

HO CHI MINH NATIONAL ACADEMY OF POLITICS

NGUYEN HOANG THANH LAM

**HUMAN RESOURCE MANAGEMENT CAPACITY
DIGITIZATION SERVICE
FOR PRIVATE ENTERPRISES IN VIETNAM**

SUMMARY OF DOCTORAL THESIS

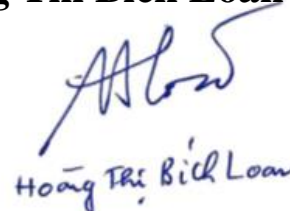
MAJOR: POLITICAL ECONOMY

Item No.: 931 01 02

HANOI - 2025

**The project was completed at
Ho Chi Minh National Academy of Politics**

***Scientific supervisor:* Assoc. Prof. Dr. Hoang Thi Bich Loan**



Hoang Thi Bich Loan

***Critique 1:* Assoc. Prof. Dr. Nguyen Thi Thanh Hieu**
National Economics University

***Critique 2:* Assoc. Prof. Dr. Nguyen Duy Dung**
Vietnam Academy of Social Sciences

***Critique 3:* Assoc. Prof. Dr. Nguyen Thi Viet Nga**
Academy of Finance

**The thesis will be defended before the Academy-level Thesis Grading
Council meeting at the Ho Chi Minh National Academy of Politics**
At the beginning 15 hour 00 day 21 month 3 Year 2025

**The thesis can be found at: National Library and
Library of the Ho Chi Minh National Academy of Politics**

BEGIN

1. The urgency of the topic

After more than 35 years of renovation, the socialist-oriented market economy in our country has gradually formed and developed. The impacts of the market economy have promoted the transformation of economic models, management methods in general and management in private enterprises (SOEs) have also undergone many changes. The use of modern management software has brought comprehensive management solutions to businesses, making the business management process easy and efficient, saving labor costs and task execution time; especially to help management agencies make correct and timely decisions on human resources. However, in fact, the management of digital transformation activities based on the management capacity of most enterprises in Vietnam is still very confusing, on the one hand, due to frequent fluctuations in human resources, on the other hand, labor recruitment enterprises lack information about human resources, so they face many difficulties when assessing the capacity of human resources to recruit. businesses are still afraid to transform and have not put their trust in management services. The market for digitized services (DVSH) has undeveloped management capacity for enterprises, the quality of management software is still limited, information technology infrastructure (IT) such as transmission lines and servers is missing and of poor quality. The above reality shows the urgency of a systematic, basic and comprehensive study on the management capacity of enterprises in general, SOEs in particular in order to improve the management capacity of SOEs and the entire economy, contributing to improving the quality of human resources. create a comprehensive and highly accurate data source on employees, thereby promoting the development of the labor market and implementing the digital transformation of the economy. Stemming from the urgency mentioned above, the PhD student chose the topic "Human resource management capacity digitization services for private enterprises in Vietnam" as the research topic for his doctoral thesis in Economics, Political Economy.

2. Objectives and tasks of the thesis

2.1. Purpose of the study

Explain the general theoretical issues of the management capacity for

SOEs; analyze the current situation of management capacity for SOEs in Vietnam and thereby propose solutions to develop management capacity for SOEs in Vietnam.

2.2. Research tasks

To achieve the above purpose, the thesis focuses on the following tasks:

- The thesis develops a theoretical framework on digitization of management capacity and management capacity for SOEs, including the following contents: Concept, characteristics, objective necessity, contents, evaluation criteria and factors affecting management capacity for SOEs.
- To study the experiences of some countries on the development of quality management services for SOEs in order to point out valuable lessons and experiences for reference for Vietnam.
- The thesis analyzes and assesses the current situation of management capacity for SOEs in Vietnam from 2018 to 2022, clearly indicating the achieved results, limitations and causes of limitations.
- Based on the limitations and causes of limitations from the assessment of the current situation; The thesis proposes directions and solutions to develop management capacity for SOEs in Vietnam by 2030.

3. Objects and scope of research of the thesis

3.1. Subjects of study

The research objects of the thesis are: Service to digitize management capacity for private enterprises; in the direction of promoting the formation of a market to provide quality management services for enterprises.

3.2. Scope of study

- Scope of content: The thesis on the development of management capacity for SOEs is placed in the relationship with the production force and the superstructure.

+ Regarding production relations:

To study the relationship between subjects in the provision of quality management services. In particular, the focus is on researching the capacity of service providers.

Research on types of service provision between subjects. In which, leasing a digital platform for SOE management is the focus.

To study the relationship of interests between subjects when implementing the management capacity service for SOEs to ensure the goal of harmonizing the interests between service providers and service users.

+ Regarding production forces: To study resources and conditions for the development of quality management services, including: Capital; human being; technical and scientific and technological facilities.

+ Regarding superstructure: to study policies and mechanisms

promulgated by the State to create a legal environment to promote the development of the market for SOEs in Vietnam in recent years and the trend in the following years.

- Scope of space: The thesis only studies within the specific scope of private enterprises in Vietnam according to Law No. 59/2020/QH14 of the Law on Enterprises promulgated on 17/06/2020. In particular, the thesis researches the management capacity of private enterprises in Vietnam; because this is one of the types of enterprises that the author of the thesis is interested in researching and it has an important role in socio-economic development that needs to be encouraged to develop.

- Scope of time: Thesis analyzes and assesses the current status of digitalization services for management capacity for private enterprises in Vietnam in the period of 2018-2022; Giving directions and solutions to develop management capacity for SOEs in Vietnam by 2030.

4. Theoretical basis and research methods

4.1. Theoretical basis

The thesis is based on the theoretical basis of Marxism-Leninism, the views and guidelines of the Communist Party of Vietnam in each specific period on services, development of service industries, capacity digitization, human resource management, human resource development, etc about SOEs, ... in the new conditions of Industry 4.0 that is taking place today. In addition, the thesis also inherits and refers to the theoretical views of domestic and international scientists on the contents related to the thesis topic.

4.2. Research methods

The thesis uses specific research methods as follows:

- Scientific abstraction method: With this research method, the thesis temporarily discards peripheral factors related to the object of study to focus on the content that reflects the nature of the resource management capability.

- Systematization method to study the overall research object of the thesis from the perspective of political economy major. Contributing to clarifying the relationship between economic entities in the development of management capacity services for SOEs in Vietnam.

- The analysis - synthesis method is used to analyze concepts and contents related to the topic of the thesis. On that basis, the concept of digital service for management capacity for private enterprises in Vietnam is developed, the conceptual content is clarified, and the research content is used as a basis for analyzing the research contents, forming a complete theoretical system to meet the requirements of the thesis object research. In

addition, this method is also used to analyze and evaluate the current situation of water management capacity to clarify the results achieved, limitations and causes of limitations.

- Expert interview method: through sending questions to 04 experts in the field of information technology and providing management services and direct interviews to clarify a number of issues about the need to develop the market for management services for private enterprises, about the development trend of the management capacity management service market in Vietnam in the coming years to serve as a basis for forecasting the development trend of the management management capacity service market for enterprises and developing solutions.

- Sociological survey method: through the distribution of questionnaires, 30 enterprises are using management software to survey contents related to the assessment of the current situation of the market for management management capacity for enterprises.

- Statistical methods, comparison methods, logical and historical methods are used to collect data through the websites of enterprises providing management software such as: tanca.vn; TopCV; VnResource; Vietnamworks; New.checkin.vn; White Paper - Vietnam's Information and Communication Technology... to obtain assessment data on the current situation of management capacity for SOEs in the period 2018-2022. On that basis, the author systematically compares and contrasts the data based on the evaluation criteria to draw conclusions about the achieved results, limitations and the main causes of these limitations. At the same time, through the combination of logic and history, inference to forecast the domestic and world situation that has an impact on the research object of the thesis, in order to give a development perspective and based on specific goals in each period to propose solutions to well implement the set goals.

5. New contributions of the thesis

5.1. Theory

- The new contribution of the thesis is to develop the concept and clarify the connotation of the concept of quality management capacity for SOEs.

- In addition, the thesis also clarifies the objective necessity, content, evaluation criteria and factors affecting the management capacity of SOEs.

5.2. Practical

- The thesis proposes solutions to develop management capacity for SOEs in Vietnam by 2030.

6. Theoretical and practical significance of the thesis

Firstly, the thesis explains the theoretical issues of management capacity for SOEs; especially clarifying the concept and connotation of the concept of management management capacity for SOEs.

Secondly, the research results of the thesis can be used as a reference for state management agencies to develop structures and policies to develop the market for water management capacity. And it is a reference for researchers interested in the topic of environmental protection for enterprises.

7. Structure of the thesis

In addition to the introduction, conclusion, list of references and appendices, the main content of the thesis is structured into 4 chapters of 11 lessons.

CHAPTER 1 OVERVIEW OF PUBLISHED RESEARCH WORKS RELATED TO THE THESIS TOPIC

1.1. RESEARCH WORKS ABROAD RELATED TO THESIS TOPICS

1.1.1. Research works related to digitalization, digital transformation and digital services

Research works related to digitalization, digital transformation, and social services such as: Rob Buhrman (2020), *"Digital transformation is not just about technology"*; Bernard Solomon (2017), *"Digitization in the enterprise: improving human resource skills is essential"*; Robb Fahrion (2020), *"How Digital Platforms Can Help Grow Your Small Business in"*; George Westerman (2020), *"What Is HR Digital Transformation? Definition, Strategies, and Challenges"*.

1.1.2. Research works related to digital human resource capacity, digitization of human resource capacity

- Erica Volini, Pascan Occean, Michael Stephan, Brett Walsh (2017), *"Digital HR: Platforms, people, and work"*; Monica O'Reilly (2021), *"Accelerating digital transformation responsibly"*; N.R. Kelchevskaya, E.V. Shirinkina, N.I. Strih (2019), *"Evaluation of Digital Development of Human Capital of Enterprises"*; P. C. Martínez-Morán, José María Fernández-Rico Urgoiti, F. Díez, J. Solabarrieta (2021), *"The Digital Transformation of the Talent Management Process: A Spanish Business Case"*.

1.1.3. Research works related to human resource management capacity digitization services for enterprises

- Mitrofanova, Konovalova (2018) *"Opportunities, problems and limitations of digital transformation of HR management"* ; N. Nawaz, A.

Gomes (2020), *"Artificial Intelligence Chatbots are New Recruiters"*; Shakir Khan (2020), *"Artificial Intelligence Virtual Assistants (Chatbots) are Innovative Investigators"*.

1.2. RESEARCH THAT HAS BEEN PUBLISHED IN THE COUNTRY RELATED TO THE THESIS TOPIC

1.2.1. Research works on digital transformation and digital services

- Hoang Viet Anh (2021), *"Digital transformation is not only about technology"*; Nguyen Hung, Phuong Minh (2021), *"The journey of digitizing the economy"*; Trong Thanh (2020), *"Data digitization – The shortest path to development and success"*; Quynh Trang (2020), *"Digital Transformation Enterprises: From Trend to Reality"*; Central Institute of Economic Management (2020), *"Developing the digital economy in Vietnam in the post-Covid 19 era: Some requirements and roadmaps for institutional reform"*.

1.2.2. Research works related to digital human resource capacity, digitization of human resource management activities

- Vu Tuan Anh (2019), *"Human Resource Digital Skills – Data Digitization and Value Creation"*; Tran Thi Thanh Binh (2019), *"Trends in human resource management in the digital era"*; Mac Quoc Anh (2021), *"Digital transformation in human resource management: Small changes bring great benefits"*; Tran Kien (2021), *"Digital transformation of human resources - 06 stages of successful transformation"*; Nguyen Thi Thu Nguyet (2021), *"The process of digitizing the HR department helps businesses increase productivity"*; Pham Phuc (2020), *"Digital transformation in human resource management"*; Vu Tuan Anh (2022), *"9 contents of human resource digital transformation"*; Tran Van Coc, Pham Thi Ly (2022), *"Human resource management solutions in the digital transformation period"*; Nguyen Huong (2023), *"Challenges of digital transformation in the field of human resource management"*;

1.2.3. Research works on services to digitize human resource management capacity for enterprises

Phong Van (2019), *"Digitalization – Effective human resource management process"*; Duc Huy (2021), *"Digitization of human resource management during the epidemic season"*; VnResource (2021), *"Benefits of HR management software in the digital transformation of enterprises"*; Thai Hoa, (2021), *"Digital transformation in human resource management - Are businesses ready?"*; Smartosc DX (2021), *"Benefits when businesses transform digitally in human resource management"*; Tran Thi Lam Anh (2022), *"Digital Transformation in Human Resource Management: Ready to Break Through"*; Pham Anh (2022), *"What is digital transformation?"*

The benefits of digital transformation bring to businesses 4.0"; Tanca (2022), *"The Golden Value of Digital Transformation in Human Resource Management"*.

1.3. OVERVIEW OF PUBLISHED RESEARCH RESULTS RELATED TO THESIS TOPICS AND THESIS ISSUES FOCUSED ON RESEARCH

1.3.1. Overview of published research results related to the thesis topic

- Published research works on digitalization, digitization of management capacity have clarified issues such as: giving concepts, objective necessity, role, etc. These studies mainly approach from the perspective of human resource management and state management of human resources.

- A number of published research works have focused on analyzing the important role of digital transformation and human resources for digital transformation for the success of enterprises in the current conditions and have highlighted the role of digital transformation in the growth of the economy.

- A number of published research works have analyzed and clarified the opportunities and challenges for businesses in the process of implementing digital transformation, giving principles when implementing digital transformation and the sequence of steps that enterprises need to take to achieve the highest results in digital transformation.

- Foreign research works based on modern economic theories and through evaluation reports of reputable financial institutions have made comments on the trend of digitalization and digital transformation in the coming years. On that basis, recommendations are made for businesses and governments of other countries to ensure that the digital transformation process brings practical benefits to businesses and the economy.

- In Vietnam, in general, the articles mainly introduce the features of management software distributed and provided by enterprises operating in the field of providing management services in Vietnam today. However, these research works do not assess the current situation of the market for management capacity, nor do they point out the need to build a market for management capacity for enterprises in the current impact of Industry 4.0.

1.3.2. Thesis issues focused on research

From the evaluation of the results of published research works, it is shown that there has been no published study to clarify the field of management capacity and management capacity for SOEs in Vietnam. In addition, the approach to forecasts has not clarified the development trend of the market for management capacity for SOEs. This is the research gap

that the thesis can exploit and the topic that the PhD student chooses: "Human resource management capacity digitization service for private enterprises in Vietnam" is practical, does not overlap with other published research works.

From the research gap on the quality management capacity for enterprises. The thesis will focus on the following issues:

- *Theoretically:*

Develop and clarify the connotation of the concept of service to digitize management capacity for SOEs. The analysis clarifies the characteristics, objective necessity, contents, evaluation criteria and factors affecting the quality management capacity of SOEs.

- *In practical terms:*

+ To study the experiences of a number of countries on the development of management services for SOEs, thereby drawing valuable lessons and experiences on the development of management services for SOEs in Vietnam.

+ Analysis and assessment of the current situation of management capacity for SOEs in Vietnam in the period of 2018-2022; clearly indicate the achieved results, limitations and causes of limitations as a basis for proposing solutions to promote the development of resource management capacity for SOEs in Vietnam in the coming years.

+ On the basis of forecasting the world trend and the practical needs of domestic enterprises on the use of water management capacity services, the doctoral students propose directions and basic solutions to develop water management services for SOEs in Vietnam by 2030.

Chapter 2

THEORETICAL BASIS AND EXPERIENCE ON HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES

2.1. CONCEPT, CHARACTERISTICS AND OBJECTIVE NECESSITY OF HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES

2.1.1. Concept of human resource management capacity digitization service for private enterprises

On the basis of inheriting research works, from the perspective of research in the field of Political Economy. Doctoral student: *Human resource management capacity digitization service for private enterprises is an economic relationship between subjects through the implementation*

of human resource management capacity digitization services to help private enterprises improve human resource management capacity by transferring all human resource management activities from the manual method of to a management model based on combining labor force with specialized software to improve the efficiency of recruitment, training, use and evaluation of human resource quality

Thus, the connotation of the concept of management capacity for SOEs includes the following contents:

First, in terms of subjects: DVSH management capacity reflects the relationship between 4 subjects, including: service providers; service users; intermediaries and the State.

Secondly, in terms of objectivity: The object of this economic relationship is the management service based on the lease of specialized management machinery and software including: transmission lines, data storage facilities, login accounts, human resource management data information, etc.

Third, in terms of economic benefits: The management capacity of the management service brings many benefits to the subjects, in which each subject has different benefits.

2.1.2. Characteristics of human resource management capacity digitization services for private enterprises

The service of digitizing management capacity for SOEs is an economic relationship, in which the goods that the subjects participate in exchanging and trading are the right to use the management software and the human resource database for enterprises to perform the function of evaluating, recruiting and using human resources of their enterprises. The following characteristics can be stated: Management capacity service is a specialized type of service; Service management capacity provided to customers who are businesses; Management capacity for enterprises was born and developed along with the development of Industry 4.0;

2.1.3. The objective necessity of human resource management capacity digitization services for private enterprises

Firstly, developing the field of providing quality management services for private enterprises is an inevitable trend to implement the digital transformation of the economy to adapt to the development of Industry 4.0.

Secondly, the management capacity for private enterprises is in line with the trend of digital transformation of the economy and the development of the socialist-oriented market economy in our country today.

Thirdly, the development of management capacity for SOEs is an objective necessity because the use of services will contribute to improving the competitiveness of enterprises, helping enterprises successfully integrate into the international economy.

Fourthly, the management capacity for private enterprises is objectively necessary, which comes from the role of the management capacity for the management of SOEs, improving the business efficiency of SOEs.

Fifth, developing management capacity for SOEs is objectively necessary to build a modern, efficient and transparent labor market. Contributing to the implementation of industrialization, OS and international economic integration.

2.1.4. Overview of human resource management

2.1.4.1. Objectives of human resource management

2.1.4.2. Regarding the content of human resource assessment

2.1.4.3. Principles of human resource management

2.1.4.4. Human resource management process

2.2. CONTENTS, EVALUATION CRITERIA AND FACTORS AFFECTING HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES

The analysis framework for human resource management capacity digitization services for private enterprises is based on 2 components, including:

First, evaluate in terms of the content of human resource management capacity digitization services for private enterprises, through specific criteria to clarify the contents of human resource management capacity digitization services for private enterprises.

Second, evaluate in terms of factors affecting the digitization of human resource management capacity services for private enterprises.

2.2.1. Contents and criteria for evaluation of human resource management capacity digitization services for private enterprises

2.2.1.1. Regarding the improvement of institutions and policies to develop services to digitize human resource management capacity for enterprises

Firstly, improve the institution to develop the management capacity of SOEs.

Secondly, research and promulgate appropriate policies to create a driving force to promote services to digitize management capacity for enterprises to develop.

2.2.1.2. Subjects and interests of subjects participating in the service relationship of digitizing human resource management capacity for enterprises

- For the entity that provides the service management capacity for the enterprise (hereinafter referred to as the service provider - CTCCDV).
- For the subject using the service management capacity (hereinafter referred to as the service user - CTSDDV).
- For intermediary entities (individuals, organizations and brokers with management capacity).
- For the state according to the functions and competence prescribed by law (hereinafter collectively referred to as state management agencies).

**** Evaluation criteria:***

- Service provision capacity of service providers: the number of enterprises providing service management capacity; the number of applications put into use; shi service fee; building human resources for enterprises providing software services; building human resources for enterprises using DVSH.
- Quality of services for digitization of management capacity for private enterprises: criteria for the level of meeting the requirements for improving management capacity for SOEs; assessment of service quality through the work performance of enterprises achieved when using services; assessment of service quality through the support of service providers to service users;
- Criteria for evaluating the ability of the software to support the management capacity of the software for the practice of management of the enterprise: the features of the service must support the service users to assess the professional qualifications and professional skills of human resources; services to support subjects to use the service of assessing the sense of discipline observance of human resources; the service to support the subject to use the assessment service on the ability to communicate, the spirit of progress and the passion of human resources.

2.2.1.3. Regarding the forms of implementation of services to digitize the management capacity for private enterprises.

The service of digitizing the management capacity for enterprises basically has specific forms such as:

Firstly, contracting to build and update management software at the

request of a specific enterprise:

Second, use software that pays a recurring fee (paid monthly or yearly):

2.2.2. Factors affecting human resource management capacity digitization services for private enterprises

2.2.2.1. Domestic (internal) factors affecting the market of digitization services and human resource management capacity for private enterprises

Factors that have a positive influence on the development of human resource management capacity digitization services

Domestic factors have a negative impact, hindering the development of human resource management capacity digitization services

2.2.2.2. Foreign (external) factors affecting the market of digital services and human resource management capacity for private enterprises

External factors affecting the market of digitalization services for human resource management capacity for private enterprises

External factors have a negative impact, hindering the development of human resource management capacity digitization services

2.3. EXPERIENCES OF COUNTRIES ON THE DEVELOPMENT OF DIGITAL SERVICES FOR HUMAN RESOURCE MANAGEMENT CAPACITY FOR PRIVATE ENTERPRISES AND LESSONS LEARNED FOR VIETNAM

So far, there are very few documents that PhD students have accessed from domestic and international researchers on articles, scientific research topics, textbooks or monographs related to research topics on management capacity for enterprises and SOEs. Based on domestic and international documents analyzing the digital transformation policy of the economy, in which the development of models for providing management applications that PhD students have accessed, PhD students synthesize to point out experiences for the development of services to digitize management capacity for private enterprises in Vietnam today.

2.3.1. Experiences of countries in developing services to digitize human resource management capacity for private enterprises

2.3.1.1. American Experience

** Overview of policies on science and technology and human resource training of the US Government, creating a premise for the development of environmental management activities:*

** Some models of providing management services for US SOEs*

** Experiences learned from the development of the model of providing management services of companies from the United States:*

2.3.1.2. British Experience

** Overview of the UK Government's policies to facilitate the development of models for the provision of management services for SOEs to develop:*

** Model of providing quality management services of CakeHR software technology company and CakeHR human resource management software*

** Lessons learned from the model of providing management services for British enterprises*

2.3.2. Lessons learned on developing services to digitize human resource management capacity for private enterprises in Vietnam

First, to improve economic institutions and policies related to the management capacity of SOEs

Second, developing digital human resources

Third, investing in the development of IT infrastructure systems, facilitating the development of digital service providers.

Fourth, accelerate the process of perfecting e-government:

Fifth, accelerate the process of economic transformation

Chapter 3

THE CURRENT SITUATION OF HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES IN VIETNAM PERIOD 2018 - 2022

3.1. ADVANTAGES AND DISADVANTAGES OF HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES IN VIETNAM

3.1.1. Advantages for human resource management capacity digitization services for private enterprises

3.1.1.1. Advantages from the country

3.1.1.2. Advantages of the international environment

3.1.2. Difficulties for human resource management capacity digitization services for private enterprises in Vietnam

3.1.2.1. Domestic difficulties

3.1.2.2. External difficulties

3.2. ANALYSIS OF THE CURRENT SITUATION OF HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES IN VIETNAM

3.2.1. Institutional status and economic policies related to human resource management capacity digitization services for private enterprises

3.2.1.1. The Party's viewpoint and the State's policy on services to digitize human resource management capacity for private enterprises

**** The Party's viewpoint***

The Party's views related to the management capacity include: Resolution No. 52-NQ/TW, dated September 27, 2019 "Resolution on a number of guidelines and policies to actively participate in the Fourth Industrial Revolution"; Document of the 13th National Party Congress; 10-year socio-economic development strategy 2021-2030.

**** Policies of the State***

The State's policies related to the management capacity of the Ministry of Land Management include: Directive No. 01/CT-TTg, dated January 14, 2020 "Directive on promoting the development of digital technology enterprises in Vietnam"; Decision 749-QD/TTg approving the "National Digital Transformation Program to 2025, orientation to 2030"; Circular 06/2022/TT-Ministry of Planning and Investment guiding Decree 80/2021/ND-CP guiding the Law on Support for Small and Medium Enterprises, which supplements regulations on digital transformation support in small and medium-sized enterprises; Resolution No. 06/NQ-CP, dated January 10, 2023 on developing a flexible, modern, efficient, sustainable and integrated labor market for socio-economic recovery; Decree No. 13/2023/ND-CP, Decree on Personal Data Protection...

3.2.1.2. Improving the state management apparatus to promote services to digitize human resource management capacity for private enterprises

3.2.2. Current situation and interests of subjects participating in the service of digitizing human resource management capacity for private enterprises

3.2.2.1. Subjects and interests of service providers of digitization of human resource management capacity for private enterprises

Firstly, the entity providing services to digitize the management

capacity for private enterprises in Vietnam:

Secondly, assess the roles and interests of service providers:

3.2.2.2. Entities using human resource management capacity digitization services for private enterprises

Firstly, regarding the subject of using the management capacity DVSH:

Secondly, assess the role and interests of service users:

3.2.2.3. Intermediaries of digitizing human resource management capacity for private enterprises

First, about the intermediary.

Second: assessment of the role and economic interests of intermediaries:

3.2.2.4. State management agencies related to human resource management capacity digitization services for private enterprises

Firstly, the subject and role of state management agencies in the development of the management capacity for SOEs:

Secondly, the benefits that the state has achieved from the development of the management capacity for SOEs:

3.2.3. Forms of implementation of human resource management capacity digitization services for private enterprises in Vietnam

Firstly, about the diversity of services to digitize human resource management capacity for enterprises: so far in our country, there are two forms of implementation, including:

Contracting to build management software at the request of enterprises.

Use paid software on a recurring basis on the basis of renting a server and using a service provided by an enterprise specializing in managing and exploiting QLN software.

Secondly, the assurance of providing sufficient information about human resources for businesses to use the service to make decisions on recruitment, training and optimal job placement:

3.3. ASSESSMENT OF THE CURRENT SITUATION OF HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES IN VIETNAM

3.3.1. Results achieved

3.3.1.1. Regarding the market demand for service management capacity for SOEs.

The size of market demand is usually calculated according to the formula:

$$\text{Market demand size} = \text{Lead salaries} \times \text{Average spend of 1 customer}$$

Firstly, about the number of businesses that can deploy and use the service:

Secondly, about the cost that enterprises are willing to spend to use the management service for enterprises:

Forecast the size of market demand.

3.3.1.2. Regarding the capacity to provide service management and management capacity of service providers.

Firstly, about the number of enterprises providing services to digitize management capacity for enterprises in Vietnam today.

Secondly, about the cost of digitization services for the management capacity of Vietnamese enterprises compared to those provided by foreign enterprises.

3.3.1.3. Regarding the quality of service provision, the quality of service management capacity of service providers

Firstly, in terms of the quality of management services, the quality of management capacity for enterprises to evaluate through criteria such as:

Second, about the level of support of service providers for businesses using services

3.3.1.4. Regarding human resources for service management capacity for SOEs.

3.3.2. Limitations and causes of limitations on digitalization of management capacity for private enterprises in Vietnam

3.3.2.1. Limitations

Firstly, the State's institutions and policies are still lacking and not synchronized.

Secondly, for enterprises providing services, the capacity is still limited.

Thirdly, for enterprises using services, there is insufficient awareness of the role of the service management capacity.

Fourth, the relationship of interests between service providers and service users still has many potential contradictions

3.3.2.2. Causes of restriction

First, the causes of institutions and policies.

Second, the reason for the limitation of service providers.

Third, the reason for the limitation of businesses using services.

Chapter 4. DIRECTIONS AND SOLUTIONS FOR DEVELOPING SERVICES TO DIGITIZE HUMAN RESOURCE MANAGEMENT CAPACITY FOR PRIVATE ENTERPRISES IN VIETNAM BY 2030

4.1. DIRECTIONS FOR DEVELOPMENT OF HUMAN RESOURCE MANAGEMENT CAPACITY DIGITIZATION SERVICES FOR PRIVATE ENTERPRISES IN VIETNAM

4.1.1. New domestic and global trends affecting the development of human resource management capacity digitization services for private enterprises

4.1.1.1. New domestic trends that have an impact on the development of quality management services for private enterprises

First, the Party's views on industrialization and OS associated with the digital transformation of the economy:

The 10-year socio-economic development strategy 2021 - 2030, which clearly states: "Rapid and sustainable development is mainly based on science and technology, innovation and digital transformation. It is necessary to renew thinking and action, proactively seize and effectively take advantage of the opportunities of the fourth industrial revolution associated with the process of international integration to restructure the economy, develop the digital economy and digital society, considering this as a decisive factor to improve productivity. quality, efficiency and competitiveness...." [18]; Regarding the main targets, the Strategy clearly states: "The proportion of the processing and manufacturing industry will reach about 30% of GDP, the digital economy will reach about 30% of GDP" [18].

Secondly, the trend of labor recruitment and the trend of looking for jobs in the condition that the economy is strongly implementing digital transformation has an impact on the market of service management capacity for enterprises:

4.1.1.2. New trends in the world affecting the development of digital management capacity services for private enterprises

Firstly, Industry 4.0 will continue to create opportunities and pose challenges to the field of management capacity.

Secondly, the impact of economic globalization and the trend of opening up and integration

4.1.1.3. Taking advantage of opportunities and overcoming challenges to develop the management capacity of SOEs in Vietnam

First, it is necessary to promote domestic advantages in terms of mechanisms and policies, human resources, development potential of the IT industry, and the stability of the macroeconomic environment.

Secondly, to make the most of favorable factors from the international environment to solve capital difficulties for scientific and technological research activities and applied research fields implemented at both enterprise and state levels.

Third, take advantage of the advantages of policy mechanisms, human resources, development potential of the IT industry, stable macroeconomic environment, etc. to overcome negative impacts from the international environment.

Fourthly, properly assessing the immediate and long-term difficulties of the IT industry in general and the field of providing management services for SOEs in Vietnam, combined with full awareness of the negative impacts from the international environment will help businesses and the Government develop contingency plans and solutions to overcome difficulties.

4.1.2. Some basic directions for developing human resource management capacity digitization services for private enterprises in Vietnam

- For the State (the National Assembly, the Government and functional ministries and branches):

First, improve institutions and policies to create a synchronous and effective legal environment.

Secondly, to build information technology infrastructure (transmission lines, servers) synchronously and strongly enough to create conditions for enterprises to implement digital transformation activities in production and business activities, contributing to promoting digital transformation of the economy.

Thirdly, implementing policies to support enterprises in terms of capital and IT human resources, transferring scientific and technological achievements to achieve the goal of digital transformation of the economy and creating a market for management services for enterprises to develop.

- For enterprises providing management services: Proactively build effective business strategies through: recruiting and training highly skilled

human resources to meet the requirements of service users.

- **For enterprises using services:** Proactively develop a comprehensive digital transformation strategy in all aspects of the enterprise: from clearly defining the objectives of digital transformation that enterprises need to achieve; human resources for the implementation of digital transformation; financial resources for digital transformation; especially human resources for implementing environmental management capacity services.

4.2. SOLUTIONS TO DEVELOP SERVICES TO DIGITIZE HUMAN RESOURCE MANAGEMENT CAPACITY FOR PRIVATE ENTERPRISES IN VIETNAM

4.2.1. Group of solutions on improving economic institutions and policies related to the development of services to digitize human resource management capacity for private enterprises

4.2.1.1. Improving economic institutions related to the development of management services for SOEs

First, building a synchronous and effective legal system to create a favorable legal environment for the development of the management capacity:

Secondly, to improve the state management apparatus to promote the development of the market for quality management capacity:

Third, improve the mechanism for the development of management capacity for SOEs.

4.2.1.2. Completing economic policies related to the development of management services for SOEs

- Develop a digital transformation roadmap for enterprises to serve as a basis for having a support plan for enterprises committed to and have a specific strategy on digital transformation, in which the focus is on digital transformation and management capacity.

- Develop policies to encourage and support capital in the form of low-interest loans, support the cost of exploitation of services for a certain period of time to help enterprises, especially small and medium-sized enterprises, digitize management activities, in which the focus is on digital transformation of management activities.

- Develop a support package to help retrain human resources for the process of digital transformation of management activities, digitization of

business management capacity of enterprises

4.2.2. Building human resources for the development of digital services and human resource management capacity for private enterprises

4.2.2.1. Training high-quality human resources for enterprises providing quality management services.

Firstly, for the State: it is necessary to continue to promote the reform of the national education system in the direction of delegating autonomy, self-responsibility in training and implementing the market mechanism to ensure that human resources are trained in accordance with the needs of the market.

Secondly, for enterprises providing quality management services: building a team of highly qualified human resources to meet the requirements of producing useful, high-quality, user-friendly applications, easy to maintain, easy to update and add new features, etc with high security and competitive prices will determine the success of the enterprise providing quality management services for enterprises.

4.2.2.2. Improve the IT level of the team in charge of management tasks at enterprises using management services.

Human resource issues for businesses using services need to focus on solving the following contents:

- Prioritize training and fostering human resources working at service-using enterprises, who are in charge of organizing and managing human resources of enterprises to ensure succession and continuity in management activities.
- Through association with reputable training institutions to send human resources to participate in training courses in accordance with the level of exploitation and use of services in order to both reduce training costs and shorten training time.
- Human resource training must ensure both quantity and quality, especially human resources directly responsible for exploiting and using the application software of the service.

4.2.3. Resolve the relationship of interests between entities participating in the service of digitizing human resource management capacity for private enterprises

4.2.3.1. Regarding the protection of intellectual property rights for technological products of enterprises providing digital management capacity.

First, along with the Intellectual Property Law amended and supplemented by the National Assembly in 2022 (Law No. 07/2022/QH15, dated June 16, 2022) [37], it is necessary to promote inspection and supervision activities of state management agencies in relevant fields to ensure that the Intellectual Property Law is strictly enforced.

Second, promote propaganda activities so that businesses using services are aware of their rights and obligations when using services. In particular, the right to secure information about human resources of enterprises is one of the important moral rights that is easily exploited by bad forces through security vulnerabilities.

4.2.3.2. Regarding the protection of the legitimate rights and interests of entities using the digital service of the management capacity.

First, ensuring the confidentiality of general information data about the enterprise's personnel (recruitment, training, job arrangement plans), personal information of employees (all personal information, occupation, health insurance accounts, banks, etc.)

Secondly, the handling of disputes over information disclosure that harms the legitimate interests of service users must be in the direction of protecting the interests of service users when incidents occur.

Third, protect the interests of employees when enterprises use services to illegally use employee information for the purpose of profiteering or affecting employees

4.2.3.3. Strengthen coordination between sectors to protect the legitimate rights and interests of entities participating in the market for business management capacity for enterprises

Firstly, it protects employees in the process of using personal information of the service, ensuring that it does not infringe on the interests of employees.

Secondly, there are harmonious solutions to ensure the rights and interests of employees in the use of personal information.

Thirdly, participate in proceedings, protect employees and enterprises in case of disputes, initiate lawsuits in court.

Fourth, ensure the interests of businesses when personnel make mistakes but stigmatize the business in order to destroy the reputation, image and honor of the business.

4.2.4. Implement diverse forms of service provision to meet the needs of service users with management capacity

(1) Providing a package service according to a fixed time frame of 12 months to help enterprises stabilize their management activities, including the entire hardware platform (equipment, servers, etc.) and management management application software.

(2) Providing monthly services to meet the needs of small enterprises with unstable operation in terms of personnel scale in order to help enterprises optimize costs for their enterprises' management capacity.

(3) Providing services at various prices corresponding to the features used to meet the needs of large-scale enterprises, many human resource activities with different positions and job natures.

4.2.5. Expanding the market for the development of services to digitize human resource management capacity for private enterprises

4.2.5.1. Raising the awareness of private enterprises about the benefits of applying science and technology to environmental management

Raising awareness of SOEs is a solution to expand the service market to digitize management capacity for businesses.

Change the awareness of the urgent requirements of digital transformation for management activities from the head of the enterprise.

Change the attitude of employees in enterprises using services to properly understand the nature of the process of digitizing management capacity.

The awareness of evaluating human resources according to quantitative criteria (KPIs) is a common trend in the world, these will be indicators to evaluate the working capacity of human resources in the future and the early application will bring competitive advantages not only to employers but also to employees in the the process of finding a job with a better income in the future.

4.2.5.2. Improve the capacity of consulting and customer care to best meet all the needs of entities using the management service

The provision of user-friendly software, good performance, appropriate cost of deploying and maintaining products and services combined with good support, care and consulting of service providers will contribute to creating a brand, reputation and trust for customers.

CONCLUSION

Developing digital services to achieve the goal of digitalization, moving towards the implementation of digital transformation of the economy in general and the development of environmental management capacity in particular is an inevitable trend that all countries in the process of developing the economic development must implement. The development of management capacity will make an important contribution to optimizing the management model of enterprises so that on the one hand, improve labor productivity of human resources, save costs and improve business efficiency, and on the other hand, improve the competitiveness of enterprises in the market. The research thesis topic has focused on clarifying the following contents:

Firstly, starting from the research of works related to the thesis topic, the PhD student has clearly summarized the results achieved by the published research works, and at the same time pointed out the gaps in both theory and practice of the thesis that need to be focused on research to find out the research direction of the thesis.

Secondly, the thesis has also focused on clarifying the theoretical framework of human resource management capacity for SOEs; in which, the PhD student came up with the concept: *Human resource management capacity digitization service for private enterprises is an economic relationship between subjects through the implementation of human resource management capacity digitization services to help private enterprises improve human resource management capacity by shifting all human resource management activities from manual to management model based on the combination of labor force with specialized software to improve the efficiency of recruitment, training, use and evaluation of human resource quality.*

This is the central concept of the thesis, based on this concept, PhD students deploy to analyze the content, evaluation criteria and factors affecting the management capacity of SOEs. The thesis also researched the practical experiences of 2 countries on the development of management services for private enterprises to draw 05 lessons and experiences for Vietnam in developing management services for SOEs.

Thirdly, on the basis of the theoretical framework and practical

experience of other countries, the PhD student analyzed and evaluated the current situation of the digitalization service of management capacity for private enterprises in Vietnam in the period of 2018 - 2022, pointing out the achieved results, limitations and causes of limitations; This is the basis for PhD students to propose solutions.

Fourth, from the limitations and causes of limitations assessed in chapter 3; and new trends in the world and in the country, PhD students have proposed 5 groups of solutions to develop management capacity for SOEs in Vietnam by 2030, including: Improving economic institutions and policies related to the development of management capacity for SOEs; Building human resources for the development of management services for SOEs; Resolve the relationship of interests between entities participating in the management capacity of SOEs; Implement diverse forms of service provision to meet the needs of service users with management capacity; Expand the market for the development of management services and management capacity for SOEs. These are systematic solutions to create changes in both the quality and quantity of the management capacity for SOEs in Vietnam in the coming years.

In general, the research results of the thesis provide general theoretical issues on digitization of management capacity for SOEs; proposing a number of solutions to develop management capacity for SOEs in Vietnam. This is a reference to improve institutions and policies related to the development of management capacity for enterprises and SOEs; towards successfully building a digital economy in order to bring our country into the group of 30 leading digital economies in the world as set out in the Document of the 13th National Party Congress.

LIST OF AUTHOR'S RESEARCH WORKS PUBLISHED IN RELATION TO THE THESIS

1. Nguyen Hoang Thanh Lam (2022), “Human resource management capacity digitization services for businesses – Problems posed”, *Journal of Finance and Accounting Research*, No. 11 (232).
2. Nguyen Hoang Thanh Lam (2022), “Human resource management capacity digitization services for businesses – Lessons learned from the US economy”, *Journal of Financial and Accounting Research*, No. 12 (233).
3. Nguyen Hoang Thanh Lam (2023), “Human resource management capacity digitization services for private enterprises in Vietnam today”, *Journal of Finance and Accounting Research*, No 09 (247).