 levels with a Mean of 2.5 (note that other scales typically have five levels); the results show that these criteria are considered necessary ranging from above average to reasonably necessary (approximately 3 points). Additionally, businesses in BRVT seem to have lower requirements than those in other provinces, and these differences are statistically significant. Particularly regarding language proficiency, while businesses in BRVT have higher requirements in recruitment compared to those outside BRVT. Nevertheless, the level of supplementary prerequisites and the proficiency in foreign languages required by businesses in BRVT for prospective candidates is merely on par with that of control enterprises in other provinces and cities.

Table 8. Additional knowledge/skills needed by graduates of Colleges/Universities categorized by region

Skills/Competencies need to be supplemented	Locality	Quantity	Mean	SD	SE	P value (2-tailed)
General professional knowledge and skills	1 BRVT	531	2.64	.641	.028	**.000**
	2 Others	1430	2.78	.651	.017	
Specific job-related tasks	1 BRVT	531	2.81	.668	.029	**.001**
	2 Others	1430	2.93	.666	.018	
Language proficiency	1 BRVT	531	2.90	.612	.027	.466
	2 Others	1430	2.87	.749	.020	
Computer skills	1 BRVT	531	2.89	.572	.025	**.011**
	2 Others	1430	2.97	.649	.017	
Self-learning and research capabilities	1 BRVT	531	2.80	.573	.025	**.000**
	2 Others	1430	2.94	.708	.019	

Source: Survey Results by Consulting Group (2022 - 2023)

(4) High unemployment among individuals with higher education (university level). Figure 2 illustrates that laborers with a university education have the highest unemployment rate among the trained workforce in the province, accounting for 15.58%. This rate is much lower for those with college or intermediate education at 8.75% and 9.8% respectively. This somewhat indicates that the quality of education and the structure of trained professions are not aligned with labor market demand.

Figure 2. Structure of unemployment by educational level in 2022, %
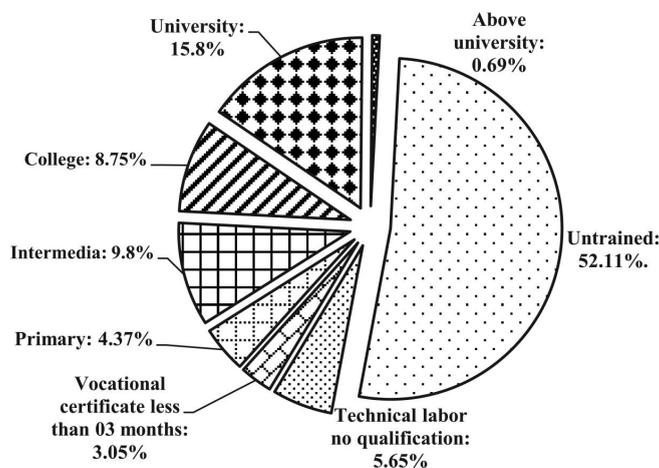
Source: BRVT Provincial Employment Service Center (2023). Labor Force Report for the year 2022. Labor Demand Forecast for 2023 in BRVT province.

Some fundamental reasons leading to the situation where the supply of skilled labor, high-quality human resources fails to meet the demand both in quantity and quality in the labor market of BRVT province are:

(1) Training and labor market:

The number of students studying in universities in BRVT is rather modest, with less than 5,000 students in 2020. This accounts for less than 1% of the total student population in the Southeast region. In comparison, Dong Nai has a rate of over 3.4% and Binh Duong accounts for nearly 4%. When considering the population, BRVT only has 41 students per 10,000 people, which is significantly lower than the Southeast provinces' average of 355 students per 10,000 people and the national average of 195 students per 10,000 people. Although the number of students is statistically in localities from other provinces/cities they tend to choose local job opportunities after graduation. These are high quality human resource possessing valuable knowledge and skills that contribute to the province's scientific, technological, and innovative development. This poses a risk of a shortage of skilled human resources in the province.

Table 9. Number of students in universities and number of students /ten thousand population in the provinces of the Southeast region

|	2015		2017		2018		2019		2020	
	Number of students	Number of students /ten thousand population	Number of students	Number of students /ten thousand population	Number of students	Number of students /ten thousand population	Number of students	Number of students /ten thousand population	Number of students	Number of students /ten thousand population
Nationwide	1753,174	191	1707,025	182	1526,111	160	1672,881	173	1905,956	195
South East	504,772	314	516,797	309	510,857	292	574,138	320	651,727	355
Binh Duong	23,252	121	26,016	126	25,566	109	27,663	113	24,652	96
Dong Nai	21,576	75	20,177	67	18,461	60	21,247	68	22,452	71
Ba Ria – Vung Tau	4,018	37	4,237	39	4,323	38	4,247	37	4,841	41

Source: General Statistics Office (2019, 2023). Statistical Yearbooks for 2018, 2022.

Furthermore. the scale of vocational training is low failing to attract students to enroll in college level. primarily focusing on intermediate and elementary levels. As a result, the quality of training remains inadequate. posing challenges for businesses in recruiting technically skilled labor.

Figure 3. Scale of vocational training by level in BRVT province, 2017-2020

Unit: person
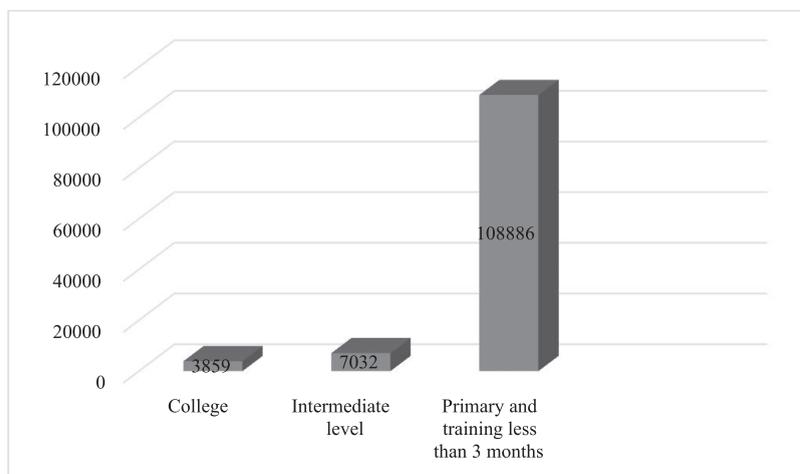
Source: Department of Labor, Invalids and Social Affairs of BRVT province, 2021

Although the quality of vocational education institutions has been significantly improved, it still only reaches an average level. During the years 2017 to 2020, there was a significant rise in the percentage of FDI enterprises that rated the quality of vocational education in the province as good. Specifically, the proportion increased from 37% in 2017 to 54% in 2018. However, there was no further progress in the subsequent years, resulting in the rating only reaching the average threshold, which is equivalent to the national average.

Figure 4. Evaluation of vocational training quality in Ba Ria – Vung Tau by FDI enterprises, 2017-2021, %
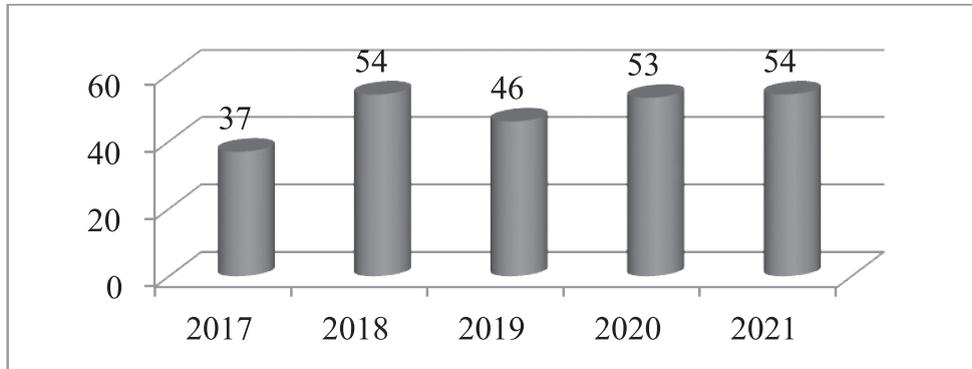

Source: VCCI, USAID (2018-2022). Provincial Competitiveness Index of Vietnam 2017-2021

(2). The proportion of labor recruited through the Employment Service Center is low and has not improved. Figure 5 illustrates that in recent years, the proportion of labor recruited through the Employment Service Center compared to the demand for recruitment by businesses has been deficient, reaching a peak of only 9.04% in 2021, meaning that it has not met 10% of the recruitment needs of businesses. This indicates that the role of the Employment Service Center in connecting and supporting businesses in the province to attract skilled labor is still vague. Workers either approach businesses directly to seek employment or businesses announce recruitment themselves. Recruitment and labor utilization are mainly operated through market mechanisms.

Figure 5. Percentage of laborers recruited through service centers compared to recruitment needs of businesses in Ba Ria - Vung Tau province, 2019-2022
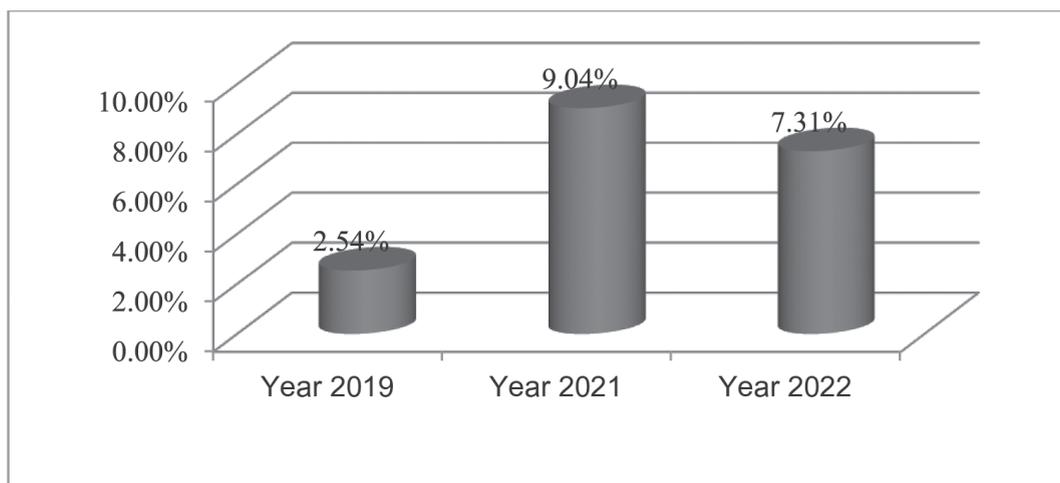
Source: Calculations based on data from the BRVT Employment Service Center (2020, 2021, 2022, 2023).

(3) There is no close connection between schools and businesses in vocational training. Many businesses including FDI businesses have not been actively involved in training human resources. Figure 6 shows

that the proportion of training human resources costs in the total business costs in BRVT province is only above 5% lower than the national average. It is evident that businesses, including those involved in FDI, can enhance the quality of their human resources and provide high-quality labor resources for enterprises by participating in training programs that are in line with modern practices and utilize training methods commonly used in developed industrial nations, which adhere to high industry standards.

Figure 6. Proportion of human resources training costs in total business costs (%)
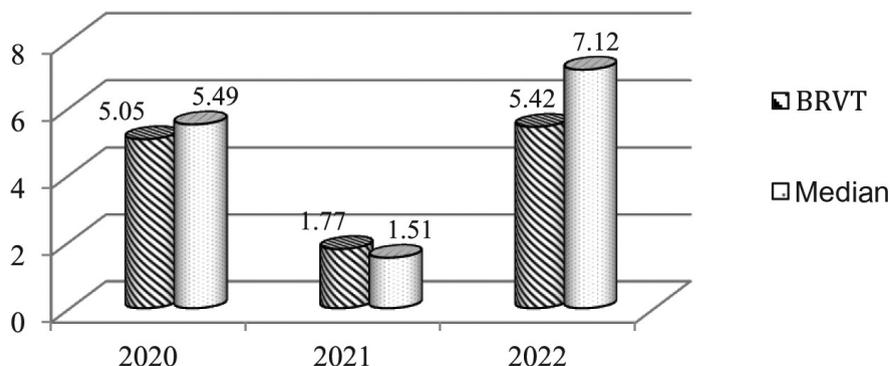
Source: VCCI, USAID (2022-2023). The Vietnam Provincial Competitiveness Index 2020-2022.

5. Conclusions and recommendations

5.1. Conclusions

Based on the evidence and analysis of the high-quality labor market in BRVT province, the following observations are made:

- The demand for labor has witnessed a surge in both quantity and quality. Workers employed in enterprises located in the province enjoy the highest average monthly income in the Southeast region. The labor market has exhibited a robust rebound following the COVID-19 pandemic, with a particular emphasis on skilled and high-quality workforce.

There is a trend of increasing recruitment demand across all sectors, with the most significant growth seen in the province's key industries. such as mechanical engineering - automation, electrical - mechatronics, and electrical - refrigeration -industrial electricity, etc

- The quality of the human resources has improved. with a higher proportion of trained laborers compared to the national average and approximately that of the Southeast region. However, there is still a shortage in quantity and a deficiency in quality, and the province cannot meet the demand for high-quality human resources.

- Higher education and vocational education have not yet met the demands of the labor market;

- There is a lack of close linkage between educational institutions and businesses in vocational training; vocational training conducted by businesses is minimal.

- The role of the Employment Service Center in connecting and supporting local businesses in attracting high-quality human resources is still unclear. Recruitment and utilization of labor are mainly operated through market mechanisms.

5.2. Recommendations

Disseminating information and providing updates on the socio-economic development, recruitment needs, and usage of high-quality and skilled labor regarding quantity, qualifications, and training sectors…. of businesses within the province aiming to guide vocational education activities of vocational education institutions, parents of students, and learners to create on-site human resources to meet the demands of the local labor market;

Review, adjust, reorganize, and restructure the network of universities and colleges to meet the requirements of socio-economic development and industrial growth in the province. Expanding the scale and diversifying fields and types of training; constructing a structure of professions and training levels that adhere to advancements in science and technology; linking training with the usage needs of businesses.

Vocational education institutions, particularly those

specializing in mechanical engineering - automation, electrical - mechatronics, and electrical - refrigeration - industrial electricity, are being strengthened to cultivate a highly skilled workforce that meets the demands of the labor market in terms of both quantity and quality. To achieve this, authorized agencies are investing in physical facilities and technical equipment to meet the increasingly stringent requirements of vocational education. Additionally, there is an emphasis on encouraging vocational training institutions to independently invest in physical facilities and actively develop training programs based on output standards. This involves the participation of enterprises and employers to ensure that trained workers are employed in accordance with the curriculum they have been trained in. Furthermore, these institutions are integrating relevant soft skills and professional ethics training content into their programs. By improving skills through education and training, individuals will be better equipped to navigate job transitions and both laborers and businesses will benefit from technological advancements and digital transformation.

There exists a mechanism aimed at promoting and assigning the accountability of enterprises to arrange training and retraining programs for the labor force employed within the organization. Enterprises are motivated to allocate resources towards training endeavors, including the establishment of training facilities, procurement of training equipment, formulation of training programs, cultivation of educators and managerial personnel, engagement in vocational education initiatives, and provision of internship opportunities within the company, etc.

Digitize employment data. build the Vieclambariavungtau App with full information about businesses' recruitment and training needs to connect labor supply and demand; provide timely information on training and employing employees; and attract highly skilled workers from other localities to work in BRVT province. Training institutions and workers within and outside the province can easily find training needs and job opportunities through the App.

The Employment service Center conducts short-term, medium-term, and long-term forecasts on labor supply and demand in general and key economic sectors of the province and assesses the impacts of macroeconomic fluctuations on the supply and demand of high-quality labors, provides information on recruitment needs and training requirements of enterprises and facilitates labor supply-demand connections, etc.

Enterprises within the province proactively develop competitive policies to attract high-quality labor (employment opportunities, salaries, benefits, working conditions. etc.); Actively establish strong connections with educational institutions from student enrollment to facilitating job placements post-graduation. It is imperative for employees to consistently engage in self-study and adopt a lifelong learning approach in order to acquire the necessary knowledge and skills that align with the growing demands of the job market. Similarly, students of university and vocational education institutions should strive to accumulate knowledge and skills, particularly in foreign languages, while also shouldering professional responsibilities. This will ensure that upon graduation, they possess the requisite expertise and vocational skills, along with a positive attitude that aligns with the expectations of potential employers. This helps workers secure quality employment and contributes to the socio-economic development of BRVT.

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VIETNAMESE AGRICULTURE PARTICIPATION IN GLOBAL VALUE CHAIN: OPPORTUNITIES AND CHALLENGES

Doan Thi Mai Huong
University of Labour and Social Affairs
Huongdoanthimai@yahoo.com
Nguyen Thi Van Anh
University of Labour and Social Affairs
nguyenvananh83@ulsa.edu.vn
Truong Thi Tuyet
Diplomatic Academy of Vietnam
tuyettruongdrf@gmail.com

Abstract: The article examines the opportunities and challenges of Vietnam's agricultural industry when participating in global value chains. Using qualitative research methods, the research team collects data from websites and reports and analyzes from websites, as well as reports and analyzes the opportunities and challenges of Vietnam's agricultural industry. The article points out that Vietnam's agricultural industry participates in the global value chain through the two stages of creating the largest added value for the economy: "organization of production" and "consumption of products." In which "production organization" is associated with the association between enterprises, farmers, and cooperatives. Regarding "consumption of products," the research team realized the potential extent of the agricultural industry in the digital economy, applying e-commerce to reduce costs and increase value. Besides, the research team also raised the challenges faced by the industry when participating in the global value chain. Based on the analysis, the research team proposes a number of solutions to promote and enhance Vietnam's agricultural industry position in the global value chain.

1. Introduction

Agriculture plays an important role in Vietnam's economy, providing input materials for many other economic sectors. In the context of Vietnam's participation in the global value chain, the research and determination of the position of the agricultural sector in the value chain play a vital role. Some empirical studies on the global value chain and the participation of the agricultural sector in the global value chain in some developing countries, including Vietnam. The research of Trienekens (2011) on Agricultural Value Chains in Developing Countries

analyzed The value chain of countries consisting of 3 components, which are Limitations for value chain upgrading, value chain elements including added value, horizontal and vertical chain network structure, and value chain governance mechanism; value chain upgrading options. Huong et al. (2022) researched comparative advantage and participation in the global value chain of Vietnam in the electronics and food industries, showing that the electronics and food industries are two industries that play an important role in socio-economic development. Vietnam is developing businesses, bringing in revenue

for employees and the state budget, accounting for a large proportion of Vietnamese exports. Research on the global value chain of the agricultural sector, for the case of African countries, Jean Balié et al. (2018) showed that the countries of Sub-Saharan Africa (SSA) are not like most Latin America and Asian countries, not profoundly integrated into the global production network. At the same time, the article pointed out the participation of bilateral and sectoral SSA countries in the global value chain for food and agriculture, demonstrating that trade policies have an impact on the upstream and downstream linkages of the value chain. Ryan Vroegindewey & Jennifer Hodbod (2018) researched the resilience of agricultural value chains in the context of developing countries. Research showed that agricultural value chain resilience is crucial to food security and sustainable food systems in developing countries. However, research papers on the agricultural sector and value chains are very limited, most of which focus on global value chains in general. Some research articles on the global value chain in Vietnam only stop at the general analysis of the value chain or research on the value chains of other fields, such as industry and services, with little mention of agriculture. Recognizing the importance of the problem, the research team chose to study the opportunities and challenges of the agricultural sector participating in the global value chain. Therefore, it is possible to promote opportunities and advantages while overcoming limitations and difficulties to improve Vietnam's agricultural position in the global value chain.

2. Literature review

The value chain is a set of activities focused on creating or adding value to a product. Chains of goods are not simply about production processes: many of the inputs to the chain and many of the final goods produced will be in the form of intangible services. In the production of a tangible product or a service, the different activities are linked together in a chain fashion, with each stage adding value to the production process.

According to Kaplinsky's (2000) value chain research paper, the value chain includes the necessary activities of a product or service production cycle from the research stage to other production processes, distribution to the final consumer, and waste disposal after use.

The value chain of the digital economy is the product of integrating the digital economy and the value chain. It is the value system and operational chain organizational structure of digital economy activities and value chain innovation driven by data elements. These production and operations activities are data-driven and rely on information and communication technology. Moreover, the output activities of the value chain of the digital economy are different and interrelated, forming a dynamic process of value creation and added value (Zhenlong Miao, 2021).

E–commerce is a form of conducting, managing, and operating commercial business of members in a rapidly developing market in the world through and with the help of electronic means, computers, information technology, and communication networks (Phuong, 2016).

3. Research methodology

Data collection methods: The research team used the document research method to systematize the theoretical basis of the agricultural value chain, digital economy, and e-commerce. The article overviews theories from databases such as Google Scholar, Research Gate, and online libraries of ministries and departments.

To study the opportunities and challenges of Vietnam's agricultural industry in the global value chain, the research team focused on reviewing the current situation of Vietnam's agricultural industry participating in the value chain. The data presented in this article are collected from domestic and foreign books and scientific journals, data compiled by the General Statistics Office, and electronic information channels of provinces and cities in Vietnam. From the collected data, synthesizing and selecting information relevant to the research content, the authors use a combination of descriptive statistical methods to clarify the current situation.

Data processing method: Data collected is compiled from websites such as the General Statistics Office and electronic information channels and then reflected in figures. To evaluate and analyze data, the article also uses qualitative research methods, analyzing data on the export value of the agricultural industry and retail sales of agricultural products. From there, we draw on the industry's opportunities and challenges in participating in the global value chain.

4. Research results

4.1. Overview of Vietnam's agricultural value chain

Table 1. Vietnam's agricultural Value chain
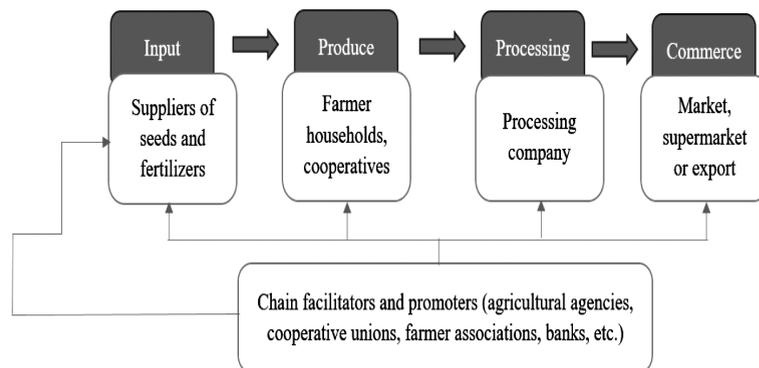
Source: Tien Giang Department of Agriculture and Rural Development (2020)

Vietnam's agricultural value chain is a set of activities many people perform to produce agricultural products and then sell them to consumers. The agricultural value chain model helps discrete development links link together to increase value, improve the competitiveness of agricultural products, and create a new production ecosystem in the countryside with new opportunities for everyone. The agricultural value chain model is a collection of activities related to the agricultural industry, including interrelated activities: "supplying inputs => organizing production => processing => consuming agricultural products."

Vietnam's agricultural industry mainly participates in the value chain through two stages that bring the highest value to our economy: *"organizing production"* and *"consuming agricultural products."*

4.2. Opportunities and some achievements of Vietnamese agriculture in the global value chain

Opportunities:

Firstly, *"organizing production"* is a potential stage for Vietnam's agriculture. The organization of production in the agricultural value chain in our country is shown through special forms of linkage. *Cross-linking* between farmers – farmers, Cooperatives – cooperatives, Enterprise – Enterprise. This form helps to reduce costs, increase the selling price of products, and increase the number of goods sold. *Vertical linkage* between farmers - cooperatives - enterprises in the production chain. This form arises due to the requirement to adapt to the modern market, leading to the formation of agro-food value chains, optimizing costs, eliminating waste in the process, increasing efficiency, helping to increase productivity and product quality, creating competitive advantages in the domestic market as well as the export market... Especially along with the development of science and technology, many national and provincial key products with high science and technology content are applied from seed production, farming, and processing, such as shrimp, Pangasius, wood products... In addition, the internet and digital transformation applications have simplified and streamlined the collection, inspection, and distribution of agricultural resources.

Secondly, the *"consuming agricultural products"* of Vietnam has many advantages in both traditional and modern consumption methods. In terms of *the traditional consumption plan*, according to the report of the Ministry of Industry and Trade (2022), many important achievements have been recorded in the export of agricultural products, such as signing many Free Trade Agreements (FTAs) – this is an opportunity for Vietnam's agricultural value chain when participating in the global value chain, in the current context of deep international integration. Some of the FTAs mentioned are the Regional Comprehensive Economic Partnership (RCEP), the Free Trade Agreement between Vietnam and the UK (EVFTA), The Free Trade Agreement between Vietnam and the EU (EVFTA)... Along with improving supply capacity in the context of deep integration, Vietnam's agriculture has been affirming its position in the international trade market. Regarding *modern consumption plans*, e-commerce has seen significant growth in the agricultural industry. The consumption

of agricultural products has advantages based on the current strong trend of e-commerce development. The advantage of e-commerce is that it is fast, has a global scope, and can connect directly from sellers to consumers, which is an important factor in expanding the scope of product groups, products, and sales objects at a much lower cost than traditional trade. Therefore, the application of e-commerce to support and expand the agricultural product consumption market is becoming an indispensable business trend in the current integration context towards a modern and sustainable consumption distribution channel (Hai Thanh, 2021).

Global retail e-commerce sales are currently valued at around $3 trillion and continue growing rapidly. E-commerce sales accounted for 11.9% of total retail worldwide in 2018, expected to reach 10.2 billion by 2023 (Innovative Hub, 2021). And the role of e-commerce is mainly to maximize the consumption of agricultural products. With the available potential, Vietnam has many opportunities to promote the consumption of agricultural products in the current integration conditions with the support of the digital economy. The formation of an e-commerce platform to promote the consumption of agricultural products is and will bring many expectations in the future. In particular, e-commerce is increasingly becoming a trend when the agricultural industry and Vietnam's general economy are negatively affected by the COVID-19 pandemic. According to Minh, N.B (2023), E-commerce has helped the agricultural industry to have the most changes in recent years. Many business households and cooperatives have put their products on e-commerce platforms such as Shopee, Alibaba, Lazada, and VN Post... so that agricultural products can go far

and quickly reach consumers. The digital transformation skills of people in mountainous, remote, and isolated areas have been improved. Tools to put local products and services on e-commerce floors are increasingly being applied, not only to serve the domestic market but also towards export, mainly to fastidious markets like the US. , Japan, Europe. This consumption option brings much greater added value than traditional agricultural product consumption because of the high increase in B2C (Business to Consumer) revenue, direct link with domestic and foreign consumers, and reducing many other costs, such as transportation, storage, etc.

Achievements:

In terms of organizing production, the structure of agriculture has shifted towards promoting advantages to suit the market and adapt to climate change, developing according to VietGAP standards, with over 62% of communes meeting new rural standards (Innovative Hub, 2023). At the regular press conference for the first six months of 2023 of the Ministry of Agriculture and Rural Development, Deputy Minister Phung Duc Tien said that the GDP growth rate of the agricultural sector increased by 3.14% (Khoi, 2023).

Currently, Vietnam's rice yield is the highest in Southeast Asia, reaching 5.6 tons/ha, nearly double that of Thailand and 1.5 times that of India. In particular, in 2020 alone, when the whole world was heavily affected by the COVID-19 pandemic, Vietnam also suffered heavy consequences from natural disasters epidemics for livestock... but thanks to the application of science and technology, restructuring production and disease control ability, the output of agricultural products is stable and increased compared to 2019.

In terms of consuming agricultural products

Figure 1. Value and proportion of agricultural exports to GDP

Unit: %, $ million
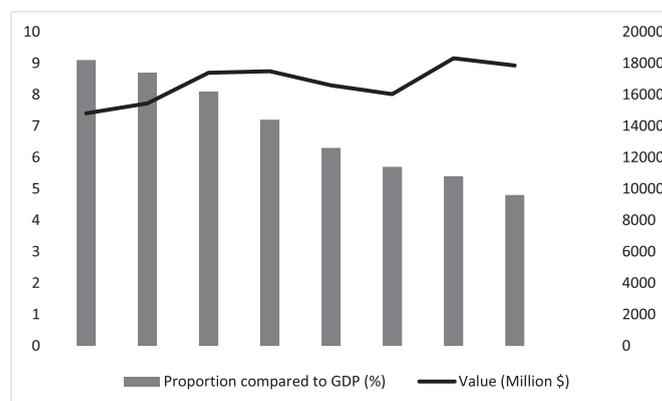
Source: General Statistics Office (2020a)

According to Figure 1, It can be seen that although the proportion of the agricultural sector to gross domestic product (GDP) tends to decrease, the export value tends to increase over the years. This confirms that Vietnam's agriculture participation in the global value chain not only creates added value for the industry but also contributes to Vietnam's economic growth in general.

Figure 2. Retail sales of agricultural goods
Unit: Billion VND
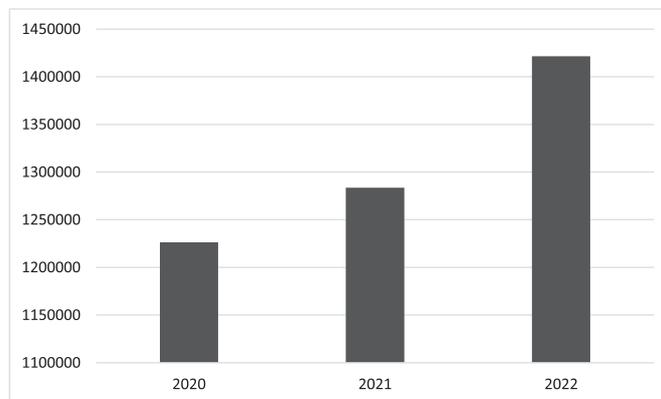
Source: General Statistics Office (2020b)

According to Figure 2, retail sales of agricultural products in Vietnam tend to increase gradually over the years. Specifically, in 2020, retail sales of agricultural products were 1226259.1 billion VND, growing over the years and reaching an impressive figure of 1421614 billion VND in 2020. This is one of the outstanding achievements of consuming agricultural products of the agricultural value chain when participating in the global value chain.

Regarding the consumption of agricultural products through e-commerce platforms, e-commerce has not had a significant impact on the agricultural industry for reasons such as the supply chain of agricultural products often being under the control of intermediaries. ; challenges from the preservation process… and the psychology of consumers who prefer to buy directly because of the concern between online and reality. However, this is rapidly changing as e-commerce solutions aimed at overcoming barriers around customer preferences and logistics drive online groceries worldwide. In developed markets, online orders for large quantities of fresh produce, such as hotels and restaurants, have become commonplace. In the consumer market, online grocery orders are also starting to gain traction. For example, Bac Giang lychee has been successfully uploaded to the Alibaba.com e-commerce platform, reaching many countries worldwide. According to survey data from Vietnam E-commerce Report (2023), the percentage of consumers participating in the survey continues to tend to buy goods on e-commerce platforms at 70%; the rate of enterprises continuing to deploy agricultural products on the e-commerce trading floor in the future is 81%. These numbers show the great achievements and potential of the agricultural sector when participating in the global value chain of the digital economy.

4.3. Challenges of Vietnam's agriculture in the global value chain

However, the consumption of agricultural products in Vietnam still has many major limitations. First of all, we are still only exporting unprocessed raw products with low scientific and technological content, reducing the competitive advantage of the agricultural value chain compared to domestic and foreign countries, especially compared to direct competitors. At the same time, the export of agricultural products in Vietnam is highly dependent on a few markets. In the period 2010 - 2021, the export of agricultural products depended on two markets, China and the United States, accounting for 47.2% of the total value of agricultural exports in the first five months of 2021. The level of dependence on markets such as China and the United States is increasing. The proportion of Vietnam's agricultural, forestry, and fishery export value to China increased from 14.7% in 2010 to 22.6% in the first five months of 2021. In which, Vietnam exports over 70% of vegetables and fruits to China (General Department of Customs, 2021). The quality of agricultural products

is still uneven. At the same time, the requirements of the importing countries are increasingly high, such as requirements on food hygiene safety and traceability; many export orders are still being returned due to the use of banned substances during production and processing. The proportion of products produced according to sustainable standards and international certification is still small, only about 10%. Although many agricultural products are exported in the leading position in the world, more than 80% have not yet built a brand name and do not have a logo or label for Vietnam. This is a major limitation, reducing the competitiveness of products and, at the same time, limiting the deep participation in the retail distribution system of the importing countries.

From the above analysis, it can be seen that Vietnam's agricultural exports are still contributing a relative amount of value to the economy but not commensurate with the inherent potential. Meanwhile, high profits belong to foreign enterprises that import raw products from Vietnam through processing and applying advanced technology to become products of higher value and continue exporting to other countries for consumption, including ours. Vietnam's agriculture is still weak in terms of having a comprehensive understanding of international quality standards, the preservation stage, and the high content of banned substances in the products. Our country's agricultural products have not yet addressed the modern concerns of international consumers regarding environmental protection and sustainable development. In addition, businesses that purchase and export domestic agricultural products still have difficulties in assessing the overall core factors that create competitive advantages in the value chain and capabilities in approaching each stage. Currently, most of Vietnam's agricultural products only bring natural value through the production process but lack entirely the stages that create most of the added value, such as product research, innovation in the production process, packaging design as well as focusing on designing, distributing and commercializing those agricultural products. Vietnam's agriculture still has not well shaped the concept of participating in the international market, leading to the consequences of Vietnam still being at the bottom of the global value chain and having a lower risk of falling in the following years. In the global value chain, the key factor that brings competitive advantage is not where

the manufacturing plant is located but where the most value is retained. Vietnamese agriculture has not been able to decipher this principle even though our country is known as one of the largest exporters of agricultural products in the world.

Coffee exports in recent years are still considered a "backbone" sector, contributing greatly to Vietnam's total agricultural export turnover. However, the lack of big brands and the lack of standard production and processing processes to meet the requirements of importing countries are major barriers to Vietnam's coffee exports. Besides, our country's coffee industry also faces the challenge of having more and more competitors in the export of processed coffee with high scientific and technical content; logistic transportation costs fluctuate a lot.

In the international coffee market share, Vietnam ranks 2nd in the world in terms of coffee exports. Every year, through exporting to more than 80 countries, mainly green coffee, Vietnam earns billions of USD. However, if only such a raw export were possible, the value of coffee beans would be much lower than that of roasted and ground coffee exports. In the global value chain of coffee, including "production of raw materials – cultivation – rudimentary processing, roasting – marketing and distribution of products," Vietnam mainly focuses on cultivation and production. Meanwhile, this stage only contributes about 10% to the value chain. In the export structure of Vietnam's coffee sector, the export of green coffee, mainly robusta, accounts for 90.7% and roasted and ground coffee and instant coffee are 2% and 7.2%, respectively. Vietnam's robusta coffee is only considered as filler coffee for the world's consumption needs. In the world's value-added chain, green coffee is only entitled to 1/20 (Hien, 2022).

The paradox here is that despite being known as a powerhouse of coffee production and export, Vietnam still imports an average of 60,000 tons of processed coffee from Brazil, the US, and China each year. Although the number of businesses in Vietnam's coffee business is very large, in reality, only a few enterprises have a good name, have built a brand name, and have a processing factory like Trung Hoa Group Joint Stock Company. Nguyen, Nestle Vietnam Co., Ltd., and Ngon Vietnam Coffee Co., Ltd. have to compete directly with big foreign business brands such as Starbucks, Highland... Therefore, it is inevitable that our country will export

raw coffee to foreign countries and then continue to import finished coffee for domestic consumption. That process needs to improve the comparative advantage, the competitive advantage of Vietnamese coffee beans compared to competitors around the world.

Vietnamese agricultural products also have many shortcomings and face many challenges. According to experts, over 80% of our country's agricultural products to the world market must go through intermediaries by foreign "brands."; Up to 90% of Vietnam's agricultural products are still exported in raw form or with limited processing content, and the quality of the export value is lower than similar products of many other countries (Financial Journal, 2017). That makes the competitiveness and participation level in the global value chain of our country's agricultural products still low, especially those with high added value.

4.4. Solutions to improve the position of Vietnam's agriculture in the global value chain

In terms of enterprises and cooperatives, farmers produce and export agricultural products.

Firstly, When participating in the global value chain, enterprises must actively and proactively choose stages that create high-added value to exploit comparative advantages and develop quickly, effectively, and sustainably in export activities and consumption on the world market. Promote linkage activities when participating in global value chains, linking farmers with cooperatives, businesses with cooperatives or enterprises - cooperatives - farmers..., overcoming the situation of small-scale, lack of linkage between parties leads to inefficient participation in global value chains and little added value.

Secondly, in the production organization stage, enterprises, farmers, and cooperatives must focus on selecting agricultural products that Vietnam has a comparative advantage over and are in high demand in the world to focus on developing. At the same time, it is important to plan and rearrange agricultural areas towards modernization and the application of scientific and technological achievements to production and farming activities.

Thirdly, regarding product consumption, with the advantages and potential of e-commerce platforms, cooperatives and farmers need to promote the consumption of agricultural products on e-commerce platforms directly to consumers. This can reduce transportation, storage, and intermediary costs.

Applying tools in the context of the digital economy helps the agricultural sector to create more added value. In addition, enterprises that distribute and export agricultural products must also promote distribution, consumption, and export through e-commerce platforms to apply technology and digital transformation to raise prices and position the agricultural sector in the global value chain. In addition, the branding and promotion of agricultural products are also issues that need to be focused, focused on promoting and developing.

In terms of the Government

Firstly, in the stage of production organization, the link between enterprises, cooperatives, and farmers in the agricultural value chain plays an important role in creating added value for the chain, so the government needs to understand the effectively combine actors and systems in the value chain system of the digital economy and improve the value creation ability of the value chain system. This is an important way to promote value addition, value transfer of production and business, and activities of the digital economy. In the product distribution and consumption stage, e-commerce floors and digital marketing are inevitable trends that increase added value for the chain thanks to the B2C model, cut costs, and maximize profits. Therefore, the government needs to accelerate the construction of a new generation of information application bases, building Internet infrastructure in rural and remote areas...

Secondly, the government needs to have financial support policies. Supporting businesses in accessing financial resources is an important factor that affects their ability to participate in global value chains. Prioritize capital investment in the agricultural sector so that cooperatives, farmers, and businesses have conditions to access high technology and apply high technology to production activities.

Thirdly, the government needs to create favorable conditions for producers and exporters of agricultural products to participate in the non-production stages and to approach foreign consumers more closely. In particular, the government needs to facilitate and support information on market demand and promote agricultural products in the open market. Create favorable conditions to attract foreign direct investment in the agricultural sector. Thereby, Vietnam's agriculture can access capital and technology as well as participate in the global distribution and consumption

network of agricultural products, contributing to enhancing its position and creating more value for the agricultural value chain when participating in the global value chain (Quyet, 2020).

5. Conclusions

In summary, the research has pointed out the opportunities and challenges of Vietnam's agricultural industry when participating in the global value chain. Through qualitative research methods, data collected from official websites such as the General Statistics Office, documents from Google Scholar, and Research Gate..., the article sheds light on the level of participation of the agricultural sector in the global value chain, clarifying opportunities and challenges from the current research situation. Thereby, the research team proposes solutions to improve the value efficiency of the agricultural value chain. The article inherits the theoretical basis from previous studies and serves as a foundation for future research on agricultural development in the global value chain.

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LABOR COMPENSATION ENHANCES EMPLOYEE ENGAGEMENT IN SMALL AND MEDIUM ENTERPRISES IN HANOI

Tran Thi Minh Phuong

University of Labour and Social Affairs

tmphuong.ulsa@gmail.com

Abstract: Labor compensation is a crucial element for both businesses and employees. It serves as a tool to foster employee engagement within the organization, laying a solid groundwork for the organization's success and growth. Employee engagement signifies the level of dedication and alignment employees have towards the organization's objectives, values, and mission. Engaged employees are more likely to demonstrate increased productivity, dedication, and efficiency at work, thus inspiring a culture of hard work and perseverance. The effectiveness of labor utilization and employee engagement is heavily influenced by the compensation provided by the organization. This article will delve into the correlation between labor compensation and employee engagement in small and medium-sized enterprises in Hanoi, proposing solutions to facilitate sustainable and efficient business development.

1. Introduction

When faced with choosing a career or sticking with their workplace, employees are often most concerned about welfare and incentives at the company. Therefore, the employee will interested in the labor compensation paid at the enterprise. For some people, income is the most important thing, so they will stay if the business pays high salaries. Others are because of promotion opportunities and training. Research on labor compensation helps engage employees in the organization through salaries, financial incentives, and benefits, offering some solutions to engage employees associated with the organization.

2. Theoretical background

According to Tuoi (2020), "Labor compensation is all the benefits employees receive through the hiring relationship between them and the enterprise. Employees can receive benefits when they participate in the enterprise, such as salary, bonus, welfare regimes, and promotion opportunities;... With each approach, labor compensation can be divided into different basic parts. Labor compensation can be divided into three basic components: base compensation, financial incentives, and benefits; fixed compensation and variable compensation; and financial compensation and non-financial compensation.

Many studies have found a positive relationship between organizational engagement and employee behavior and attitudes in the workplace. An employee who wants to have a long-term engagement with the organization will bring loyalty, self-awareness, and pride to the organization... which will affect work efficiency. Engagement is loyalty to a social unit, which may be an organization, subsystems of an organization, or a profession. Sheldon (1971) defines engagement as a positive appreciation of the organization or its goals. According to Buchanan (1974), most scholars define engagement as the relationship between the individual (employee) and the organization (employer) (Tella, 2007). Robinson et al. (2004) said, "Employee engagement is a positive attitude that employees have towards organizations and depends on the level

of support they receive from the organization." As such, engagement links with employee attitudes. When employees engage with the organization, they maximize their work abilities (Kahn, 1990). Moreover, employees will commit to their work when they feel the meaning of their work, feel safe, and have enough ability to perform that job. Therefore, the organization is responsible for developing and nurturing engagement because engagement requires a two-way relationship between employees and the organization. According to Zangaro (2001), organizational engagement is an employee's promise and commitment to future responsibility for the organization. For Cohen (2007), organizational engagement is the employee's loyalty, willingness to make every effort for the organization's goals, and values and desire to remain a member. According to Mowday & Steers (1979), engagement is "the intention or desire to remain an organizational employee," following the above concept, employees will always remain loyal to the organization, no matter where there are higher salaries and more attractive working conditions.

Thus, employee engagement is the psychological state that expresses the engagement of an individual to an organization to the profession; it is the loyalty and enthusiasm of employees to work for the organization; It is the willingness to do your best for the organization, always prioritize the benefits of the organizations over your own. Individuals with a higher level of engagement with the organization will be more satisfied with their work and less likely to think about leaving and joining another organization. Employee engagement within the organization plays an important role in the success and development of the organization. Employee engagement involves the degree to which employees feel committed and agree with the goals, values, and overall purpose of their work organization. Employee engagement is not only about creating a comfortable and happy environment but also about establishing a team spirit that will make each individual feel that they have an important contribution to the comprehensive development of the organization.

3. Research methodology

Theoretical analysis and synthesis methods: The author studies scientific articles, textbooks, texts, ect. related to labor compensation and employee engagement, as well as research on salaries, financial incentives, and benefits related to employee

engagement in the organization. The author developed a set of questionnaires to survey managers and employees working in small and medium enterprises in Hanoi. The total number of votes collected was 251, of which 48 were invalid, accounting for 19.12% (only 01 answer option was selected for all questions). 203 valid votes after the collection meet the conditions of analysis. Data was collected in July 2023. Questionnaires were sent directly via email, zalo, and Google Drive's Google Docs Forms tool to employees working at small and medium enterprises in Hanoi city. The observed variables in the survey questionnaire use the Likert scale to bring highly feasible results because they include many levels that employees can choose according to their feelings and assessments. With a low average value of 1.0 -1.8, it is considered Strongly Disagree; A mean value of 1.81 to 2.6 is considered Disagree; The average result value from 2.61 to 3.4 is considered Normal; The average value from 3.41 to 4.2 is considered Agree; An average value of 4.2 or higher is considered Strongly Agree.

In addition to collecting primary data through surveys and questionnaires, the research team also collected secondary data from salary reports and business human resource fluctuations.

4. Current status of labor compensation to help engage employees in small and medium enterprises in Hanoi

4.1 Overview of small and medium enterprises in Hanoi City

Small and medium enterprises are enterprises whose size is limited by labor, capital asset values, or turnover, depending on the regulations of each country. SMEs play an important role in Vietnam's economy, creating jobs, contributing to economic development, and driving innovation and creativity in the business sector. In Hanoi, SMEs operate in various sectors, from services, trade, manufacturing, information technology, and tourism to agriculture and food processing. SMEs account for the majority of enterprises operating in Hanoi. SMEs have created many jobs and contributed to the City's GDP. SMEs often provide flexible employment opportunities and attract workers from nearby areas.

According to the Hanoi Department of Statistics, in October 2023, there were 2,952 newly registered businesses in the city, marking a 13% increase compared to the same period in 2022. The total registered capital

amounted to VND 25.7 trillion, reflecting a 29% rise. Furthermore, 759 businesses resumed operations, showing a 14% growth (Son, 2023).

In the year 2022, Hanoi City is the home to approximately 351,000 small and medium-sized enterprises (SMEs), which make up 97.2% of the total number of operating enterprises. Out of these, there are 29.6 thousand newly established enterprises, marking a 23% increase compared to the previous year. Additionally, there are 9.8 thousand enterprises that have resumed their operations, reflecting a 1.5% growth compared to 2021. This positive trend can be attributed to the stable epidemic situation and effective policies supporting both enterprises in general and SMEs in particular. Furthermore, the domestic and foreign markets have experienced prosperity, further contributing to the growth of these enterprises.

Nevertheless, approximately 16.4 thousand enterprises suspended their activities witnessing a 38% increase in comparison to the previous year, while 3.6 thousand enterprises were dissolved, marking a 16% rise from the corresponding period in the preceding year. Furthermore, the data also indicates that despite

a 23% increase in the number of newly established enterprises compared to 2021, the rate at which enterprises dissolved and suspended operations rose even faster, by 38%. This serves as a clear indication of an unstable economy following the impact of the COVID-19 pandemic. As a result, the demand for support among enterprises has risen, consequently affecting state budget income, employment, and workers' income. In the first five months of 2023, Hanoi City alone witnessed the establishment of over 13,000 new enterprises, with a registered capital of VND 125.9 trillion. Although there was an 8% increase in the number of enterprises, the registered capital experienced a decline of 17% compared to the same period last year. Additionally, there were 1.5 thousand enterprises dissolved, marking a 5% decrease, while 12.6 thousand enterprises registered for temporary suspension of operations, indicating a 22% increase. Furthermore, 4.6 thousand enterprises resumed their operations, but this figure saw a decline of 22%. The author conducted a total of 203 valid surveys, and the statistics derived from these surveys are described as follows:

Table 1. Descriptive statistics of the sample size of the SME survey (n = 203)

Items	N	%	Items	n	%
Seniority			*Type of business*		
Less than 01 year	53	26.1	Limited liability company	66	32.5
From 01 to 03 years	49	24.1	Joint stock company	92	45.3
From 03 to 05 years	57	28.1	Partnerships	5	2.5
Above 05 years	44	21.7	Private enterprise	40	19.7
Position in organization			*Department*		
Worker	19	9.4	Agriculture, forestry, fisheries	31	15.3
Staff/Expert	168	82.8	Industry and construction	42	20.7
Team leader/Group leader	8	3.9	Trade and services	130	64
Head/Deputy Head of department, department, unit	8	3.9	*Gender*		
Firm ownership status			Female	104	48.8
State-owned	20	9.9	Male	99	51.2
Privately owned	156	76.8			
Foreign-owned	27	13.3			

Source: Author's statistics

The descriptive statistics of sample show that: *In terms of Seniority*: The range of seniority varies among employees, with the highest percentage falling within the 03 to 05 years bracket (28.1%), and the

lowest percentage in the group with over 05 years of experience (21.7%). *About the type of business*: There is a diversity in types, from limited liability companies to private enterprises. *About positions in the organization:*

Diversity in job roles, ranging from workers to employees/specialists and senior management positions like team leaders/group leaders, implies that businesses possess a multi-layered workforce and offer opportunities for career advancement to their employees. However, the percentage of heads/deputy heads of departments and team leaders/group leaders is relatively low, standing at only 3.9%. This presents a challenge in cultivating internal leadership and engaging exceptional employees to ensure sustainable growth. For workers (9.4%) and employees/specialists, who constitute the majority at 82.8%, it is crucial to establish training and career development programs to enhance their performance and job satisfaction. *Regarding the operation field of enterprises*, Trade and services account for 64% of the total activity, while industry and construction make up 20.7%. Agriculture, forestry, and fishery have the smallest portion at 15.3%.

4.2. The current situation of labor compensation improves to engage employees in small and medium enterprises

4.2.1 Salary situation

When evaluating employees' salaries and employee engagement with the organization, the results are as follows:

Table 2. Statistical results of employees' opinions on salaries

Items	Mean	Response
The salary I receive is commensurate with my work results.	2.468	Disagree
My salary is enough to meet my life needs.	3.089	Neutral
My business pays salaries fairly among employees.	3.025	Neutral
My salary truly reflects what I contribute to the business	3.005	Neutral
Wages are on par with other businesses in the same employment sector.	3.025	Neutral

Source: Author's statistics

The basic salary that employees receive is proportional to the work results with the lowest scores when compared to other factors. "*The salary I receive is commensurate with my work results*" received a rating of Disagree, whereas the remaining factors were rated as Neutral. besides other factors like equity, transparency in salary distribution, competition among different companies' pay scales, and the adequacy of salaries in meeting employees' needs are being assessed "temporarily good", it is imperative for businesses to reassess their performance evaluation policies and techniques to ensure equitable compensation. The survey indicates that a mismatch between the basic salary and the employee's actual contribution can lead to adverse outcomes. Employees may feel unjustly treated and demotivated if they believe that their base salary does not reflect their true worth to the organization.

4.2.2 Financial incentives situation

Table 3. Statistical results of employees' opinions on Financial incentives

Items	Mean	Response
Your business has a bonus policy on major holidays	3.892	Agree
Your company has a reward policy based on work performance	2.527	Disagree
Your business has a policy to reward effective initiatives	3.335	Neutral
Your business has a bonus policy at the end of the quarter and year based on business results	3.936	Agree
Enterprises have a policy of distributing profits to employees	3.867	Agree

Source: Author's statistics

Analysis of Table 3 shows that the question *"Your business has a bonus policy on major holidays"* is highly rated (3.892), showing that employees appreciate the bonus policy on major holidays. This shows attention to organizational culture and the ability to manage the business's human resources effectively. The question *"Your company has a reward policy based on work performance"*, which received the lowest average score of 2.527, suggests that certain employees are discontent with how performance is assessed within the bonus policy. It is imperative to reassess or enhance the performance evaluation system to accurately gauge employees' performance, conduct more comprehensive surveys to gather employees' feedback and preferences regarding bonus policies, and performance assessment in order to refine and enhance the existing policy. The question "Your business has a policy to reward effective initiatives" with "Neutral" results, which may could suggest that certain employees either approve or are indifferent towards the policy. Companies have the opportunity to modify this policy to help inspire employees to be more innovative and positive in the workplace, while also demonstrating recognition and gratitude for their creative contributions in order to cultivate a culture that nurtures fresh concepts. The question "Your business has a bonus policy based on business results at the end of the quarter and year" has the highest rating (3.936). We see that employees highly appreciate the bonus policy based on business results. This demonstrates the effectiveness of the policy in encouraging employees' commitment and positive contributions to the development of the business. A high rating of 3.867 shows that employees highly appreciate the profit policy. This can create a link between individual performance and organizational development. The results table shows diversity in the development of financial incentive policies. This poses opportunities and challenges for organizations to understand employees' desires and expectations better, thereby adjusting policies to reflect the organization's values and goals. It should be noted that continuously gathering employee feedback and adjusting policies is important to maintain and increase employee satisfaction and commitment.

4.2.3 Benefit situation

Table 4. Results of employees' opinions on business benefits

Items	Mean	Response
The benefit of my business is implemented following the regulations of the government	4.207	Strongly Agree
The benefit of my business is that it is distributed fairly to the employees annually.	4.158	Agree
My business implements all types of insurance for employees according to regulations.	4.167	Agree
My business handles things well, fully providing sickness and occupational disease benefits.	4.217	Strongly Agree
Every year, my business organizes trips and vacations for employees.	4.172	Agree

Source: The authors

The average rating for the question *"The benefit of my business is implemented following the government's regulations"* is high (4.207), showing that the business complies with government regulations and cares about creating a trustworthy and safe working environment. The question*: The benefit of my business is annually distributed fairly to the employees, which* is a relatively high level of agreement (4.158), showing that most employees see benefits as evenly distributed. However, some groups of employees still feel that their benefits are not adequately appreciated; businesses need to improve the distribution of benefits to ensure fairness and maximum employee satisfaction. Question: *Every year, my business organizes trips and vacations for employees* with a high average rating, showing that employees highly appreciate the entertainment and rest activities organized by the business. Furthermore, it is imperative for businesses to accurately ascertain the category and extent of employee satisfaction regarding travel programs. To gain a deeper understanding of their specific expectations, businesses can arrange discussions or

conduct surveys. By doing so, they can effectively tailor their policies to cater to the employees' needs and desires in the most optimal manner.

Based on the consensus reached on Salary, Financial Incentives, and benefits, there is also strong alignment on factors pertaining to employee engagement (08/09 factors are rated as agree). This indicates a positive level of employee engagement within the organization.

Table 5. Statistical results of employee engagement

Items	Mean	Response
I am willing to push myself to achieve challenging work goals.	3.7	Agree
I am willing to devote myself to performing my job duties.	3.424	Agree
I get excited when I think about new ways to do my job more effectively.	3.419	Agree
I am enthusiastic about providing a high-quality product or service.	3.369	Neutral
I am always willing to "go the extra mile" to do my job well.	3.616	Agree
Striving to continuously improve my work performance is very important to me.	4.039	Agree
My work is a source of personal pride.	4.148	Agree
I am determined to complete all my job duties thoroughly.	4.034	Agree
I'm willing to put my heart and soul into my work.	4.049	Agree

Source: The authors

The current salary situation of SMEs in Hanoi is assessed by employees to be well implemented, shown through the evaluation scores of employees mostly fluctuating in the range of 3.005 to 4.217 (Neutral or Agree). Employee engagement with the organization is rated relatively high, ranging from 3,369 to 4.148 points (Neutral or Agree). Only the "*I am enthusiastic about providing a high-quality product or service*" is rated at 3.369 points, ranked Neutral. The remaining contents are rated at the Agree.

5. Recommendations

The analysis shows that labor compensation is significant in engaging employees with the organization. Flexible labor compensation helps businesses retain employees and creates motivation and high performance. Enterprises must build labor compensation associated with employees' positions and working performance. Thereby stimulating employees to work with the highest spirit and responsibility. Specifically:

- Salary

Job-based salary is paid based on the value and importance of the job in the enterprise. In order to assess the value of a job, it is crucial to establish a comprehensive framework that takes into account various factors influencing the salary associated with each position. The factors that need to be focused on to evaluate the value of work are (1) The importance of the job (how the job affects production and business efficiency, the assets of the enterprise, and employment of others). (2) Complexity of work (requirements for professional qualifications and experience) (3) Nature of job (does the job require planning, planning over a long or short period to execute; requirements for calculation and information processing; requirements for creativity, level of employee management) (4) Coordination level (Work done independently or requires coordination, Scope, importance and normality must be coordinated) (5) Working conditions (Working environment, level of occupational risk). After determining the factors to evaluate job value, it is necessary to base on the importance of each factor to score job value. Therefore, to enhance employee satisfaction, managers should consider building a fair salary policy that truly reflects the value of employees' contributions. It is possible to achieve this by consulting the labor market and adhering to fair salary standards. Additionally, inspiring employees through acknowledging and valuing their contributions to the organization is crucial. Through these enhancements, the organization can establish a professional work environment where employees feel valued and acknowledge the significance of their input. This not only boosts employee contentment but also fosters a dynamic workforce, ultimately benefiting the organization's growth.

- Financial incentives and benefits:

Rewarding employees with bonuses must be well-founded, and the bonus level must be large enough for them to strive to achieve targets. Rewards must be timely so employees remember and repeat the rewarded behavior. To overcome the situation of average and across – the - board compensation policies, businesses should establish percentage-based work completion standards for each level of reward, both at the individual and departmental levels. By doing so, exceptional completion can be recognized and appropriately rewarded as follows: (1) Job performance factor, (2) Job performance level, (3) Bonus coefficient (4) Ahead of schedule. It is possible to calculate: Bonus level = Bonus coefficient x X (The enterprise determines the coefficient, with X serving as the foundation for bonuses). The reward system in this regulation is directly tied to the extent of job fulfillment, thus establishing a sense of trust among the employees. It is crucial that this bonus is promptly disbursed at the moment of decision-making. Financial incentives should be tailored to meet the employees' requirements, enabling them to perceive the organization's care and fostering a sense of job security. Additionally, incorporating financial incentives such as a loyalty bonus, a guaranteed workday bonus, and a bonus for adhering to business regulations would be beneficial. To ensure the suitability of financial incentives in accordance with the prevailing environment and living expenses, businesses should regularly update their information.

It is crucial to offer allowances for every department in companies to inspire employees to work energetically and productively. Apart from the common allowances like Cost-of-living, housing, travel, attraction, and mobility allowances, businesses should consider introducing additional allowances to boost employee commitment towards the company, especially in urban areas where the cost of living is rising.

- Diversify benefits: Businesses can implement other benefits policies such as organizing periodic health checks for employees and supporting employees in stabilizing their lives. Businesses need to develop clear and reasonable benefits payment regulations to use benefits funds more effectively. Diversify subsidies and benefits. Regarding the general benefit fund, businesses should, in addition to maintaining the above forms of benefit, expand other forms. Provide financial help: lend workers money to help them buy valuable assets such as cars and houses,... and this loan amount will be gradually deducted from their salary. Expand more services for employees: Businesses should spend a small part of the general fund to invest, repair, and build welfare projects such as cafeterias, canteens, and clubs,... expanding additional services for employees such as free parking, cars to take employees to work, clinic, discounts on corporate products, and financial consulting. Health protection programs should be applied to prevent diseases, such as programs for smokers and sports programs to avoid stress. These programs provide employees with more services and help businesses save many costs.

6. Conclusion

Labor compensation, which encompasses an employee's salary, financial incentives, and benefits provided by the organization, holds significance in both attracting and retaining employees. It plays a pivotal role in fostering a strong connection between employees and the organization. The importance of labor compensation extends beyond mere income for individuals, as it also reflects the values, commitments, and relationships shared between employees and the organization. A key aspect of employee compensation lies in its ability to generate robust motivation among employees. When employees perceive their hard work and contributions as valued and rewarded through salary and other benefits, they feel motivated and supported, thereby fostering trust and commitment towards the organization.

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FACTORS AFFECTING STUDENT'S INTENTIONS TO USE MOBILE BANKING IN HANOI

Tran Thi Phuong Hien

National Economics University

hientp@neu.edu.vn

Vu Minh Anh

National Economics University

11190955@st.neu.edu.vn

Vu Khoi Nguyen

National Economics University

Vukhoinguyen07092003@gmail.com

Abstract: This study considers Vietnam's mobile banking context, where Vietnamese customers have switched from traditional to online behaviors due to the pandemic (Deloitte, 2020 & 2021). It was conducted to identify the factors and determine their influence on students' intention to use mobile banking in Hanoi from February to April 2023. The results show that seven independent variables positively impact Vietnamese youth's intention to use mobile banking: performance expectancy, price value, social influence, hedonic motivation, habit and facilitating conditions, and perceived risk. Three of these significantly impact students' intention to use mobile banking in Hanoi: performance expectancy, price value, and social influence. The following are three factors, including hedonic motivation, habit, and facilitating conditions, in which facilitating conditions have the most negligible impact.

1. The necessity of the research

Through their smartphones and tablets, clients can access banks nearly anywhere and anytime, thanks to mobile banking (Kiesnoski, 2000). Global mobile banking usage is expected to surpass 1 billion users in 2017 and double to 2 billion users by 2022, according to forecasts from Juniper Research (Morris, 2013; Danny, 2017). Since 2010, banks in Vietnam have begun to run their mobile banking services. Since then, there has been a dramatic rise in the number of mobile banking users in Vietnam. The fast expansion of mobile banking presents possibilities and difficulties for service providers. In reality, many mobile banking customers have reverted to using desktop-based banking services (Yang et al., 2015). In addition, modern financial transactions like Fintech have developed to rival traditional banks (Lee, 2015). These and other problems arise as mobile banking expands. Banks must thus formulate effective strategies to attract and keep many consumers.

A notable gap is that there are few studies on the intention of customers to use or continue using mobile banking, particularly the students (18-22) in Hanoi. This problem is especially common in countries where researchers mostly approach the subject from a technological perspective, which means concentrating more on the effects of design and usability on consumer intentions and behavior (Zhou et al., 2007).

2. Literature review and hypothesis

2.1. Mobile banking overview

Shaikh and Karjaluoto (2016) said Mobile banking is a paperless banking system that operates 24/7. With only supporting devices: smartphones, personal computers, laptops, tablets, etc., customers can easily use the bank's services anytime, anywhere, without going to the bank branch to perform the transaction. In addition, customers may check account balances, generate statements, invest, get checkbooks, and pay bills. (Tam and Oliveira, 2016; Shankar and Kumari, 2016; Singh and Srivastava, 2018)). Because of these features, mobile banking has attracted many clients and has grown into a key asset for gaining a competitive advantage, meeting customer requests, and reducing costs (Tam and Oliveira, 2016).

Mobile banking is a concept that offers significant benefits to both banks and consumers; hence, several works of literature have studied adoption intention behavior in terms of mobile banking (Safeena et al., 2012; Giovanis et al., 2019; Shankar et al., 2020). The majority of research discovered a mix of support (perceived utility, perceived ease of use, compatibility, convenience, subjective norm, perceived behavioral control, perceived advantage), beliefs, social influences, and attitudes) and confounding variables (privacy concerns, security risks, financial risks, uncertainty, factors influencing intention to accept and behavior) using mobile banking (Shaikh and Karjaluoto, 2015). Banks strive to understand their customers' intentions to utilize mobile banking better, particularly young people. The factors that influence customers' willingness to use mobile banking are critical.

2.2. Mobile banking and consumer intentions

Several studies have found that psychological and personal aspects impact customer intention (Grebitus et al., 2017). In terms of mobile banking, perceptions of control, perceived utility, perceived danger, comfort, and trust were the most significant and strong predictors of users' intention to utilize mobile banking (Diep et al., 2019). Currently, the younger age group has easy access to the Internet and are skillful users of tools and utilities like mobile banking, which is also a popular model among young people. The relative benefit of utilizing 3G mobile banking services is that it promotes one's reputation, which youthful consumers value. Another research indicates that "perception" and "attitude" affect mobile banking acceptance. Previous experience with other mobile phone networks, for example, might generalize ideas about the viability of adopting 3G technology for banking reasons. (Lee et al., 2003)

2.3. The Extended Unified Theory of Acceptance and Use of Technology (UTAUT2)

Venkatesh et al. introduced the UTAUT, or Unified Theory of Acceptance and Use of Technology, for the first time in 2003. (Venkatesh et al., 2003) The UTAUT model seeks to describe users' behavioral objectives and IT usage habits. The extended Dissemination of Innovation Theory (IDT) by Moore and Benbasat (1991), the Motivational Model (MM), the Theory of Intentional Behavior (TPB) by Ajzen (1985; 1991; 2002), the Technology Acceptance Model (TAM) by Davis et al (1989; 1993), the Integration of the Theory of Intentional Behavior (TPB) and the Technology Acceptance Model (TAM) by Taylor and Todd (1995), and the Theory of Intentional Behavior (TPB).

In 2012, Venkatesh et al. continued to develop the Extended Unified Theory of Acceptance and Use of Technology 2 based on the theoretical underpinnings of UTAUT. The Consumer's Trust and Continuous Usage Intention of Food Delivery Mobile Apps (Thao and Long, 2020), User Acceptance of Lifestyle and Therapy Mobile Health Apps (Schomakers et al., 2022), Assessing the Effects of the COVID-19 Pandemic on M-Commerce Adoption (Vinerean et al., 2022), Determinants of Digestive Health App Adoption, and others have all used UTAUT2 as an approach and the original model.

To construct an appropriate model for investigating the influence of decision-making that will use the customer's m-banking, the research team decided to use the UTAUT2 model as the base for the group's research model. There will also be an expansion and modification in the model.

2.4. Proposal research model and hypothesis

The degree to which a person expects that utilizing the system would allow them to improve their performance is known as performance expectation (Venkatesh et al., 2003). Expectations for performance are based on the TAM's Perceived Usefulness of Technology Acceptance Model (Davis, 1989). Usability, time savings, and productivity

improvements are things that consumers anticipate. Researchers in the field of mobile banking have significantly demonstrated how performance expectancy and usage intention have been positively correlated over the past few years. To identify the elements that influence a person's decision to use mobile banking, Baabdullah et al. (2019b) conducted a research study among 343 bank clients in the Jordanian environment and highlighted that performance expectations determine users' intentions to use mobile banking.

H1: Performance expectancy (PE) has a positive impact on the student's intentions to use mobile banking

Venkatesh et al. (2003) claim that effort expectancy measures how simple a system is to use. Zhou (2012) asserts that simplicity of use is a factor in developing confidence in mobile technologies. Acceptance of an app is higher when a person is aware of how simple it is to use. Customers who find m-banking user-friendly often decide to employ them when purchasing online.

H2: Effort expectancy (EE) has a positive impact on student's intentions to use mobile banking.

The degree to which a person believes others think they should utilize the new method is known as social influence (Venkatesh et al., 2003). According to a study by Verkijika (2018), social influence plays a big part in determining whether or not customers would utilize commercial mobile applications. Customers will prioritize trusting goods and services used and recommended by family and friends and the individuals whose advice they value due to the enormous volume of information from many different sources for consumers to evaluate throughout the purchase process. The media and celebrities also influence the intent of customers' behavior. As a result, customers who are urged to utilize m-banking by friends, family, and other close ties are more likely to use them when they purchase online.

H3: Social influence (SI) has a positive impact on student's intentions to use mobile banking.

The degree to which a person thinks a technological infrastructure or an organization supports a system is known as a facilitating condition (Venkatesh et al., 2003). If there is a technological infrastructure, such as the Internet and the availability of Internet-connected gadgets, consumers will likely trust a mobile banking system (Singh et al., 2017).

A computer program is technically made to mimic communication with human users, especially online. Without the Internet, a device linked to the Internet, and other resources, the chatbot cannot function properly. The high power distance in Lebanon, as determined by Hofstede's cultural index, suggests that Lebanese citizens tend to accept hierarchy and follow orders.

H4: Facilitating Condition (FC) has a positive impact on student's intentions to use mobile banking

Hedonic motivation, which has been demonstrated to significantly influence the adoption and usage of technology, is the joy, pleasure, or satisfaction derived through the use of new technology (Brown & Venkatesh, 2005). Alalwan (2019) asserts that if applications provide a sense of pleasure, comfort, or satisfaction, users will be enthusiastic about the experience and willing to continue using it in the future.

H5: Hedonic motivation (HM) has a positive impact on student's intentions to use mobile banking

Habit is described by Venkatesh et al. (2012) as inclinations that are carried out automatically through acts that have been repeated frequently in the past. Technology habits need prior experience, which is crucial to the future acceptance of such technology (Venkatesh et al., 2012). Mobile devices have also been shown to form habits by facilitating quick access to dynamic content and encouraging brief, repetitive usage sessions known as "checking behaviors." According to studies, the habit was a key mediator of technology adoption in England, with consumers more inclined to use e-learning services if they had grown accustomed to using them.

H6: Habit (HB) has a positive impact on student's intentions to use mobile banking

Price value is defined as consumers' cognitive tradeoff between the perceived benefits of the applications and the monetary cost of using them (Dodds et al., 1991; Venkatesh et al., 2012). According to David J. Reibstein (2014), "Customers still tend to use the price of the product/service as a key factor in finding and purchasing a product/service at that price point, even though there are many other factors that can reduce the potential impact of price." In other words, a customer's attitude toward and decision to utilize a product or service are directly influenced by the price of that good or service.

H7: Price value (PV) has a positive impact on student's intentions to use mobile banking

Perceived risk is the customer's expectation of unattainable results and possible losses when making online shopping decisions (Forsythe and Shi, 2003). Lim (2003) proposes three sources of perceived risk, including technology, suppliers, and products in baking. Mobile banking is a part of the division of technology. According to Yang et al. (2015), the perceived risk of privacy is a part of the perceived risk from users when making online purchases and payments, which has a negative impact on the intention to use. The inherent risks that characterize the majority of new financial technologies (such as electronic commerce, e-payments, and e-banking) have decreased their appeal to users. As a result, the current paper views perceived risk as a novel aspect of the adoption of mobile banking.

H8: Perceived risk (PR) has a negative impact on the student's intentions to use mobile banking

Figure 1. Proposal research model
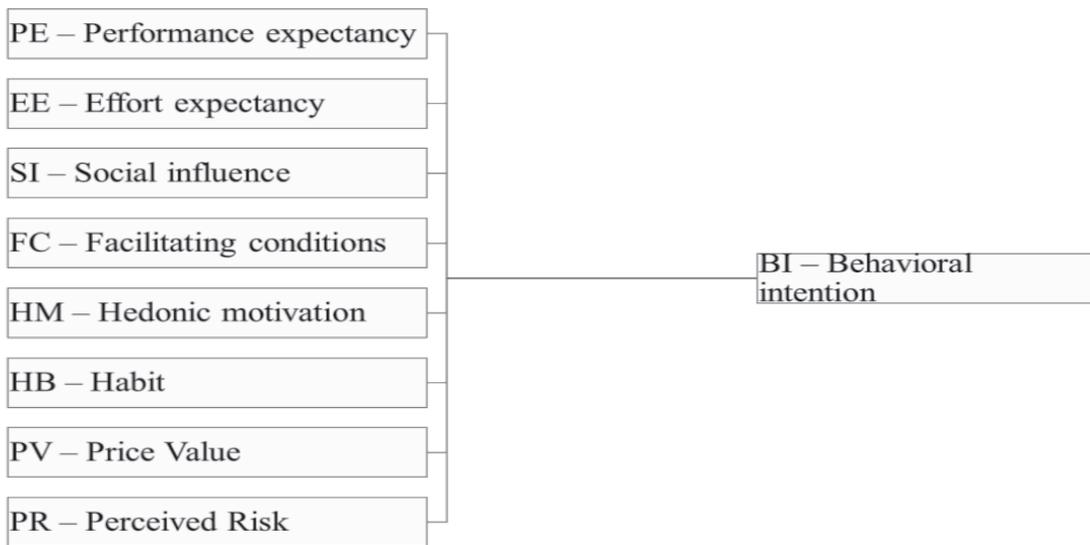
Source: The authors

3. Methodology

After reviewing prior studies and the research objectives identified, the research team reviewed previous studies responsible for identifying research gaps to build research models and suitable research hypotheses. Then, the research team determines the type of data to be collected and the methods of data collection feasible and reliable for data analysis. The scales' validity and reliability were examined using SPSS 22.0. Using Cronbach's Alpha, exploratory factor analysis (EFA), Pearson's correlation analysis, and regression analysis, the authors established a set of standards for evaluating the study model and research hypotheses. After removing the inappropriate factors, the authors have a formal model and use the regression equation to determine each factor's trend and influence level.

3.1. Sample and data collection

We use convenience sampling from students of universities in Ha Noi with respect to diverse characteristics, including gender and age. This guarantees that every variable is represented in the sample.

3.2. Measures and Questionnaires

The questionnaire has four parts based on the literature mentioned and created hypotheses. Part 1: Screening questions for survey respondents' awareness and use of mobile banking; Part 2: Information of the respondents; Part 3: questions for evaluating the influence of independent variables on dependent variables; Part 4: Evaluating intention to use mobile banking. The statements are rated using a 5-point Likert scale with values ranging from (1) Strongly disagree - (5) Strongly agree.

Table 1. Variables and questionnaires of the research

Performance expectancy	H1	PE1	I find mobile banking useful in my daily life.	Venkatesh et al. (2012)
		PE2	Using mobile banking increases my chances of achieving things that are important to me.	
		PE3	Using mobile banking helps me accomplish things more quickly.	
		PE4	Using mobile banking increases my productivity.	
Effort expectancy	H2	EE1	Learning how to use mobile banking is easy for me.	Venkatesh et al. (2012)
		EE2	My interaction with mobile banking is clear and understandable.	
		EE3	I find mobile banking easy to use.	
		EE4	It is easy for me to become skillful at using mobile banking.	
Social influence	H3	SI1	People who are important to me think that I should use mobile banking.	Venkatesh et al.(2012)
		SI2	People who influence my behavior think that I should use mobile banking.	
		SI3	People whose opinions that I value prefer that I use mobile banking.	
Facilitating condition	H4	FC1	I have the knowledge necessary to use mobile banking	Venkatesh et al. (2012)
		FC2	Mobile banking is compatible with other technologies I use.	
		FC3	I have the resources necessary to use mobile banking.	
		FC4	I can get help from others when I have difficulties using mobile banking.	
Hedonic Motivation	H5	HM1	Using mobile banking is fun.	Venkatesh et al. (2012)
		HM2	Using mobile banking is enjoyable.	
		HM3	Using mobile banking is very entertaining.	
Habit	H6	HB1	Using mobile banking has become natural to me.	Venkatesh et al. (2012)
		HB2	The use of mobile banking has become a habit for me.	
		HB3	I am addicted to using mobile banking.	
Perceived Risk	H8	PR1	I am concerned that these MB apps are collecting too much personal information.	Magdalene et al. (2020)
		PR2	I am concerned that these MBs may keep my personal information in an unauthorized way.	
		PR3	It bothers me when these MBs ask me for this much personal information.	
Price Value	H7	PV1	Mobile banking is reasonably priced	Venkatesh et al. (2012)
		PV2	Mobile banking is a good value for the money.	
		PV3	At the current price, mobile banking provides	
Behavioral Intention	H9	BI1	I intend to continue using mobile banking in the future	Venkatesh et al. (2012)
		BI2	I will always try to use mobile banking in my daily life.	
		BI3	I plan to continue to use mobile banking frequently.	

Source: The authors

4. Results

4.1. Research sample

Student clients who utilize mobile banking were the focus of the official study, which was performed in Hanoi. The respondents were between 18 and 22 and may or may not have used mobile banking, but they understood it. Customers are prompted to assess the variables influencing their intention to utilize mobile banking. Table 2 presents the profile and mobile banking using the frequency of respondents. The majority of the respondents (89.2%) are frequent users (either every day or at least once per week) of mobile banking.

Table 2. Descriptive statistics of the sample

Criteria	Number of respondents (people)	Percentage (%)
Total	**416**	**100**
Gender		
Male	211	50.7
Female	205	49.3
Others	0	0
Age group		
<18	39	9.3
18 - 22	353	84.9
>22	24	5.8
Mobile banking using frequency		
Everyday	288	69.2
At least once per week	83	20
At least once per month	36	8.6
Others	9	2.2

Source: The authors

4.2 Reliability testing

➤ *Cronbach's Alpha*

The research team processed 416 valid results using SPSS 22 software. The scale is measured by Cronbach's Alpha coefficient and evaluated with the same correlation coefficient of variables (Corrected item - Total Correlation). All of the model's variables have scales with Cronbach's Alpha values ranging from 0.639 to 0.891, exceeding the necessary 0.6. There were no variables with an item-total correlation correction of less than 0.3. As a result, the analysis may employ these variables.

Table 3. Result of Cronbach's Alpha Test

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PE	0.862			
PE1	16.23	6.14	0.639	0.844
PE2	16.25	5.998	0.681	0.833
PE3	16.29	6.132	0.666	0.837
PE4	16.26	5.839	0.713	0.825
EE	0.854			
EE1	8.48	1.843	0.748	0.775
EE2	8.53	1.968	0.686	0.833
EE3	8.5	1.826	0.745	0.778

EE4	8.51	1.856	0.741	0.776
SI	0.934			
SI1	12.15	6.924	0.816	0.924
SI2	12.09	6.696	0.857	0.911
SI3	12	6.562	0.848	0.914
FC	0.889			
FC1	16.74	6.435	0.743	0.863
FC2	16.83	6.291	0.734	0.865
FC3	16.68	6.203	0.771	0.856
FC4	16.75	6.27	0.751	0.861
HM	0.931			
HM1	16.32	8.641	0.823	0.915
HM2	16.28	8.733	0.789	0.921
HM3	16.23	8.737	0.806	0.918
HB	0.931			
HB1	7.91	3.697	0.807	0.941
HB2	7.99	3.207	0.891	0.874
HB3	8.02	3.071	0.887	0.878
PV	0.916			
PV1	8.34	2.443	0.852	0.862
PV2	8.36	2.637	0.813	0.894
PV3	8.32	2.564	0.829	0.881
PR	0.89			
PR1	12.11	4.691	0.736	0.867
PR2	12.2	4.644	0.795	0.845
PR3	12.13	4.672	0.752	0.861
HB	0.917			
BI1	12.09	5.041	0.81	0.892
BI2	12.12	4.916	0.818	0.889
BI3	12.11	4.908	0.816	0.89

Source: The authors

➤ *Exploratory Factor Analysis (EFA)*

Table 4. KMO and Bartlett's Test

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0.937
Bartlett's Test of Sphericity		Approx. Chi-Square	15426.659
		df	561
		Sig.	0

Source: The authors

Due to discriminability violations in the rotation matrix in the first phase, we eliminated the four items EE1, EE2, EE3, and EE4 with a factor loading differential of less than 0.3, which does not meet the requirement of model testing. In the second phase, the KMO coefficients (Kaiser-Mayer-Olkin) = 0.937 > 0.5, and the significance levels for Bartlett's test are 0.00 < 0.05; thus, EFA is consistent with the

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data and statistics of Chi-squares of Bartlett test are statistically significant at p < 0.001; the observed variables are correlated with each other. The total variance explained is 67.566%, which indicates that the extracted factor is described by 67.566% of the data variation at the Eigenvalue coefficient = 2.324. The factor loading coefficients are all greater than 0.5, and there are no cases where a variable loads on both factors with similar loading coefficients. Therefore, the factors are reliable and distinct in the EFA analysis. Additionally, there is no cross-loading of factors, meaning that the items for one factor are not mixed up with those for another. Thus, after factor analysis, these independent factors remain unchanged, without any increase or decrease in the number of factors.

The exploratory factor analysis also considered the dependent variable (BI). There was no transformation matrix because only one variable was included in the research. Consequently, there is an exact fit as indicated by the KMO coefficient of 0.847 and Sig Barlett of 0.0000.

Table 5. Rotated Component Matrix

	Component						
	1	2	3	4	5	6	7
HM2	0.787						
HM3	0.779						
HM1	0.741						
FC3		0.83					
FC2		0.798					
FC1		0.764					
PE2			0.761				
PE3			0.755				
PE1			0.721				
PE4			0.677				
SI2				0.873			
SI3				0.852			
SI1				0.789			
SI4				0.801			
PR2					0.862		
PR3					0.797		
PR1					0.793		
PV2						0.83	
PV1						0.826	
PV3						0.796	
HB3							0.836
HB2							0.81
HB1							0.739

Source: The authors

➤ *Correlation analysis*

The authors utilized Pearson correlation analysis to examine the association between the dependent variable and the independent variable. It displays the positive correlation between the two variables, which states that the larger the value of one variable, the larger the value of the other variable. The independent variables' 2-tailed significance levels for the dependent BI (behavioral intention) in the data table above are less than 0.05. According to the Pearson correlation test findings, all of the independent variables and the dependent variable BI have positive correlation coefficients.

With a correlation value of r = 0.639, the dependent variable BI (behavioral intention) and the independent variable PE (performance expectancy) have the strongest association.

Table 6. Correlations

		BI	PE	SI	FC	HM	HB	PV	PR
BI	Pearson Correlation	1	.639**	.541**	.495**	.570**	.565**	.573**	.423**
	Sig. (2-tailed)		0	0	0	0	0	0	0
	N	416	416	416	416	416	416	416	416
PE	Pearson Correlation	.639**	1	.474**	.416**	.517**	.507**	.478**	.304**
	Sig. (2-tailed)	0		0	0	0	0	0	0
	N	416	416	416	416	416	416	416	416
SI	Pearson Correlation	.541**	.474**	1	.380**	.480**	.470**	.433**	.265**
	Sig. (2-tailed)	0	0		0	0	0	0	0
	N	416	416	416	416	416	416	416	416
FC	Pearson Correlation	.495**	.416**	.380**	1	.475**	.434**	.497**	.417**
	Sig. (2-tailed)	0	0	0		0	0	0	0
	N	416	416	416	416	416	416	416	416
HM	Pearson Correlation	.570**	.517**	.480**	.475**	1	.494**	.455**	.391**
	Sig. (2-tailed)	0	0	0	0		0	0	0
	N	416	416	416	416	416	416	416	416
HB	Pearson Correlation	.565**	.507**	.470**	.434**	.494**	1	.489**	.379**
	Sig. (2-tailed)	0	0	0	0	0		0	0
	N	416	416	416	416	416	416	416	416
PV	Pearson Correlation	.573**	.478**	.433**	.497**	.455**	.489**	1	.353**
	Sig. (2-tailed)	0	0	0	0	0	0		0
	N	416	416	416	416	416	416	416	416
PR	Pearson Correlation	.423**	.304**	.265**	.417**	.391**	.379**	.353**	1
	Sig. (2-tailed)	0	0	0	0	0	0	0	
	N	416	416	416	416	416	416	416	416
. Correlation is significant at the 0.01 level (2-tailed).									

Source: The authors

5. Regressions

The hypothetical model evaluates the influence of independent variables of PE, SI, FC, HM, HB, PR, PV, and PR on student's intention to use mobile banking in Ha Noi:

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.779a	0.607	0.602	0.462	1.682
a Predictors: (Constant), PR, SI, PV, PE, FC, HB, HM					
b Dependent Variable: BI					

Source: The authors

Table 8. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.339	0.168		-2.022	0.044		
	PE	0.355	0.042	0.292	8.366	0	0.59	1.694
	SI	0.13	0.029	0.151	4.539	0	0.647	1.546
	FC	0.081	0.04	0.068	2.015	0.044	0.622	1.607
	HM	0.131	0.036	0.13	3.669	0	0.568	1.76
	HB	0.103	0.029	0.126	3.585	0	0.583	1.715
	PV	0.165	0.032	0.177	5.116	0	0.601	1.665
	PR	0.109	0.032	0.105	3.399	0.001	0.75	1.333
a Dependent Variable: BI								

Source: The authors

With 95% confidence, this study calculates the effect coefficient on the dependent variable based on the beta coefficient. Following is a new regression model result:

$BI = 0.292PE + 0.177PV + 0.151SI + 0.130HM + 0.126HB + 0.105PR + 0.068FC$

The Adjusted R Square value is 0.602, meaning that the variables account for 60.2% of the variation in the intention to use mobile banking.

6. Discussion and recommendations

The regression analysis results show that seven of the eight independent variables have been proven to affect Vietnamese youth's intention to use mobile banking directly. Specifically, six hypotheses, including H1, H7, H3, H5, H6, and H4, are accepted, demonstrating that performance expectancy, price value, social influence, hedonic motivation, habit, and facilitating conditions have positive impacts on the intention of Vietnamese youth to use mobile banking. H8 is rejected, nevertheless, as evidence shows that perceived risk and the intention to utilize mobile banking have a positive relationship rather than a negative one. H2 is rejected because the research team eliminated four items belonging to the Expectancy Effort variables, including EE1, EE2, EE3, and EE4, due to violating discriminant validity in the rotation matrix.

Perceived risk has a direct impact on customers' intention to use mobile banking, with a high reliability of Cronbach's $\alpha = 0.89$. However, contrary to the initial hypothesis, perceived risk has a positive relationship with the intention to use mobile

banking, with a coefficient of β = 0.105. The positive influence of perceived risk on the intention to use mobile banking can be explained by the research subjects themselves. The research subjects are customers aged 18 to 24. According to WHO, this group of customers includes youth and adolescents. In this group of subjects, accepting risks and seeking novelty are signs of typical behavior (Kelley, 2004). According to Kelley's research (2004), youth seek new experiences and higher excitement levels and often engage in risky behaviors without considering future consequences. Additionally, Dayan et al. (2010) showed that youthful customers usually demonstrate a stronger appetite for taking risks. These risks provide a certain level of stimulation and arouse curiosity, enough to positively affect customers' intention to use mobile banking. However, the level of influence on the research subjects is not too significant, as they have become familiar with using technology and platforms on the Internet in general (Thomas, 2011). Considering the six remaining factors, the three most significant impacts on student's intention to use mobile banking in Ha Noi are *performance expectancy, price value,* and *social influence*, respectively. They all have positive impacts on the intention to use m-banking. (H1, H7 and H3). *Performance expectancy* means that the more consumers perceive mobile banking as efficient, productive, and convenient, the more likely they will continue using it daily. *Price value*:

According to statistics from the survey group, Users believe that using mobile banking will bring value and that using m-banking is completely free. Therefore, customers can save costs when using financial services and use the saved money for other purposes. *Social influence*: In addition to the impacts from important people like family and friends, the rising coverage of information on m-banking in social media can make more consumers familiar with the use of m-banking, resulting in a higher number of people choosing mobile banking as a part of their virtual journey.

7. Conclusion

The banking system needs to pay attention to security measures. Convenience and usefulness will be suitable for today's students, especially in a context where almost everyone has a Smartphone and is online regularly. Students are young users, so they are still quite subjective; however, customers and banks are always concerned about limiting risks while using the service. Increasing safety requires not only recommendations from banks but also recommendations on information technology infrastructure, e-commerce laws from state agencies, and awareness of security in the process. Mobile banking can help optimize the national financial system and create connections with countries worldwide. To do this, factors affecting student's intentions to use mobile banking are considered important findings, and this paper contributes to identifying some of those.

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FACTORS INFLUENCING DIEN BIEN STUDENTS' INTENTION TO RETURN TO THEIR HOMETOWN TO WORK AFTER FINISHING THEIR STUDIES IN HANOI

Pham Thi Thuy Dung

K57EK2, Thuongmai University

phamthithuydung18042003@gmail.com

Cao Nguyen Minh Anh

K57EK1, Thuongmai University

minhanhcao1005@gmail.com

Doan Thi Minh

K57EK2, Thuongmai University

minhdoanthi8@gmail.com

Nguyen Duc Minh

K57EK2, Thuongmai University

minh51599@gmail.com

Nguyen Tuan Kiet

K57DK1, Thuongmai University

kiet6316@gmail.com

Abstract: Selecting the appropriate workplace has always been a crucial decision for students, particularly those on the verge of graduating. To pinpoint the key factors influencing Dien Bien students' inclination to return to work after their studies in Hanoi, a survey was carried out by the research team, encompassing 330 students and garnering 313 valid responses. By employing both qualitative and quantitative research techniques, along with data analysis utilizing IBM SPSS 20.0 software, the study identified five factors that impacted Dien Bien students' intention to come back to work after completing their studies in Hanoi, listed in order of significance: (1) Local job opportunities; (2) Homeland sentiment; (3) Local average income; (4) Local cost of living; (5) Local preferential policies. Drawing from the outcomes of this study, the authors have put forth several recommendations to aid the Dien Bien province in attracting young talents to contribute to the province's development.

Keywords: *Factor analysis, intention, return to work, students, Dien Bien.*

1. Introduction

Every country must enhance its competitiveness in the current era of opening up, integration, and globalization. This requires the mobilization of various resources, with human resources, particularly high-quality ones, playing a pivotal role in the overall socio-economic development of the country and its localities. To this end, the State and many localities have implemented strategies and policies to attract talented individuals to return and contribute to their respective regions. Dien Bien province is no exception to this trend, as evidenced by Resolution No. 21/2023/NQ - HĐND by the XV People's Council of Dien Bien province, 13th

session, which outlines regulations and policies for attracting human resources and providing support to postgraduates in the province. The attraction of highly skilled individuals to the locality is of utmost importance in facilitating the integration process and making positive contributions to the socio-economic advancement of the region.

Many students graduate each year at various colleges and universities nationwide. However, only a small proportion of these graduates return to their hometowns for employment. As a result, government agencies, hospitals, health stations, and schools at all levels constantly face a shortage of skilled professionals. Based on initial data from the Department of Home Affairs in Dien Bien province, in the academic year 2023-2024, the entire province would experience a deficit of more than 2,000 teachers (Department of Home Affairs of Dien Bien province, 2023). Additionally, as stated by Mr. Ha Luong Hong, the Director of the Provincial Forest Protection Department, there will be a shortage of 193 staff members in the provincial forest service by 2023 (Hang, 2023). This shortage has had a negative impact on the integration process, resulting in the province consistently lagging in terms of socio-economic development compared to the rest of the country (Luong, 2023). Given this situation and context, it is imperative to establish a young and knowledgeable human resource team that possesses dynamic creativity and a strong dedication to supplementing the province's quality human resources. This will greatly contribute to the economic and social development of Dien Bien province.

Previous studies have examined the factors that influence repatriation intentions. By utilizing factor analysis methods and dualistic regression models, researchers have identified five factors that affect the decision of economics students at Can Tho University to return to their hometowns for work after graduation. These factors include working conditions, homeland affection, living costs, average salary, and local preferential policies (Y, Khoa & Phu, 2013). Similarly, a study conducted by Ha et al. (2023) has also demonstrated that factors such as income, job opportunities, remuneration policies, homeland sentiment, and living environment impact students' intentions in Ho Chi Minh City to return

to their hometowns for work. However, these studies have only focused on the general student population and have not delved into students from Dien Bien province who are studying in Hanoi.

Based on the factors mentioned above, the authors selected the research topic *"Factors influencing Dien Bien students' intention to return to their hometown to work after finishing their studies in Hanoi"* for research. The study's primary aim is to recognize and evaluate the factors that influence Dien Bien students' intention to return to work after finishing their studies in Hanoi. Subsequently, suggest a set of suggestions to aid Dien Bien province in formulating tailored policies to fulfill students' desires and draw in top-notch human resources that will bolster the socio-economic progress of the province.

2. Theoretical basis

2.1. Theory of Planned Behaviour

Figure 1. Theory of Planned Behaviour Model (TPB)
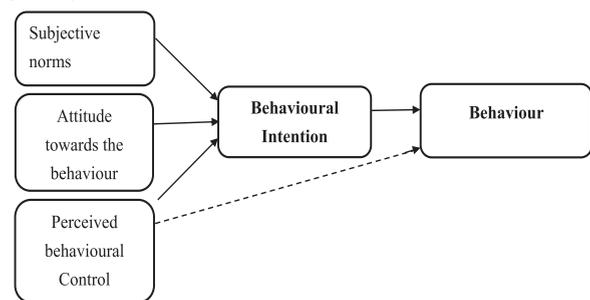
Source: Ajzen, 1991

The Theory of Planned Behaviour (TPB) posits that an individual's behaviors are directly influenced by their intention to carry out the behavior. Ajzen (1991) developed TPB by incorporating cognitive elements that regulate behavior into the Theory of Reasoned Action (TRA) model (Ajzen & Fishbein,1975), along with attitudes and subjective norms, to identify three factors that impact behavioral intentions leading to human actions. Numerous domestic and international scholars, such as Morathop et al. (2010), Y et al. (2013), and Ha et al. (2023), have embraced the Theory of Planned Behaviour model as a theoretical basis for research on workplace decision-making.

2.2. Local Marketing Theory

Local marketing theory involves implementing support programs by localities to enhance local competitiveness and economic development (Kotler

et al., D, 2002). These programs are designed to attract four key customer groups: investors, tourists, workers, and exporters. According to Kotler et al. (1993), aside from pre-existing perceptions, three primary factors make a locality appealing for attracting new populations. These factors include (1) The unique capital of the locality, which may be untapped or underutilized; (2) Services tailored to the needs of individuals and their families, such as tax incentives, strong social security provisions, housing options, infrastructure, good educational environment, affordable cost of living, and more; (3) Resettlement services at various levels, including initiatives to secure employment opportunities for family members.

Thus, applying local marketing theory to research the topic, the authors can consider various pertinent factors such as hometown sentiment, living environment, preferential policies, cost of living, and job opportunities.

2.3. Theory of migration

In the research model on migrant labor developed by Ravenstein (1885), Arthur Lewis (1954), Everett S. Lee (1966), and Harris-Todaro (1969), the focus is on the significance of expected income levels, non-agricultural job prospects, and the quality of living conditions at the destination in influencing an individual's choice to migrate to urban areas for residence and employment. Despite high unemployment rates in urban settings, individuals opt to move due to the anticipation of better earnings and increased job opportunities compared to their hometowns (Harris-Todaro, 1969). These factors are the foundation for the authors to construct a research model and measurement scales for their studies.

3. Research hypotheses and models
3.1. Research hypotheses
- Local job opportunities

Most new graduates aspire to find employment, and as a result, areas with favorable working conditions and large industrial zones tend to attract a significant number of immigrants (Ravenstein, 1885). A study by John Cromartie et al. (2015) involved 300 interviews at a high school reunion to explore individuals' intentions to return to their hometowns for work. The findings revealed that limited job prospects in rural areas were a barrier for those contemplating a return. Furthermore, individuals who decide to return to their homeland are influenced by the level of job security available. Research by Ngoc et al. (2022) also supports the notion that job opportunities play a crucial role in influencing the intentions of economics students in Ho Chi Minh City to return to their hometowns. Consequently, the first hypothesis put forward is:

H1: Local job opportunities positively affect the intention of Dien Bien students studying in Hanoi to return to work.

- Hometown sentiment

Furthermore, apart from job prospects, hometown sentiment is also a crucial aspect influencing the decision to return to work. Individuals' deep affection and eagerness to contribute to the place where they were born and raised provide localities with an advantage in attracting workers back to their hometowns for employment (Kotler, 1993). This finding aligns perfectly with the study conducted by Dung (2015), which highlights that the sentiment toward one's hometown is the primary factor influencing the intention of Quang Ngai students to return to work. Additionally, Thong's (2015) research reveals that this sentiment is the second most influential factor affecting suburban students' intention to return home for employment in Ho Chi Minh City. Hence, the second hypothesis proposed is as follows:

H2: Hometown sentiment positively affects the intention of Dien Bien students studying in Hanoi to return to work.

- Local average income

Workers frequently compare income between their current residence and potential workplaces before deciding. If the income level at the new workplace is higher, it tends to attract migrant workers, and vice versa. Various studies such as Ravenstein (1885), Lewis (1954), Lee (1966), and Harris-Todaro (1969) have discussed this phenomenon. Research conducted by Morathop et al. (2010) revealed that the expected income level significantly influences a person's intention to return to their hometown for work. Therefore, the third hypothesis posited is:

H3: The local average income positively affects the intention of Dien Bien students studying in Hanoi to return to work.

-Local preferential policies

Local preferential policies, such as tax breaks, job opportunities, housing assistance, educational support, healthcare benefits, etc., can boost workers' motivation to return to their hometowns for employment. Patrick Rérat's (2014) study titled "Selective migration of new graduates: Who returns to their homeland, who does not?" provides evidence supporting this claim. The research findings indicate a correlation between subsidies and migration patterns, revealing that students who receive financial aid are more likely to return to their hometowns for work. Additionally, Jennifer and Peter's (2009) investigation of teachers' career decisions in urban schools highlights the significance of timely and fair support from employers and family-related assistance like tenement houses. As a result, the fourth hypothesis posited is:

H4: Local preferential policies positively affect the intention of Dien Bien students studying in Hanoi to return to work.

-Local cost of living

Hanoi and Ho Chi Minh City are major urban centers in Vietnam, boasting numerous educational institutions such as colleges, universities, and vocational training centers. Consequently, these cities attract many working-age people to reside and seek educational opportunities. Recent data from the General Statistics Office (2022) reveals that these two cities also have the country's highest Spatial Cost of Living Index (SCOLI). This high cost of living has undoubtedly impacted workers' decision-making process when selecting a place of employment. Studies conducted by Cable and Judge (1994) further support the notion that the cost of living plays a crucial role in shaping individuals' workplace choices. Therefore, the fifth hypothesis proposed is:

H5: Local cost of living positively affects the intention of Dien Bien students studying in Hanoi to return to work.

- Local living environment

The local living environment can encompass natural elements (terrain, climate, and weather) and man-made elements (like infrastructure, transportation, education, and health, etc.). The quality of living conditions plays a significant role in influencing individuals' decisions regarding employment. A favorable living environment tends to attract a larger workforce, whereas unfavorable

conditions may "push" people to find another place with better conditions that will "pull" them (Lee, 1966). According to a study conducted by Man and Dung (2010), the living environment is a crucial factor that influences students' preferences when choosing a workplace and job prospects. Therefore, the sixth hypothesis put forward is:

H6: The local living environment of a locality positively affects the intention of Dien Bien students studying in Hanoi to return to work.

3.2. Research model

Based on theory and an overview of relevant studies, the authors build a research model on factors affecting the intention of Dien Bien students studying in Hanoi to return to work as follows:

Figure 2. Research Model
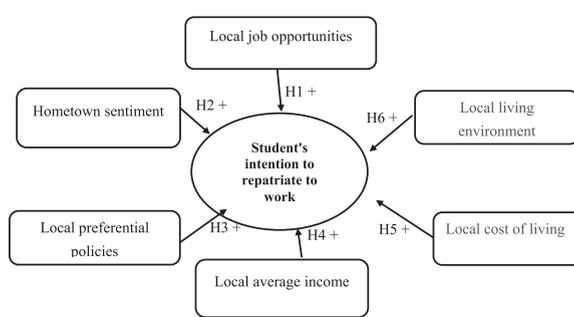
Source: Recommendation of Authors

4. Research methodology

4.1. Qualitative research method

Qualitative research was carried out to identify, complement, and refine the factors incorporated into the model. Following a thorough examination of pertinent documents and the proposal of a research model, the authors conducted interviews and discussions with three experts (two staff members from Dien Bien province and one university lecturer) to assess the validity of the proposed research model. Subsequently, based on the insights gained from the expert interviews, the authors conducted an initial survey involving 60 final-year students from Dien Bien province studying in Hanoi to investigate the factors influencing their intention to return to work. This was done to determine if the questionnaire posed any confusion or challenges for the respondents during the response process. After completing the interviews with all participants, the team adjusted the questionnaire based on the data collected and shared it with the participants once more to ensure the consistency of the results. The finalized scale is presented in Table 1 below.

Table 1. The finalized scale

Research variables	Variables describe research variables	Code	Source
Local job opportunities	There are numerous and varied employment prospects available within the homeland.	CH1	Ngoc et al. (2022)
	The homeland has many conditions to promote capacity.	CH2	
	Working in the homeland has the opportunity to gain exposure to advanced levels of management and cutting-edge technologies.	CH3	
	Working in your place of origin allows you to enhance your knowledge and skills.	CH4	
	You can find a job that matches your major in your hometown.	CH5	
Hometown sentiment	You look forward to being close to family and friends in your hometown.	TC1	Ngoc et al. (2022)
	You experience affection and admiration for your homeland.	TC2	
	You want to contribute to your homeland.	TC3	
	You have many relationships in your homeland.	TC4	
Local average income	The average income in the locality aligns with your qualifications.	ML1	Y et al. (2013)
	The average local income is enough to cover your living.	ML2	
	Extra income from your local job.	ML3	Dung (2015)
Local preferential policies	Your hometown has preferential salary policies.	CS1	Dung (2015)
	Your hometown has preferential policies on housing and land.	CS2	
	Your hometown has a meritocracy policy.	CS3	
	The tribute of local government.	CS4	
Local cost of living	The cost of living in your locality is low.	CP1	Dung (2015)
	Working in your locality, you save money thanks to the support of relatives.	CP2	
	Working locally, you do not have to rent a boarding house.	CP3	
	Working locally, you do not have to worry about accommodation when you get married.	CP4	
Local living environment	Your hometown has good infrastructure.	MTS1	Ngoc et al. (2022)
	Your hometown has good quality health services and healthcare facilities.	MTS2	
	The security and order in your homeland are good	MTS3	
	Your hometown has good quality and educational facilities.	MTS4	
	The environment in your hometown is pristine.	MTS5	
	Your hometown has many amusement areas.	MTS6	
Intention to return to work	After graduating, you plan to return to your hometown and start working immediately.	YD1	Ngoc et al. (2022)
	You intend to return to your hometown to work permanently.	YD2	Thong (2015)
	You intend to return to your hometown to work after working in another locality.	YD3	

Source: Authors collect and classify

4.2. Quantitative research methods

After completing a qualitative study, the authors conducted a quantitative study that focused on revisiting the measurement model, theoretical model, and associated hypotheses.

- **Sampling method**: The sample is selected using a convenient, non-probability method. According to Tabachnick & Fidell (1996), the minimum sample size for multivariate regression analysis is calculated by the formula: n = 50 + 8m (Where n is the sample size; m is the number of independent variables). The paper has six independent variables ⇨ The minimum sample size of the study is n1 = 50 + 8.6 = 98 (element). **(1)**

According to the study by Hair et al. (1998), the minimum sample size for a study using factor analysis (EFA) is n = 5m (where n is the sample size and m is the number of measurement questions). The research paper uses a set of scales with 29 questions ⇨ The minimum sample size is n2 = 5.29 = 145 (element). **(2)**

- **Data collection method**: The data for the study was gathered by creating an online survey using the Google Form tool. The survey utilized a 5-level Likert scale and was distributed to 330 students from Dien Bien who are currently studying in Hanoi. The survey was conducted from October 5, 2023, to October 12, 2023. Of 324 surveys collected, 313 were deemed valid after the data cleaning.

- **Data analysis**

Step 1 - Encrypt the analysis data.

Step 2 - Cronbach's Alpha Reliability Assessment to check the reliability of the scales developed by the authors in the study.

Step 3 - Conduct an exploratory factor analysis (EFA) to ensure the scales are closely correlated as factors influencing students' intention to return to work.

Step 4 - Multivariate regression analysis to measure the strengths/weaknesses of factors affecting Dien Bien students' intention to return to work after studying in Hanoi.

5. Research results

5.1. Scale reliability testing

Table 2. Results of Cronbach's Alpha coefficient analysis

Variables	Observed variables	Total Correlation	Cronbach's Alpha coefficient if observed variables deleted	Cronbach's Alpha coefficient
Local job opportunities (H1)	CH1	0.544	0.825	0.834
	CH2	0.611	0.807	
	CH3	0.618	0.804	
	CH4	0.679	0.787	
	CH5	0.718	0.776	
Hometown sentiment (H2)	TC1	0.588	0.744	0.790
	TC2	0.594	0.741	
	TC3	0.636	0.720	
	TC4	0.578	0.749	
Local average income (H3)	ML1	0.592	0.702	0.769
	ML2	0.593	0.701	
	ML3	0.624	0.666	
Local preferential policies (H4)	CS1	0.581	0.740	0.786
	CS2	0.625	0.717	
	CS3	0.603	0.729	
	CS4	0.564	0.748	

Local cost of living (H5)	CP1	0.550	0.739	**0.777**
	CP2	0.589	0.719	
	CP3	0.586	0.720	
	CP4	0.596	0.715	
Local living environment (H6)	MTS1	0.602	0.829	**0.848**
	MTS2	0.587	0.832	
	MTS3	0.623	0.825	
	MTS4	0.642	0.821	
	MTS5	0.741	0.801	
	MTS6	0.590	0.831	
Intention to return to work (YD)	YD1	0.633	0.695	**0.783**
	YD2	0.609	0.720	
	YD3	0.623	0.705	

Source: Authors utilize SPSS 20.0 for data analysis.

The authors employed Cronbach's Alpha coefficient and the EFA method to assess the scale's reliability. Cronbach's Alpha coefficient was utilized first to eliminate inconsistent variables while retaining the matching variables for further analysis in EFA. According to Nunnally & Bernstein (1994), a reliable scale should possess a Cronbach's Alpha coefficient of 0.7 or higher, along with observed variables exhibiting a total correlation coefficient of at least 0.3. The findings in Table 2 indicate that the scale for the dependent variable YD and all six independent variables exhibit Cronbach's Alpha values exceeding 0.7. This confirms the reliability of all six scales. Furthermore, all 29 observed variables demonstrate a total correlation value surpassing 0.3. Hence, all observed variables meet the criteria and are suitable for inclusion in the exploratory factor analysis (EFA).

5.2. Exploratory Factor Analysis (EFA)

Following the Cronbach's Alpha analysis, the team included 26 observed variables from 6 independent factors in the EFA to uncover hidden structures among the studied concepts. The initial EFA analysis revealed that the coefficient KMO = 0.782 meets the condition

$(0.5 < KMO < 1)$, indicating that factor analysis suits the study data. The Bartlett test, which is statistically significant (Sig. = 0.000 < 0.05), demonstrates that the observed variables are correlated overall. Furthermore, from the observed variables 1 to 6, the Eigenvalue = 1.416 > 1 and the total cumulative variance of 63.043% > 50%, the first six factors are retained in the analytical model. However, the 1st-factor rotation matrix shows that the observed variables MTS5 and CH5 violate the differentiation criteria in the rotation matrix with a Factor Loading < 0.3. Therefore, these two observed variables will be excluded from further analysis.

After removing MTS5 and CH5, the team performed the 2nd EFA, which showed that the KMO coefficient = 0.868 and the Sig. Value in the Bartlett test of 0.000 < 0.05 represents variables correlated in the factor. The Eigenvalue = 1.394 with six factors continuing to be extracted, and the extraction variance of 61.393% proves that these six factors explain 61.393% of the variability of the data. The 2nd factor rotation matrix shows that all Factor Loading is greater than 0.5, and no remaining unfavorable variables exist.

Table 3. The 2nd Factor Rotation Matrix

Observed variables	Factors					
	1	2	3	4	5	6
MTS2	0.766					
MTS3	0.729					
MTS4	0.713					
MTS1	0.693					
MTS6	0.660					
TC1		0.774				
TC3		0.752				
TC2		0.730				
TC4		0.727				
CS1			0.766			
CS2			0.765			
CS3			0.730			
CS4			0.699			
CH3				0.760		
CH2				0.758		
CH4				0.712		
CH1				0.694		
CP3					0.773	
CP2					0.762	
CP4					0.730	
CP1					0.647	
ML3						0.811
ML2						0.788
ML1						0.755

Source: Authors utilize SPSS 20.0 for data analysis.

5.3. Correlation analysis

Table 4. Correlation analysis results

	CH	TC	CS	CP	ML	MTS	YD
CH	1						
TC	.296**	1					
CS	.360**	.350**	1				
CP	.391**	.363**	.302**	1			
ML	.342**	.287*	.276**	.362**	1		
MTS	.326**	.317**	.365**	.311**	.317**	1	
YD	.592**	.551**	.501**	.556*	.532**	.412**	1
. The correlation was statistically significant at p < 0.01 (2-tailed).							
*. The correlation was statistically significant at p < 0.05 (2-tailed).							

Source: Authors utilize SPSS 20.0 for data analysis.

The findings from the examination of the Pearson correlation matrix (table 4) indicate that the coefficient of linear correlation between independent variables, as well as between independent variables and dependent variables, is not significantly high (the highest between independent variables is 0.391 < 0.85; the correlation coefficient between independent variables and dependent variables ranges from 0.412 to 0.592). These results demonstrate that independent variables tend to reach distinct values and explain the dependent variable (John, 2000).

5.4. Regression analysis and model conformity validation.

In order to measure and assess the impact of factors affecting the intention of Dien Bien students studying in Hanoi to return to work, the authors conducted a multiple linear regression analysis with six factors obtained.

5.4.1. Evaluation of model conformity

Table 5. Results of Model Conformity Evaluation

Model	R	R^2	R^2 calibration	Standard error	Durbin - Watson
1	0.804[a]	0.646	0.639	0.44729	1.996
Independent variables: Job opportunities, hometown sentiment, income, cost of living, preferential policies, living environment					
Dependent variables: intention to return to work					

Source: Authors utilize SPSS 20.0 for data analysis.

The findings from the multiple linear regression analysis presented in Table 5 reveal that the value of R2 calibration is 0.639. This indicates that the independent variables considered in the regression analysis account for 63.9% of the surveyed data set. The remaining 36.1% is attributed to random error and additional variables outside the model. Furthermore, the Durbin-Watson value of 1.996 falls within the range of 1.5 to 2.5, indicating the absence of first-order autocorrelation.

5.4.2. Model conformity validation.

Table 6. Results of model conformity validation.

	The sum of squares total	df	Average of the squares	F	Sig.
Regression	111.872	6	18.645	93.196	0.000[b]
Residual	61.220	306	0.200		
Total	173.092	312			

Source: Authors utilize SPSS 20.0 for data analysis.

Table 6 shows test F results to assess the regression model's conformity. Sig. test value F = 0.000b < 0.05. Therefore, the multiple linear regression model is suitable.

5.4.3. Multiple linear regression equation

Table 7. Results of multiple linear regression analysis

Model	Non-normalized coefficients		Normalized coefficients	t	Sig.	Multicollinearity statistic	
	B	**Standard error**	**B**			**Tolerance**	**VIF**
Constant	- 0.267	0.179		-1.493	0.136		
Local job opportunities	0.292	0.041	0.284	7.158	0.000	0.737	1.358
Hometown sentiment	0.262	0.040	0.255	6.575	0.000	0.770	1.299
Local preferential policies	0.167	0.038	0.170	4.348	0.000	0.754	1.327
Local cost of living	0.201	0.039	0.207	5.195	0.000	0.729	1.372
Local average income	0.212	0.036	0.228	5.909	0.000	0.779	1.283
Local living environment	0.040	0.039	0.040	1.026	0.306	0.766	1.305

Source: Authors utilize SPSS 20.0 for data analysis.

Based on the findings from the multiple regression analysis (Table 7), it is evident that the VIF values of the variables are all below 2, indicating the absence of multicollinearity in the study model. The Sig. value t-test for the regression coefficient of 5 independent variables (CH, TC, CS, CP, ML) is 0.000 < 0.05, demonstrating that all five factors are statistically significant in explaining the dependent variable—however, only the Sig. Value of the MTS variable = 0.306 > 0.05 suggests that the living environment factor is not statistically significant enough to determine the impact on the intention of Dien Bien students studying in Hanoi to return to work in their hometown.

The findings in Table 6 indicate that all five factors have a beta coefficient greater than 0. Consequently, all five factors in the regression model have an identical influence on the dependent variable. Alternatively, the hypotheses H1, H2, H3, H4, and H5 posited by the authors are validated and align with the earlier research findings of Y et al. (2013) and Nhu (2020). Regarding the regression outcomes, a standardized linear regression equation can be formulated to represent the factors influencing the intention of Dien Bien students studying in Hanoi to return to work, as outlined below:

YD = 0,284*CH + 0,255*TC + 0,228*ML + 0,207*CP + 0,170*CS

Where:

CH: Local job opportunities
TC: Hometown sentiment
ML: Local average income
CP: Local cost of living
CS: Local preferential policies

6. Conclusions and recommendations

6.1. Conclusions

Based on a literature review of the subject matter and qualitative and quantitative research methods, the research team conducted a survey involving 313 students from Dien Bien province who are currently studying in Hanoi. The team identified and ranked

five factors influencing students' inclination to return to their homeland for employment. These factors, in order of significance, are as follows: (1) Local job opportunities; (2) Hometown sentiment; (3) local average income; (4) Local cost of living; and (5) Local preferential policies. Notably, the factor with the most significant impact on student's intention to return to work is "Local job opportunities" (β = 0.284), followed by "Hometown sentiment" as the second most influential factor (β = 0.255) among Dien Bien students studying in Hanoi. This finding aligns with the research conducted by Y et al. (2013), Thong (2015), and Quynh (2020) on the factors influencing students' decision to return to work. Furthermore, the study also revealed that the factor with the most negligible impact on the intention of students from Dien Bien province to repatriate for work is "Local preferential policies" (β = 0.170).

Simultaneously, the investigation findings also indicate that the local living environment variable is not statistically significant enough to determine the inclination of students from Dien Bien, who are studying in Hanoi, to return for employment. This can be elucidated by the fact that the aspirations of these young individuals to showcase their capabilities have propelled them to prioritize the conditions of job opportunities over their living circumstances. Furthermore, this research focuses on students from Dien Bien province pursuing their education in Hanoi. This city offers an optimal living environment with abundant prospects for education, employment, recreational activities, advanced educational facilities, and healthcare services. Consequently, it may have affected the living environment in Dien Bien, which is not a factor influencing the intention of Dien Bien students to return to work.

6.2. Recommendations

The authors have made several recommendations regarding influencing factors based on the analysis results for Dien Bien province. These recommendations aim to attract Dien Bien students studying in Hanoi to return to their hometowns for work, thereby contributing to enhancing the province's socio-economic development.

6.2.1. Recommendations to Dien Bien authority

- Local job opportunities

Based on the study's findings, the primary factor influencing the decision of Dien Bien students studying in Hanoi to return to work is the availability of job opportunities. Hence, the most crucial and pressing solution is to enhance job prospects' diversification. Given its strategic location as the sole province bordering Laos and China, Dien Bien serves as a vital link in the region and acts as a conduit for trade with neighboring countries. This advantageous position allows the province to bolster its bordergate economy. Consequently, local authorities must implement measures to stimulate economic sectors to boost import and export activities, with a focus on key export commodities of the province. Furthermore, the province should persist in refining management mechanisms and policies to promote border trade and streamline administrative procedures to facilitate customs operations.

Dien Bien province boasts a variety of state agencies and departments. Consequently, it is imperative that the recruitment process within these local entities is transparent and open and effectively addresses the issue of choosing neo-babies and associates during the recruitment process. This is a critical issue as it helps establish a fair, competitive environment, strengthening students' belief in their ability to secure a good, stable job upon their return to their home province.

Moreover, the province's ability to attract foreign direct investment (FDI) is lacking. Hence, it is imperative for the provincial government to prioritize the synchronization and enhancement of the infrastructure system, enhancement of human resource quality, bolstering investment promotion activities, enhancement of the province's image, and improvement of the investment environment. These measures are crucial in attracting more FDI, which will facilitate job creation and diversify labor recruitment, thereby maximizing the potential of the young workforce.

- Hometown sentiment

Hometown sentiment emerged as the second most significant factor influencing the surveyed students' repatriation decision. Nevertheless, it appears that Dien Bien province and other regions nationwide tend to overlook this factor. Consequently, to entice students to come back and contribute, the province must enhance the promotion of its homeland's image,

traditional allure, and heroic history. This endeavor will foster a sense of love, pride, and a strong desire in each student to contribute to their hometown's development.

Simultaneously, the Provincial People's Committee should consistently focus on supporting families with students, providing guidance and career orientation to ensure that students feel the government's care. This will encourage them to consider returning to work in the province. Local authorities can collaborate with companies to arrange yearly visits and discussions with the Dien Bien student community at universities and colleges to grasp their aspirations. Additionally, they can serve as a connection between students and local businesses.

- Local average income

Most exceptionally trained young workers prioritize the average income when selecting a workplace. Hence, competent agencies must enhance their inspection and supervision of enterprises' adherence to the State's commitments and policies regarding suitable salary and bonus systems.

-Local preferential policies

To draw Dien Bien students to work, in addition to offering favorable salary and bonus policies, the provincial authorities could consider modifying tax incentives and loan interest rates for outstanding students interested in constructing or renting houses, starting businesses, or launching startups. The provincial authorities can also assist in constructing affordable housing for new graduates.

Furthermore, the local authority must also encourage the enforcement of measures to recognize, incentivize, and grant scholarships to individuals with outstanding achievements in study and research. Advocate for introducing and disseminating favorable policies to ensure that students in the province have access to reliable information resources, enabling them to make informed decisions regarding their future career paths post-graduation.

-Local cost of living

The provincial administration must consistently monitor market prices and ensure that essential goods remain affordable, alleviating the financial strain on new graduates. Additionally, Dien Bien province should prioritize investing in comprehensive infrastructure upgrades to mitigate the impact of transportation costs on consumer goods, given the region's challenging terrain and ongoing traffic issues.

6.2.2. Recommendations to enterprises in Dien Bien province

- Local job opportunities

Local businesses often contact universities and colleges when the schools organize career fairs and job search events for students. They may also target high-achieving undergraduates for future job opportunities and support their transition into the workforce post-graduation to encourage students to return to work and contribute to their hometown. Additionally, these businesses should utilize various media platforms, such as newspapers and the Internet, to promote job openings and facilitate easier access for students seeking employment.

- Local average income

Enterprises need to adjust the salary to suit each job position. In order to evaluate and offer a reasonable salary and bonus, enterprises must not only rely on working seniority but also on each individual's performance. This will avoid causing discontent within the business, especially with young employees who always do their jobs well but do not receive adequate remuneration. This will also make many students afraid to return to their hometown because ensuring material life and future promotion is difficult.

Enterprises must carefully consider salary adjustments for each job position. To ensure a fair salary and bonus, enterprises should not solely rely on seniority but also consider individual performance. This approach will prevent dissatisfaction within the organization, particularly among young employees who consistently perform well but are not adequately compensated. This causes students' hesitancy to return to their hometowns due to uncertainties regarding their material well-being and future career growth.

-Local preferential policies

Enterprises should establish preferential programs for high-achieving students, offering them support through study promotion funds and comprehensive or partial scholarships. These initiatives motivate students to enhance their learning and practical skills actively. Additionally, enterprises should provide various incentives such as competitive salaries, bonuses, healthcare benefits, and social welfare programs to create a favorable working environment. These measures

will encourage students in Dien Bien province to return to their locality and contribute to the growth of enterprises. Moreover, for recent graduates lacking experience, it is crucial to provide them with additional training in professions. Therefore, enterprises should develop free training and retraining programs to enhance the skills and knowledge of their employees, thereby benefiting both businesses and the local labor market.

- Local cost of living

Companies can offer support packages to lessen the financial burden on new graduates. This can be done by offering free accommodation, access to dormitories, and utilizing company vehicles to transport students to work at the company. Such incentives are crucial in enticing graduates to return to the province for employment as they discover the various assistance available to help manage their living expenses.

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4	Challenges for Vietnam's health financing as conducting universal coverage of social health insurance	Pham Duc Trong, Pham Hai Hung, Ha Thi Nhung	14
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QUY ĐỊNH BÀI VIẾT
GỬI ĐĂNG TRÊN TẠP CHÍ NGUỒN NHÂN LỰC VÀ AN SINH XÃ HỘI CỦA TRƯỜNG ĐẠI HỌC LAO ĐỘNG – XÃ HỘI

I. HÌNH THỨC CỦA BÀI BÁO

- Bài viết bằng tiếng Việt, soạn thảo trên Word, font Times New Roman (Unicode); cỡ chữ 12; trên khổ giấy A4; lề trên, dưới, trái, phải: 2,54 cm; giãn dòng: 1,5 lines. Mật độ chữ bình thường, không được nén hoặc kéo dãn khoảng cách giữa các chữ.

- Nội dung bài viết cô đọng, súc tích, theo cấu trúc của bài báo khoa học; không quá 15 trang đánh máy giấy A4 (bao gồm cả bảng biểu, hình vẽ, chú thích, tài liệu tham khảo).

II. KẾT CẤU VÀ CÁC THÀNH PHẦN NỘI DUNG CỦA BÀI BÁO

1. Tên bài báo: tên bài báo cần phải ngắn gọn (không nên quá 20 chữ/words), rõ ràng và phải phản ánh nội dung chính của bài báo. Tên bài báo phải viết chữ in hoa, cỡ chữ 12, in đậm, căn giữa trang.

2. Tên tác giả, cơ quan công tác, địa chỉ email (Trường hợp có nhiều tác giả cũng nêu đầy đủ).

3. Tóm tắt bài viết: phần tóm tắt bài báo gồm 2 phần tiếng Việt và tiếng Anh. Tóm tắt bằng tiếng Việt có độ dài từ 150 đến 250 từ, phản ánh khái quát những nội dung chính trong bài báo và thể hiện rõ những kết quả, đóng góp, điểm mới của bài báo.

4. Từ khóa: từ khóa là những từ được cho là quan trọng đối với nội dung nghiên cứu đặc trưng cho chủ đề của bài viết đó. Tác giả đưa ra một số từ khóa (khoảng 3 - 6 từ khóa) của bài viết. Từ khóa có cỡ chữ 12, chữ thường, cách mỗi từ là dấu phẩy.

5. Nội dung bài báo: có thể có hình thức khác nhau nhưng đảm bảo các nội dung sau: Giới thiệu; Tổng quan nghiên cứu và hoặc cơ sở lý thuyết; Phương pháp nghiên cứu; Kết quả nghiên cứu (Thực trạng vấn để nghiên cứu); Kết luận hoặc /và giải pháp/khuyến nghị/hàm ý và Tài liệu tham khảo.

III. CÁC QUY ĐỊNH VỀ KỸ THUẬT TRÌNH BÀY

1. Quy định về đánh số đề mục

Trong phần nội dung chính của bài viết, các đề mục lớn phải là chữ in đậm, căn trái và được đánh số liên tục theo chữ số Ả-rập. Các tiểu mục cấp1 (ví dụ: 1.1) là chữ in đậm và nghiêng. Các tiểu mục cấp 2 (ví dụ: 1.1.1) là chữ in nghiêng nhưng không in đậm.

2. Quy định về trình bày bảng biểu, hình vẽ, ký hiệu, công thức

Quy định trình bày bảng, hình vẽ

• Các bảng dữ liệu trình bày trong bài báo được ghi thống nhất là Bảng. Các bảng dữ liệu phải là định dạng bảng (table) trong phần mềm Microsoft Word.

• Các đồ thị, biểu đồ, sơ đồ trong bài báo được ghi thống nhất là Hình.

• Các bảng/hình trong bài báo phải được dẫn nguồn.

3. Quy định về trình bày trích dẫn, tài liệu tham khảo

Việc trích dẫn tài liệu tham khảo được thể hiện ở trích dẫn trong bài và tài liệu tham khảo. Tạp chí áp dụng cách trích dẫn kiểu APA.

IV. HÌNH THỨC GỬI BÀI, NHẬN BÀI

Bài viết gửi về Ban Biên tập theo địa chỉ email: **tapchinguonnhanluc@ulsa.edu.vn**

- Quy định thể lệ viết bài Tạp chí, tác giả vui lòng xem chi tiết tại website của Trường: **http://ulsa.edu.vn/**