HO CHI MINH NATIONAL ACADEMY OF POLITICS

DO TUAN VU

FACTORS AFFECTING BUSINESS RESULTS OF SMALL AND MEDIUM-SIZED ENTERPRISES IN THANH HOA PROVINCE

SUMMARY OF DOCTORAL THESIS

INDUSTRY: ECONOMIC MANAGEMENT

Code: 9340410

HANOI - 2024

PREAMBLE

1. The urgency of the subject

With the view that enterprise development is one of the top tasks, a driving force, and a locomotive to promote socio-economic development, implementing economic restructuring associated with model innovation. growth, Thanh Hoa province has made important strides in leadership, direction, administration, creating conditions for SMEs (SMEs) to develop, contributing to the local socio-economic development. direction. However, the production and business efficiency of SMEs in the province is currently not high, the contribution to economic growth in general is still low, the proportion of enterprises entering production and business activities with revenue in recent years is still low. recently low compared to the overall total. Therefore, promoting the development of SMEs in the province today has a great role, bringing many economic and social benefits. This is considered a core direction in the socio-economic development process of Thanh Hoa province. According to the Report of the Department of Planning and Investment (2023), the number of enterprises temporarily suspending operations in 2023 is 1,284 enterprises, an increase of 2.5% over the same period; There were 697 dissolved enterprises, an increase of 70.4% over the same period; The operating areas and registered fields of business of newly established enterprises develop unevenly. Besides, although there have been many policies to support the development of SMEs, however, state management of SMEs as well as policies to support businesses in Thanh Hoa province still reveal some limitations; Some proposed policies and solutions have not been implemented effectively. Therefore, researching the development of SMEs in Thanh Hoa province has urgent practical significance in the current period of economic integration.

One of the important issues when researching SMEs is the business results (business results) of businesses and the factors that determine business results. Understanding and identifying different factors affecting business results of enterprises is important to achieve the goal of enterprise development in both quantity and quality, thereby achieving the economic growth goal of Thanh Hoa province. . Stemming from the above importance, the author chose the topic "Factors affecting business results of SMEs in Thanh Hoa province" to determine the influencing factors and their level. The influence of factors on the business results of SMEs in Thanh Hoa province, thereby proposing solutions to help businesses improve business results and develop stronger in the new era.

2. Research purposes and tasks

- Research purpose: Identify influencing factors and analyze and measure the level of influence of these factors on the business results of SMEs in Thanh Hoa province, on that basis, propose solutions to improve the business results of SMEs in Thanh Hoa province in the coming time.

- Research tasks

+ Overview of research works related to the thesis topic, clarify research gaps and determine the research direction of the thesis;

+ Overview and systematization of theory including concepts, characteristics, content of SMEs and factors affecting the business results of SMEs in the province;

+ Identify influencing factors and analyze and measure the level of influence of factors on business results of SMEs in Thanh Hoa province;

+ From the research results, propose solutions to improve the business results of SMEs in Thanh Hoa province in the coming time.

3. Object and scope of the study

- Research object: factors affecting the business results of SMEs in Thanh Hoa province

- Research scope

+ Scope of content: Factors affecting the business results of SMEs in Thanh Hoa province selected by the author include the technological level of enterprises, human resources, financial resources, and management ability. Management and management of business leaders, Marketing strategy, Digital transformation capabilities of businesses and State and local policies. In addition, in this thesis, business results are measured according to the level of perception based on primary data sources, including the ability to grow revenue of the enterprise in the long term; the ability of businesses to save costs in the long term; long-term business profitability; and the ability to grow market share of enterprises in the long term.

Regarding the subject scope of the solutions: the author approaches from the local government on state management of mechanisms and policies to support SMEs in Thanh Hoa province; approach from SMEs to propose solutions to improve business results from the enterprises themselves.

+ Spatial scope: SMEs of all economic sectors and forms of ownership are operating under the Enterprise Law 2020 in Thanh Hoa province.

+ Time scope: The thesis is researched from 2019 to 2023. Secondary data is collected from 2018 to 2023, primary data is collected from March 1, 2022 to May 1, 2022 for the preliminary survey and from June 20, 2022 to August 31, 2022 for the official survey. Proposed solutions until 2030.

4. Research Methods

- Qualitative and quantitative research methods

- Secondary data collection methods

- Primary data collection methods: expert interviews, surveys, sampling methods.

- Statistical methods, analysis, synthesis and comparison

- Cronbach's Alpha test, EFA exploratory factor analysis, CFA confirmatory factor analysis, SEM linear structural model test

5. New contributions of the thesis

5.1. Regarding theory: The thesis has clarified the theoretical basis and added new measurement scales for business results and factors affecting the business results of SMEs.

5.2. Regarding practice: The thesis has identified factors as well as analyzed and measured the level of influence of factors on business results of SMEs in Thanh Hoa province, thereby proposing a system of solutions. synchronized to improve the business results of SMEs in Thanh Hoa province from the businesses themselves and from the local government, focusing on state management solutions for mechanisms and policies to support SMEs in Thanh Hoa province. Chemical development until 2030.

6. Structure of the thesis

In addition to the Introduction, Conclusion, List of References, and Appendixes, the thesis has 5 chapters, specifically as follows:

Chapter 1: Overview of research situation

Chapter 2: Theoretical basis and research model

Chapter 3: Research methods

Chapter 4: Research results and discussion

Chapter 5: Solutions to improve business results of small and medium-sized enterprises in Thanh Hoa province

Chapter 1
OVERVIEW OF RESEARCH SITUATION

1.1. GENERAL RESEARCH ON BUSINESS RESULTS AND FACTORS AFFECTING BUSINESS RESULTS OF SMES

1.1.1. Research on business results and measuring business results in enterprises

1.1.1.1. Business results of the enterprise

Kaplan & Norton (1993) believe that business performance is determined by a mixture of traditional financial indicators expressed in specific numbers and non-financial factors such as customer satisfaction, effort, etc. employee learning and development.

Monica et al., (2007) argue that there are many concepts and ways of measuring business results and performance. Which definition or measurement method is used depends on the goals and meaning of each study.

1.1.1.2. Measuring business results

Studies often refer to measurement criteria through perceptual assessment scales; or objective assessment scale. Keh and colleagues (2007) also believe that business performance can be viewed as the achievement of business goals such as

finance and market development [71]. Tangen (2005) believes that the business performance of enterprises is often considered a criterion for evaluating the performance of enterprises [95]. In terms of business performance measured by a perceptual scale, Vankatraman and colleagues (1987) built a scale to measure business performance based on the perceptual assessment of industry leaders and industry leaders. Key leaders in departments, or front-line employees in BEP (business economic performance) departments. This method of measuring business performance is through evaluating criteria including (i) revenue growth ability; (ii) ability to save costs; (iii) profitability; (iv) the ability to expand market share in the long term of the enterprise. Nguyen Thanh Tu (2022) also used a perception-based evaluation method to measure the business results of Mekong Delta enterprises, including scales of revenue achieved by enterprises, ability to save costs, and so on. long-term profitability, enterprise profitability and long-term market growth ability to research the impact of employee creativity on enterprise business results [39].

1.1.2. General research on factors affecting business results of SMEs

1.2. STUDIES ON EACH FACTORY AFFECTING BUSINESS RESULTS OF SMES

1.2.1. Research on the impact of technology level on business results of SMEs

The positive relationship between technology level and business results of SMEs has been confirmed in many studies both domestically and internationally. The studies in Vietnam mentioned above confirm that the more the technological level of SMEs develops, the more their business results are promoted, as research by Dang Thi Mai Huong and colleagues (2021), Nguyen Van Thich (2021), Nguyen Van Thich (2021). 2018), Pham Thu Huong (2017). A number of other research projects have also shown that technological innovation has impacted the development of SMEs such as: (1) Increasing labor productivity; (2) Lower production and business costs, thereby lowering product and service prices; (3) Improve product quality, create high-quality products to meet the increasingly diverse and demanding needs of consumers in the market; and (4) Enhance the competitiveness of businesses (Vu Tien Loc, 2016); (Dang Thi Mai Huong et al., 2021); (Nguyen Van Thich, 2018); (Pham Thu Huong, 2017); (Javed et al., 2011).

1.2.2. Research on the impact of human resources on business results of SMEs

From an empirical perspective, there have also been many studies confirming the positive relationship between the quality of human resources and business results of enterprises. In Vietnam, studies by Dang Thi Mai Huong and colleagues (2021), Tan Le Trinh (2019), Phuoc Minh Hieu and colleagues (2019), Pham Thu Huong (2017) have confirmed that the quality of human resources Efficiency is the deciding factor in the output of products and services, thereby affecting business results. The qualifications and skills of employees are always factors that promote the success of

businesses. This relationship is also confirmed by the studies in the world mentioned above such as the study of Omer (2018), the study of Noraini and Nurul (2015), the study of Chuthamas et al. (2011), or the study of Research by Javed and colleagues (2011). These studies have concluded that labor is an important input to the production process. When workers in enterprises have good skills and effective work handling skills, it will be a factor that motivates enterprises to upgrade. high business results.

1.2.3. Research on the impact of financial resources on business results SMEs

Typical studies on the relationship between financial resources and business results of SMEs in Vietnam mentioned above include the research of Dang Thi Mai Huong and colleagues (2021), the research of Tan Le Trinh (2019).), in the world, previous studies by Omer (2018), Noraini and Nurul (2015), Chuthamas and colleagues (2011) have also confirmed that financial resources are an important factor affecting efficiency. and business results of SMEs.

On the other hand, research by Vo Van Dut, Tran Que Anh and Pham Bich Ngoc (2017) on the impact of business resources on business performance of SMEs in Vietnam has shown that the debt ratio The higher the debt ratio of enterprises, the more it promotes the business efficiency of SMEs because timely access to loans will significantly contribute to overcoming difficulties and obstacles in production and enterprises with high debt ratios will have more motivation to more productive [7].

1.2.4. Research on the impact of business leaders' management and operating abilities on business results of SMEs

In the world as well as in Vietnam, there have been many studies showing that the qualifications of business owners are an important factor that positively impacts the business results and efficiency of SMEs. In general, the studies have concluded that that the higher the level of education a business owner has, the ability to access modern scientific management methods, the ability to master and build good relationships will help the company develop better and have more orders. more customers, and business results also improved a lot (Dang Thi Mai Huong et al., 2021), (Nguyen Van Thich, 2018), (Pham Thu Huong, 2017), (Nguyen Minh Tan, Vo Thanh Danh and Tang Thi Ngan, 2015), In the world, there have also been many studies confirming the positive relationship between the management ability of business owners and the business results of SMEs such as research by Noraini and Nurul (2015), Abdul and Ahmad (2015), Abdul and Ahmad (2015). 2013), Chuthamas et al (2011), Javed et al (2011).

1.2.5. Research on the impact of marketing strategies on business results of SMEs

Joshi and Hanssens (2010) showed that advertising spending positively affects the market value of companies and investor reactions beyond expected increases in sales and profits. Advertising has a positive impact on the number of investors and the liquidity of a company's common stock (Grullon et al., 2004). Graham et al.'s

(2005) research suggests that both marketing and strategic management have an impact on business performance of businesses. Mansour's (2021) research on the impact of digital marketing on the business performance of companies and businesses during the covid 19 pandemic has also shown that digital marketing has become a channel Best marketing for many companies.

1.2.6. Research on the impact of digital transformation capabilities on business results of SMEs

Enterprise digital transformation has a positive impact on enterprise performance (Hu, 2020). The positive impact of digital transformation on business performance is more evident in large enterprises, state-owned enterprises, mature enterprises and service trading enterprises, however, for small enterprises, the effectiveness is there but not yet. truly groundbreaking (Li, Liu and Shao, 2021). Scott and colleagues (2017) found a direct positive impact of applying technology in the financial sector on business results of enterprises [89]. Guo & Xu (2021) found that enterprise operating results are more affected by digital transformation than financial performance. Teng and colleagues (2022) also pointed out that for SMEs, focusing on investment in digital technology, employees' digital skills and digital transformation strategy are three main factors beneficial to digital transformation, thus helping to improve business results of enterprises [96].

1.2.7. Research on the impact of local business support policies on the business results of SMEs

Legal policies on supporting SMEs play an important role, creating a solid legal corridor, laying the foundation for the success and development of SMEs (Dang Thi Mai Huong et al., 2021), (Tan Le Trinh, 2019), (Phuoc Minh Hiep et al., 2019).

Research results by Phan Thi Minh Ly (2011) and Dang Nguyen Hung (2016) also show that local policies have a positive impact on business performance of enterprises. According to Dang Nguyen Hung (2016), the Government's (State) macro policies affect the business performance of SMEs. This conclusion is in agreement with Phan Dinh Khoi and his colleagues (2008). Besides, Mai Van Nam and Nguyen Quoc Nghi (2011) once again demonstrated the extent to which access to Government support policies affects business performance of enterprises.

1.3. GENERAL EVALUATION OF OVERVIEW OF RESEARCH SITUATION AND RESEARCH GAPS

1.3.1. General assessment of domestic and foreign research related to the research topic

Through an overview of previous studies, it can be seen that the factors affecting the business results of SMEs are quite diverse, but can be summarized into the main factors which are the technological level of the enterprise; ability to innovate; human resources and financial resources; external environment; business and cooperation methods; local and government support policies; information and communication technology, level of information access, digital transformation

capabilities; proactiveness and relationships, problem-solving ability of business leaders, skills of business leaders; bribery; market orientation; global epidemic; Business characteristics and marketing strategies. Regarding measuring business results of enterprises in the research model, studies often mention measurement criteria through the perceptual assessment scale (Perceptual Assessment) represented by indicators such as revenue growth ability; (ii) ability to save costs; (iii) profitability; (iv) the ability of the enterprise to expand its market share in the long term; or objective assessment scales or quantitative measurement scales such as ROA, RoS, RoE and Tobin's Q index. In which, research on the influence of factors on the business results of SMEs is focusing on Focus on measuring business results according to quantitative measurement scales.

1.3.2. Research gaps and directions

Firstly, identify factors as well as analyze and evaluate the influence of factors on business results of SMEs in the current economic integration period through linear structural modeling (SEM). Second, research on the current status and effectiveness of state management for SMEs in Thanh Hoa province within the scope of mechanisms and policies to support SMEs, through which the author evaluates and analyzes the role and effectiveness of State management activities for SMEs in the province from the perspective of promulgating, implementing and managing policies to support SMEs in Thanh Hoa province, thereby proposing state management solutions to improve business results of enterprises until 2030.

Chapter 2
THEORETICAL BASIS OF FACTORS AFFECTING BUSINESS RESULTS OF SMES AND RESEARCH MODEL

2.1. OVERVIEW OF THEORETICAL BASIS OF SMES AND FACTORS AFFECTING THE BUSINESS RESULTS OF SMES

2.1.1. Concept, characteristics and role of SMEs

2.1.1.1. Concept of SMEs

In Vietnam, according to Article 5, Decree 80/2021/ND-CP dated August 26, 2021 of the Government stipulates that "SMEs are business establishments that have registered their business according to the law, divided into three level: super small, small, medium according to the size of the number of employees and total capital (total capital is equivalent to total assets determined in the enterprise's balance sheet)" [25].

2.1.1.2. Characteristics of SMEs

2.1.1.3. The role of SMEs

2.1.2. Business results of SMEs

2.1.2.1. Concept of business results

According to Article 68 of Circular 133/2016/TT-BTC and Article 96 of Circular 200/2014/TT-BTC, business results are the final results of production and

business activities, financial investment activities and other activities in a certain period. The expression of business results is profit (or loss) [34].

Thus, it can be understood that business results are the current measure of an enterprise's development, and also reflect the growth potential of that enterprise in the future.

2.1.2.2. Measure business results of enterprises

2.1.3. State management of SMEs

- Promulgate legal framework for businesses
- Promulgate and implement policies for businesses
- Organize the administrative management apparatus for enterprises
- Inspect and control enterprise operations

2.1.4. Factors affecting business results of SMEs in the province

2.1.4.1. Group of factors within the enterprise

2.1.4.2. Group of factors outside the enterprise

2.2. PROPOSED RESEARCH MODEL

Technological levels
Human resources
Financial sources
Management and operating capabilities of business leaders
Marketing strategies
Enterprise digital transformation capabilities
Local business support policies

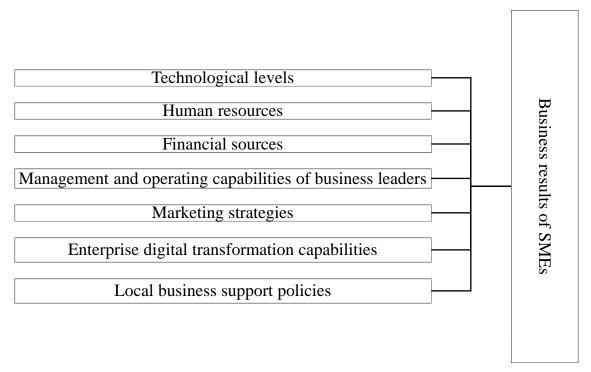→ Business results of SMEs

Diagram 2.1: Theoretical model of factors affecting the business results of SMEs

Chapter 3
RESEARCH METHODS

3.1. OVERVIEW OF RESEARCH METHODS

The thesis uses mixed research methods, including quantitative research combined with qualitative, including three steps: Qualitative research, preliminary quantitative research and official quantitative research.

3.2. CONSTRUCTION AND DEVELOPMENT OF MEASUREMENT SCALE

3.2.1. Exploratory qualitative research proposed a preliminary scale

3.2.2. Results of preliminary research on data to build an official scale

3.2.2.1. Test the reliability of the scale

3.2.2.2. Testing exploratory factors

Table 3.4. The composite scale was adjusted for inclusion in the official analysis

Symbol	Factors affecting business results of SMEs
TDCN	Technology level of the enterprise
TDCN1	Enterprises regularly update and apply new technology to production and business activities
TDCN2	Businesses apply modern technology in marketing and brand promotion
TDCN3	Enterprises always attach importance to investment in research and deployment of new technology
TDCN4	The level of technology in production of enterprises is high compared to the general level
NNL	Human resources of the enterprise
NNL1	The enterprise's employees are well professionally trained
NNL2	Employees in enterprises have good working skills
NNL3	Most employees in enterprises have good work experience
NNL4	Good working attitude of employees
NNL5	Labor in enterprises has high adaptability to innovation
NLTC	Financial resources of the enterprise
NLTC1	Businesses have advantages in accessing the capital market
NLTC2	Enterprises are able to meet loan conditions (loan documents, collateral, business plan...)
NLTC3	Enterprises have the ability to effectively use capital in business
NLTC4	Enterprises always have enough capital to meet production and business needs, innovate technology to improve product and service quality.
NLTC5	Enterprises always pay debts in full and on time
QLDH	Management and administration capabilities of business leaders
QLDH1	Business leaders have good organizational, management and operating capabilities
QLDH2	Business leaders build good strategies for investment and development of businesses in accordance with local socio-economic development policies
QLDH3	Business leaders build good strategies on personnel training and human resource development in the long term
QLDH4	The enterprise has an effective and flexible organizational structure
QLDH5	Business leaders establish good relationships with stakeholders
MAR	Marketing strategy of the business

MAR1	Enterprises always focus on improving products to meet market needs
MAR2	The enterprise's distribution channel system operates effectively
MAR3	Enterprises regularly organize sales promotion activities such as advertising, promotions and other product introduction communication activities.
MAR4	The enterprise's brand is built and managed methodically
CDS	Enterprise digital transformation capabilities
CDS1	Business leaders have a positive attitude toward business digital transformation issues
CDS2	Enterprises have the ability to apply digital technology to connect with the needs of customers and stakeholders
CDS3	Enterprises that use cloud computing technology (a computing model that uses computer technology and develops based on the Internet) in internal management
CDS4	The information technology platform is strong enough to enable digital transformation
HTDN	Policies to support local businesses
HTDN1	Local business support policies are easily and conveniently accessible to businesses
HTDN2	Policies to support the development of local businesses (infrastructure, human resource training, environmental protection, consumer markets, distribution networks, technology) operate effectively.
HTDN3	The state's management mechanism (taxes, administrative management, prices of goods and services) is transparent and clear.
HTDN4	Policies to support credit access are really effective for businesses
KQKD	Business results of the enterprise
KQKD1	Enterprises have the ability to grow revenue in the long term
KQKD2	Businesses have the ability to attract potential customers
KQKD3	Enterprises have the ability to make profits in the long term
KQKD4	Enterprises have the ability to increase expansion and develop market share in the long term

3.3. RESEARCH DATA COLLECTION
3.3.1. Collect secondary data
3.3.2. Collect primary data

The sample was selected in preliminary quantitative research using the convenience sampling method with managers in SMEs in Thanh Hoa province. For preliminary research, the author chose 200 ballots to be distributed. For official sampling, to ensure the selected sample can be representative of the overall research, the author uses Slovin's (1960) sampling formula. At the time the graduate student conducted the official survey, the number of SMEs in Thanh Hoa province was 11,508 enterprises (according to 14 main production and business industry groups), so the number of samples that needed to be surveyed was at least: 387. DN. Combined with the necessary number of samples as the PhD student has presented above to ensure exploratory factor analysis, confirmatory factor analysis and SEM

model analysis, and for convenience and objectivity, Reliably, in this thesis research, the doctoral student selected an official quantitative research sample of 500 votes.

In this thesis, the doctoral student chose the group random sampling method (according to main production and business industry groups). The reason for choosing this method is because it helps reduce bias when selecting samples and ensures Enterprises of all 14 production and business industry groups in the province were surveyed. Accordingly, the total number of enterprises in 14 industry groups is divided into 14 corresponding groups. The number of enterprises that need to be surveyed in each industry group is determined according to the formula: = * N (i= . In which: is the number of enterprises that need to be surveyed survey of industry group i; is the ratio of enterprises of industry group i/ Overall enterprises (11,508 enterprises); N is the total number of samples to be surveyed (N = 500).

With 500 questionnaires distributed, the author received 492 questionnaires with answers and 488 valid questionnaires received responses from these SMEs, accounting for 97.6% of the questionnaires distributed, ensuring the requirements. for analysis.

3.4. DATA ANALYSIS AND ESTIMATION OF RESEARCH RESULTS
3.4.1. Descriptive statistical analysis method
3.4.2. Test the reliability of the scale using Cronbach's alpha coefficient
3.4.3. Exploratory factor analysis (EFA)
3.4.4. Confirmatory factor analysis (CFA)
3.4.5. Testing the theoretical model using linear structural modeling (SEM)
3.4.6. Check model estimates using the Bootstrap method
3.4.7. Multi-group structural analysis

Chapter 4
RESEARCH RESULTS AND DISCUSSION

4.1. OVERVIEW OF SMES IN THANH HOA PROVINCE
4.1.1. Development situation of SMEs in Thanh Hoa province
In Thanh Hoa, the number of SMEs accounts for more than 95% of the total number of enterprises. In the period 2018 - 2023, in the province there were 17,566 newly registered SMEs, of which the number of enterprises registered to establish has gradually increased over the years, in 2018 it was 3392 enterprises, then by 2023 there will be 3643 enterprises. Regarding the total registered charter capital for the whole period, it reached 184,790 billion VND, and also increased gradually over the years. The registered capital in 2018 was 21,203 billion VND, in 2022 this number increased to 39,685 billion VND (1 times higher). .87 times compared to 2018). In particular, the period 2018 - 2023 is the period when the covid 19 pandemic seriously affects the socio-economy and the existence and development of businesses. The

number of registered businesses and registered capital both increased. is one of Thanh Hoa province's successes in developing businesses in general and SMEs in particular.

Table 4.1. Number of newly established enterprises and total registered capital period 2018 - 2023

	2018	2019	2020	2021	2022	2023
Number of newly registered enterprises	3392	3275	3494	3729	3762	3643
Total registered capital (billion VND)	21203	23495	35742	39178	39685	25527

Source: Thanh Hoa Department of Planning and Investment

4.1.2. The operating status of businesses

The total number of enterprises with production and business activities over the 6 years from 2018 to 2023 increased significantly. Specifically, in 2018, the total number of operating enterprises was 7,684 enterprises, and by 2023, there will be 11,634 enterprises, of which in the period 2018 - 2020, the number of operating enterprises increased rapidly, but in the period 2021 - 2023, the number of operating enterprises increased rapidly. Dynamics increased but not significantly because this was the period when businesses were seriously affected by the covid 19 pandemic.

4.1.3. Business performance results of SMEs in Thanh Hoa province

The business performance results of the enterprise are shown through the target of total annual net revenue of the enterprise in the period 2018 - 2023. (Figure 4.2). In 2018, total net revenue was 168,856 billion VND, in 2023 this number will be 313,396 billion VND, increasing to 85.6%. In particular, the total net revenue of non-state enterprises accounts for the highest proportion, in 2023 compared to 2018 it will increase by 72.4%).

In terms of pre-tax profits of businesses, during the covid 19 pandemic, pre-tax profits of businesses all suffered losses. The loss will increase to its peak in 2022. In 2023, the loss will decrease (Table 4.3) but not significantly. Although the number of profitable enterprises is much higher than the number of loss-making enterprises, the loss level is high, so the total profit of SMEs remains negative from 2020 to 2023.

Table 4.3. Pre-tax profits of SMEs by type of enterprise in the period 2018 - 2023

	Profit before tax (billion VND)					
	2018	*2019*	*2020*	*2021*	*2022*	*2023*
Total	**1511,4**	**1474,8**	**-11174,1**	**-23429,2**	**-28284,2**	**-25657,8**
State-owned enterprises	**595,7**	**87,6**	**200**	**272**	**93,6**	**18,5**
Enterprise with 100% state capital	210,7	79,1	35,2	20,5	1,7	-3,3
Enterprises with more than 50% state capital	385	8,5	164,8	251,5	91,9	21,8

Non-state enterprises	**733,7**	**494,5**	**-1467,8**	**-1574,5**	**-426,3**	**-498,2**
Private	113,5	16,6	30,8	69,3	-9,2	-6,8
Partnerships			-0,2	0,4	0,5	-0,8
Co., Ltd	235,4	-261,2	-1186,5	-971,4	-216,3	-332
Joint stock company with state capital	12,8	25,8	-30,5	2,8	32,1	26
Joint stock companies do not have state capital	372	713,3	-281,4	-675,6	-233,4	-184,6
Enterprises with foreign investment capital	**182,1**	**892,7**	**-9906,3**	**-22126,7**	**-27951,5**	**-25159,6**
Enterprise with 100% foreign capital	634,5	195,3	314,9	252,6	-48,8	189
Enterprises enter into joint ventures with foreign countries	816,5	697,4	-10221,2	-22379,3	-27902,7	-25348,6

Source: Thanh Hoa Provincial Statistics Department

4.2. CURRENT STATUS OF THE RESULTS OF STATE MANAGEMENT FOR POLICIES TO SUPPORT SMES IN THANH HOA PROVINCE

4.2.1. Leadership and direction

The Provincial Enterprise Development Steering Committee (Steering Committee) has focused on leading and directing departments and branches to advise the Provincial People's Committee, Chairman of the Provincial People's Committee, Head of the Steering Committee to promulgate many programs, plans and policies. , directive and executive documents to support business development. Steering Committee members have actively coordinated with agencies and units to guide, urge and check the implementation of programs, plans and policies to support business development in localities. within the area of responsibility; Propose tasks and solutions related to enterprise development.

4.2.2. Results of implementing business support policies
4.2.2.1. Regarding administrative procedure reform
4.2.2.2. Regarding investment promotion and business support
4.2.2.3. On implementing business support policies

4.3. CURRENT STATUS OF BUSINESS RESULTS OF SMES AND FACTORS AFFECTING THE BUSINESS RESULTS OF SMES IN THANH HOA PROVINCE FROM A SURVEY SAMPLE

4.3.1. Operational situation of businesses

It can be said that in recent years, SMEs in Thanh Hoa province have developed rapidly in both quantity and quality, making important contributions to economic growth, budget revenue, job creation, and poverty reduction. locality.

However, due to limitations in policy access, equipment investment upgrades, combined with the Covid outbreak, many businesses had to close temporarily. All of these things lead to the rate of many SMEs making losses. Specifically, up to 37.77% of businesses make losses, only 35.43% of businesses make profits.

From the above analysis, it shows that the enterprise structure in the study is close to reality. As of the end of 2022, SMEs in the province are facing many difficulties (only 34.22% are profitable and 30.74% are breaking even). This is because small business scale, little capital, not modern technology, little labor and not high skills are characteristics that make SMEs in Thanh Hoa vulnerable and encounter difficulties when adverse conditions impact.

4.3.2. Average total revenue of businesses

According to the survey results, up to 37.1% of SMEs have an average revenue of less than 10 billion VND (corresponding to 181 enterprises), followed by the number of enterprises with an average revenue of from 10 billion to less than 100 billion VND. accounting for 35.7%, equivalent to 174 SMEs. Besides, the average revenue of over 100 billion VND to 300 billion VND accounts for 21.7%, corresponding to 106 enterprises, followed by the number of enterprises over 300 billion accounting for at least 5.5%, corresponding to 27 businesses.

4.3.3. Current status of factors affecting business results of SMEs in Thanh Hoa province

4.3.3.1. Assessment of the enterprise's technological level

4.3.3.2. Evaluation of the enterprise's human resources

4.3.3.3. Evaluation of the financial resources of the business

4.3.3.4. Evaluation of the management and operating capabilities of business leaders

4.3.3.5. Evaluation of the business's marketing strategy

4.3.3.6. Assessment of the business's digital transformation capabilities

4.3.3.7. Evaluation of local business support policies

4.4. ENTERPRISES' ASSESSMENT ON STATE MANAGEMENT FACTORS IMPACT ON BUSINESS RESULTS OF SMES IN THANH HOA PROVINCE

Within the research scope of the thesis, the PhD student has focused on studying businesses' assessments of state management factors, focusing on the promulgation, implementation and management of policies to support SMEs in the world. Thanh Hoa province based on the results of a qualitative survey of leaders of businesses. Along with the official survey results of 500 SMEs in Thanh Hoa province, in which 488 valid survey questionnaires were collected, the researcher selected 236 questionnaires with answers to 9 open-ended survey questions in Part 3 of the official survey questionnaire. Of these, 145 surveys had complete answers from questions 1 to 9 and 91 surveys had answers to some of the 9 questions given by PhD students.

4.5. RESULTS OF QUANTITATIVE RESEARCH OF FACTORS AFFECTING BUSINESS RESULTS OF SMES IN THANH HOA PROVINCE

4.5.1. Results of assessing the reliability of the scales

4.5.2. Results of exploratory factor analysis of the research sample's scales

4.5.3. Confirmatory factor analysis (CFA) results

4.5.4. Results of model testing using linear structural model (SEM)

4.5.4.1. The results test the suitability of the research model with actual data

4.5.4.2. Results of testing the research hypotheses

Table 4.12. Results of testing the research hypotheses

Hypothe sis	Relationship			Norma lization coeffici ent	Standard error (S.E)	Critical value (CR)	P value	Result	Order impacts business results
H1	KQKD	<--	TDCN	0,139	0,041	3,445	0,000	Accept	3
H2	KQKD	<--	NNL	0,322	0,044	7,709	0,000	Accept	1
H3	KQKD	<--	NLTC	0,241	0,042	5,718	0,000	Accept	2
H4	KQKD	<--	QLDH	0,100	0,032	2,802	0,005	Accept	7
H5	KQKD	<--	MAR	0,130	0,039	3,238	0,001	Accept	5
H6	KQKD	<-	CDS	0,124	0,050	2,487	0,013	Accept	6
H7	KQKD	<--	HTDN	0,133	0,042	3,163	0,002	Accept	4

Source: Results of survey data processing by the author

According to the results of table 4.12, the research hypotheses are all accepted (p values are less than 0.05), that is: Human Resources variables; Financial resources (NLTC); Technology level (TDCN); Policy to support local businesses (HTDN); Marketing Strategy (MAR); Digital transformation capabilities (CDS) and management and administration capabilities of business leaders (QLDH) both have a positive impact on the business results of SMEs.

4.5.5. Multi-group structural analysis

4.5.5.1. Results of analyzing the multi-group structural model according to the enterprise's labor size

Based on the results of Table 4.14 below, it shows that the relationship between the independent variables and the dependent variable (business results) in the official research model is affected by the labor size of the enterprise. The level of impact of the factors in the model on business results of enterprises for each type of enterprise is also different. Specifically, it shows: With 95% confidence, business results of enterprises are greatly affected by the financial resources of enterprises for most groups of enterprises, except for enterprises with 10 to 50 employees. Business results of enterprises are also greatly affected by local business support policies for enterprises with employees from over 10 to 100 employees, while enterprises with employees under 10 and over 100 employees are not. affected. Besides, according to the analysis results, only for enterprises with 50 or more employees, the business

results of the enterprise are also affected by the following factors: Human resources and technological level of the enterprise.

Table 4.14. Results of regression coefficient analysis of the variable model in multi-group structural analysis according to Enterprise Labor Size

Relationship			Variable model							
			Up to 10 laborers		Over 10 to 50 workers		From 50 to 100 workers		Over 100 workers	
			E	P	E	P	E	P	E	P
KQKD	<-	NLTC	0,468	0,004	0,149	0,106	0,261	0,004	0,133	0,013
KQKD	<	QLDH	-0,097	0,457	0,058	0,366	0,038	0,497	0,071	0,032
KQKD	<-	MAR	0,229	0,153	0,028	0,624	0,072	0,330	0,186	0,003
KQKD	<-	NNL	-0,005	0,986	0,120	0,238	0,398	0,000	0,270	0,000
KQKD	<-	TDCN	0,148	0,307	0,087	0,184	0,244	0,017	0,121	0,032
KQKD	<-	CĐS	0,385	0,097	0,085	0,254	-0,235	0,094	0,210	0,003
KQKD	<-	HTDN	-0,014	0,924	0,552	0,000	0,449	0,002	0,013	0,788

Source: Author compiled from survey data analysis

4.5.5.2. Results of analyzing the multi-group structural model according to the operating time of the enterprise

The results of the difference analysis between the two invariant and variable models give Chi-square = 145.779, degrees of freedom Df = 99 (Appendix P9.2.), p value = 0.002 < 0.05, so Ho is rejected. , accepts the hypothesis that there is a difference between the variable model and the invariant model. Therefore, the variable model is chosen because it has a higher compatibility with market data than the invariant model.

Thus, the influence between the factors in the model on the business results of the enterprise is different according to the operating time of the enterprise. The results of the regression weights in the structural model according to the operating time of the enterprise show the following differences (table 4.16):

Table 4.15. Results of regression coefficient analysis of the variability model in multi-group structural analysis according to the operating time of the business

Relationship			Variable model							
			Under 3 years		From 3 to less than 5 years		From 5 to 10 years		Over 10 years	
			E	P	E	P	E	P	E	P
KQKD	<-	NLTC	0,382	0,007	0,318	0,000	0,363	0,000	0,152	0,016
KQKD	<-	QLDH	0,000	0,997	0,075	0,127	0,047	0,479	0,105	0,038
KQKD	<-	MAR	0,197	0,008	0,206	0,002	0,020	0,739	0,123	0,084
KQKD	<-	NNL	0,509	0,007	0,272	0,000	0,460	0,000	0,297	0,000
KQKD	<-	TDCN	0,103	0,219	0,153	0,048	0,118	0,289	0,141	0,025
KQKD	<-	CĐS	0,382	0,377	-0,008	0,913	0,038	0,717	0,156	0,075
KQKD	<-	HTDN	0,000	0,889	0,241	0,000	0,097	0,427	0,130	0,039

Source: Author compiled from survey data analysis

Results from Table 4.15 show that for the group of businesses with less than 3 years of operation, the factors Financial resources, Marketing strategy and Human resources all have a positive impact on the business results of the business. There are two factors that have a positive impact on business results for all types of businesses from newly established to businesses operating over 10 years: financial resources and human resources, these are two important inputs. of any production process and any enterprise. According to the analysis results, the marketing strategy of businesses only affects businesses with less than 5 years of operation. It can be seen that the period of less than 5 years is the golden period for businesses to build an effective marketing strategy. , helps customers know and put trust in the products and services of businesses and also helps businesses position their brand in the market. Factors The technological level of enterprises and business support policies have an impact on the business results of enterprises with an operating period of 3 to less than 5 years and enterprises with an operating period of 10 years or more.

4.5.5.3. Results of multi-group structural model analysis by type of enterprise

The results of the difference analysis between the two invariant and variable structural models give the Chi-square of the difference is 212,900; degrees of freedom df = 132; p value = 0.000 < 0.05 (Appendix P9.3.) shows that there is a difference between the invariant model and the variable model according to the type of business activity. Accordingly, the variable model is selected, and it can be concluded that the impact relationship between factors on business results of enterprises is different according to the type of operation of the enterprise.

Thus, the influence between factors in the model on business results of enterprises is different according to the type of operation of the enterprise. The results of the regression weights in the structural model according to the type of business operations show the following differences:

Table 4.16. Results of regression coefficient analysis of the variability model in multi-group structural analysis by type of business activity

Relationship			Variable model								
			Private enterprise		Joint stock company		Individual business households		Co., Ltd		Partnerships	
			E	P	E	P	E	P	E	P	E	P
KQKD	<-	NLTC	0,441	0,000	0,198	0,026	0,315	0,000	0,027	0,735	0,559	0,000
KQKD	<-	QLDH	0,058	0,351	0,082	0,084	0,048	0,620	0,135	0,041	0,108	0,080
KQKD	<-	MAR	0,143	0,111	0,268	0,000	0,070	0,418	0,041	0,674	-0,123	0,461
KQKD	<-	NNL	0,398	0,000	0,317	0,000	0,425	0,000	0,366	0,001	0,122	0,407
KQKD	<-	TDCN	0,116	0,155	0,174	0,030	-0,034	0,747	0,209	0,030	0,134	0,255
KQKD	<-	CĐS	0,002	0,987	0,025	0,735	0,067	0,564	0,326	0,003	0,463	0,042
KQKD	<-	HTDN	0,112	0,177	0,256	0,000	0,079	0,564	0,016	0,854	0,021	0,391

Source: Author compiled from survey data analysis

The results from table 4.16 show that for private enterprises, only two factors, financial resources and human resources, have a positive impact on the business results of the enterprise. For joint stock companies, there are 5 factors that impact the business results of enterprises: human resources, technological level, financial resources, local business support policies and marketing strategies. For individual business households, there are only two factors: human resources and financial resources that impact the business results of the enterprise in the same direction. For Partnership Companies, there are 03 factors: Human resources, Digital transformation ability and management ability of business leaders that have a positive influence on the business results of the business. Also according to the research results, for limited liability companies, there are four factors that have a positive impact on the business results of the enterprise: the management and operating ability of enterprise leaders, human resources, and qualifications. technology and digital transformation capabilities of businesses.

4.6. DISCUSSION OF QUANTITATIVE RESEARCH RESULTS

Hypothesis H1 is accepted. This means that the technological level of enterprises has a positive impact on the business results of SMEs. The research results also show that the technological level of SMEs has a positive impact and is in the third position of impact on the business results of enterprises. In other words, the higher the technological level of SMEs, the more they contribute to improving the business results of enterprises and vice versa. This research result once again confirms the previous research results of Dang Thi Mai Huong and colleagues, as well as a number of other studies by Nguyen Van Thich (2018), Pham Thu Huong (2017), Sikandar Ali Qalati et al (2020, 2021), Javed Mahmood Jasra et al (2011).

Hypothesis H2 is accepted. This means that an enterprise's human resources have the strongest and most positive impact on the business results of SMEs. In other words, SMEs with high quality human resources have better business results and vice versa. This result is also similar to the research results of Dang Thi Mai Huong and colleagues (2021), Tan Le Trinh (2019), Phuoc Minh Hieu and colleagues (2019), Pham Thu Huong (2017), Vu Hoang Nam and Doan Quang Hung (2013), Nguyen Quoc Nghi and Mai Van Nam (2011).

Hypothesis H3 is accepted. This means that the financial resources of enterprises have a positive impact on the business results of SMEs and with the level of impact being at the 2nd position in the model. In other words, enterprises with strong financial potential and greater ability to access financial resources contribute to improving their business results. This research result is also similar to the research results of Dang Thi Mai Huong and colleagues, (2021), Tan Le Trinh (2019), Omer Ali Babiker Eltahir (2018), Noraini Abdullah and Nurul Fatihah Rosli (2015) and Chuthamas Chittithaworn et al (2011).

Hypothesis H4 is accepted. Although the management and operating capabilities of business leaders have an impact on the business results of SMEs, this

impact is very small, and is ranked 7th in the model. In other words, the higher the management and operating ability of business leaders will also contribute to improving the business results of the business. The research results are similar to conclusions from previous studies by Dang Thi Mai Huong and colleagues (2021), Pham Thu Huong (2017), Nguyen Minh Tan, Vo Thanh Danh and Tang Thi Ngan (2015), Kritsadee Phuangrod et al (2016), and Ma'atoofi and Tajeddini (2010).

Hypothesis H5 is accepted. This means that the marketing strategy of enterprises has a positive impact on the business results of SMEs and with the level of impact at the 5th position in the model. In other words, SMEs with a good marketing strategy will help increase revenue and bring high profits to the business. This research result is similar to the research of Mansour Alyahya (2021), Nguyen Van Thich (2018), Pham Thu Huong (2017), Vo Van Dut, Tran Que Anh and Pham Bich Ngoc (2017).

Hypothesis H6 is accepted. Although the digital transformation ability of enterprises has a positive impact on the business results of SMEs, this impact is very small, with the 6th level of impact in the model. Research results confirm: when businesses have good digital transformation capabilities, they will help improve management efficiency, increase employee productivity, improve product quality, and enhance the competitiveness of businesses from That improves business results of enterprises. This research result is similar to the research results of Sikander Ali Qalati and colleagues (2021), Nguyen Van Giap (2016), Vu Tien Loc (2016), Sikander Ali Qalati and colleagues (2021), Vu Minh Khuong (2019).

Hypothesis H7 is accepted. Thus, directional policies, facilitating access to resources and business opportunities as well as providing specific local support content for SMEs in the area are more effective, from That directly promotes production and business development for businesses. The role of special business support policies for the SME sector is not only confirmed in the Government's circulars and decrees but has also been previously proven by empirical results from Dang Thi's research. Mai Huong & associates (2021), Tan Le Trinh (2019), Phuoc Minh Hiep & associates (2019), Nguyen Van Thanh & Winai Wongsurawat (2018), Yudha Aryo Sudibyo et al (2017), Nguyen Truong Son (2014).

In addition, the research results of the multi-group structure also show that all 7 selected factors have a positive impact on the business results of enterprises, however, depending on the characteristics of the enterprise, the impact of these factors depends on the characteristics of the enterprise. Factors affecting business results are different. Considering the size of the enterprise's workforce, the business results of the enterprise are greatly affected by the financial resources of the enterprise for most groups of enterprises, except for small-scale enterprises (number of employees from 10 to 50 employees).). Business results of enterprises are also greatly affected by local business support policies for enterprises with employees from over 10 to 100 employees. Meanwhile, factors such as Marketing Strategy,

Digital Transformation Ability and Management and Administration Ability of business leaders all have a positive impact on the business results of businesses with over 100 employees. If considering the operating time of the business, for newly started businesses (with less than 3 years of operating time), the factors Financial resources, Marketing strategy and Human resources all have a positive impact on the business results of the business. DN. There are two factors that have a positive impact on business results for all types of businesses from newly established to businesses operating over 10 years: financial resources and human resources. Meanwhile, the ability to digitally transform and manage and operate the business leaders only affects the business results of businesses with an operating time of 10 years or more. If considering the type of ownership of an enterprise, financial resources have the strongest impact on business results for partnerships, while human resources have the strongest impact on individual business households and small businesses. For joint stock companies, Marketing strategy has a positive impact on business results, technology level affects business results only for joint stock companies and limited liability companies. Thus, it can be seen that factors belonging to enterprise characteristics such as the size of the enterprise's workforce, the length of operation and the type of ownership of the enterprise all have an impact on the relationship between factors on the business results of the enterprise. Therefore, depending on the characteristics of different enterprises, there will be different impacts on groups of factors, thereby improving the business results of enterprises.

4.7. GENERAL EVALUATION OF RESEARCH RESULTS

In recent years, the work of enterprise development in the province has always been led and directed by the Provincial Party Committee, Provincial People's Council, Provincial People's Committee, Chairman of the Provincial People's Committee, and Head of the Provincial Enterprise Development Steering Committee. In the context of businesses facing many difficulties due to the impact of the covid 19 pandemic, Thanh Hoa province issued many mechanisms and policies to support the province's SMEs to develop, promote production, improve business results, and establish a Board of Directors. Directing business development to lead and accompany businesses. During the research period, although the number of SMEs in Thanh Hoa province experiencing losses was still high, the number of enterprises temporarily suspending business and announcing dissolution or having been dissolved accounted for a large number, however, the number of newly registered establishments has increased. increased over the years with the registered capital also increasing, the average number of newly registered enterprises ranked 7th in the country, the number of enterprises returning to operation also increased, in general, SMEs in Thanh Hoa province are strong. Strongly overcome difficult times and achieve certain business results, especially SMEs have also focused on improving their own capabilities through each factor such as developing human resources, finding capital solutions. , innovate technology, improve leadership team capacity,

innovate marketing strategies and actively seek and access policies to support the province. State management of SMEs in terms of promulgation, implementation, and management of business support policies has initially created a favorable environment for businesses to develop. Besides the achieved results, the research results also show that there are still major limitations such as: The number of businesses making losses in business is still high; The business administration of many enterprises is still limited and passive in management and administration; The quality of labor working in enterprises is average, there is a lack of skilled and highly technical labor; The process of promoting technological innovation in enterprises has not had a breakthrough; Most businesses are not interested in establishing intellectual property rights and geographical indications for products and goods; Enterprise product competitiveness is still low, especially industrial products; New products and products with high scientific and technological content are few; The number of enterprises temporarily suspending business and dissolving is still high; The results of implementing some policy contents to support businesses are lower than planned.

Quantitative research results show that all seven factors identified above have a positive influence on business results of enterprises, in which the order of impact of factors on business results of enterprises in descending order is: Human Resources; Financial resource; Technology level of the enterprise; Policies to support local businesses; Marketing strategy; Digital transformation capabilities; Management and administration capabilities of business leaders. In addition, the factors of enterprise scale, operating time and type of enterprise also affect the relationship between factors on business results of SMEs in Thanh Hoa province. Research results show that business support policies affect business results of businesses at the 4th most important level in the model. Thus, if you want to improve the business results of SMEs in Thanh Hoa province, in addition to solutions from businesses to improve their internal resource conditions, state management solutions for mechanisms, Policies to support SMEs in Thanh Hoa province are extremely important to improve the business results of businesses in the coming time.

Chapter 5
SOLUTIONS TO IMPROVE BUSINESS RESULTS OF SMES
IN THANH HOA PROVINCE

5.1. VIEWPOINT AND ORIENTATION FOR DEVELOPMENT OF SMES IN THANH HOA PROVINCE TO 2025, VISION 2030
5.1.1. Perspectives on the development of SMEs in Thanh Hoa province until 2025 with a vision to 2030
5.1.2. Orientation for the development of SMEs in Thanh Hoa province until 2030

5.2. GOAL FOR DEVELOPING SMES IN THANH HOA PROVINCE UNTIL 2030

5.3. SOLUTIONS TO IMPROVE BUSINESS RESULTS OF SMES IN THANH HOA PROVINCE UNTIL 2030

5.3.1. On the part of businesses

Firstly, improve the quality of human resources in enterprises through the quantity and quality of annual training. SMEs need to design their training programs in a way that enhances creativity and learning. Increase the diversity of employee skills, especially skills in digital transformation and 4.0 technology.

Second, businesses need to have solutions to improve their financial capacity such as effectively exploiting capital sources that businesses can access such as internal capital from funds, shareholders... and other sources. External capital such as trade credit, bank credit, customer advances, asset lease purchase credit...

Third, businesses need to improve the level of science and technology in all stages from the organization of business operations to the production team, the level of technology in products, in the distribution and consumption process. Businesses need to raise awareness about the role of science and technology in improving business results. Focus on applying scientific and technological advances in production and business.

Fourth, businesses need to strengthen their ability to receive local support policies. In recent times, although there have been many support policies for SMEs, many businesses have had to deal with difficulties from the policies. However, there are still difficulties and limitations in accessing the policy. Therefore, to enhance policy access, in the coming time, businesses need to establish a legal document research department; improve management capacity; building a high quality team; Document information must be transparent to easily access credit relationships and receive support policies.

Fifth, businesses need to promote investment in market research, trade promotion and brand building activities. Enterprises need to form and build a marketing department with highly qualified staff with experience in market investigation and forecasting, on that basis to help business owners plan business strategies and marketing strategies effectively. effective.

Sixth, solutions need to enhance digital transformation capabilities for businesses, first of all raising awareness of digital transformation requirements as well as knowledge about digital transformation for business leaders as well as all workers. activities in enterprises, and at the same time gradually complete the requirements of digitalization in all stages of the enterprise system.

Seventh is to improve the leadership capacity and management and administration capabilities of business leaders. Business leaders need to be trained to improve leadership, management and business operations skills such as strategic

planning skills, delegation skills, communication skills, leadership skills, negotiation skills and skills to apply science and technology.

5.3.2. On the side of Thanh Hoa Provincial People's Committee

Firstly, on implementing and managing support policies for SMEs in Thanh Hoa province.

Second, Thanh Hoa province needs to strongly improve the business investment environment, creating favorable conditions for SMEs to develop.

Third, Thanh Hoa province needs to promote support for business registration and improve the quality of business operations.

Fourth, it is necessary to strengthen the leadership and direction of party committees and authorities at all levels in supporting and developing businesses.

5.3.3. For all levels, sectors and relevant units

CONCLUDE

Although the research topic related to production and business results of SMEs is not a new issue, it always receives the attention of researchers and scholars around the world due to its urgency and important role. its importance to the economy. The study "Factors affecting the business results of SMEs in Thanh Hoa province" is the research topic of the doctoral thesis in Economic Management independently carried out by graduate students during the period from 2019 - 2023. With my own efforts and the dedication of the Scientific Supervisor, the thesis has achieved the following results:

The thesis has comprehensively synthesized and evaluated domestic and foreign research works related to the research field of the thesis as well as fully and logically synthesizing theories related to SMEs and business results. and factors affecting the business results of SMEs. This is an important premise for the author to design the research.

Based on the results of synthesis, evaluation of the results of existing studies and combined with analysis of the characteristics of the surveyed enterprises, local characteristics as well as consultation with experts, the thesis has been built a research model, selected appropriate variables and included them in the model, and built appropriate measurement scales for the variables.

The collection of secondary data for research is carried out through specialized agencies specializing in socio-economic statistics tasks, including Thanh Hoa Provincial Statistics Department and Thanh Hoa Provincial Department of Planning and Investment. Hoa. Therefore, the data collected for the research is guaranteed to be reliable. Primary data was collected through a questionnaire survey of leaders of SMEs in Thanh Hoa province. Therefore, the data collected ensures reliability and accurately reflects the actual situation of the investigated enterprises.

SPSS 20.0 and AMOS 20.0 software were used in quantitative research to analyze descriptive statistics, Cronbach's Alpha analysis, Exploratory factor analysis, Confirmatory factor analysis, Testing the linear structural model. , ANOVA test and Multi-group structural analysis to test the relationship between factors in the model and test the model's suitability.

Research results show that the seven identified factors all have a positive influence on the business results of enterprises, in which the order of impact of the factors on the business results of enterprises in descending order is: Human resources; Financial resource; Technology level of the enterprise; Policies to support local businesses; Marketing strategy; Digital transformation capabilities; Management and administration capabilities of business leaders. In addition, the influence of factors on the business results of SMEs in Thanh Hoa province according to factors belonging to enterprise characteristics including type of enterprise, size of labor of the enterprise and length of operation of the enterprise are also different. Business results of enterprises are greatly affected by financial resources for most groups of enterprises, except for enterprises with 10 to 50 employees. Meanwhile, factors such as marketing strategy, digital transformation capabilities, and the management and administration capabilities of business leaders all have a positive impact on the business results of businesses with over 100 employees. Besides, factors such as financial resources and human resources all have a positive impact on the business results of newly established businesses to businesses operating over 10 years. The research results also show that for each type of enterprise, the impact of factors on business results is also different.

From the research results, the thesis has proposed a number of solutions to improve the business results of SMEs in Thanh Hoa province both on the part of businesses and the local government. In which, businesses focus their solutions on 7 groups of factors affecting the business results of SMEs. The local government focuses on three groups of solutions: strongly improving the business investment environment, creating favorable conditions for businesses to develop; Promote support for business registration and improve the quality of business operations; Strengthen the leadership and direction of party committees and authorities at all levels in supporting and developing businesses.

Although there are still certain limitations, the overall research results of the thesis still ensure logic, science and high reliability. Hopefully the research will be a reliable source of documents, an important premise to suggest more research related to the field of SMEs in Thanh Hoa province.

LIST OF THE AUTHOR'S RESEARCH WORKS PUBLISHED RELATED TO THE THESIS

1. Do Tuan Vu (2023), *Factors affecting business results of small and medium-sized enterprises in Thanh Hoa province*, Development Economics Magazine, No. 310, April 2023, 73 - 83.

2. Do Tuan Vu (2023), *Research on the relationship between digital transformation and business results of enterprises: the situation of small and medium-sized enterprises in Thanh Hoa province*, Journal of Commercial Science, No. 182/2023, 103 - 116.

3. Do Tuan Vu (2022), *Small and medium enterprises access to local support policies in the context of Covid-19: The case of Thanh Hoa province,* (Proceedings the fifth international conference on sustainable economic development and business management in the context of globalisation - sedbm-5).