

## **Factors affecting the quality of training and development of employees working at small and medium enterprises belonging to the Ho Chi Minh city enterprise association**

Các yếu tố ảnh hưởng đến chất lượng đào tạo và phát triển của người lao động đang làm việc tại doanh nghiệp nhỏ và vừa thuộc hiệp hội doanh nghiệp thành phố Hồ Chí Minh

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**Abstract:** The article focuses on researching "Factors affecting the quality of training and development of employees working at small and medium enterprises under the Ho Chi Minh City Business Association". By collecting, synthesizing and analyzing data from 350 survey forms of employees working at small and medium enterprises, the author proposed 5 factors affecting the quality of training and development of employees including: Development orientation of employees at the enterprise; Working environment conditions; Professional and skill requirements of the job position; Socio-economic development policies of the Government and Labor migration trends. Through the research, businesses will have more information and assessments from the perspective of employees, thereby being able to make adjustments and develop policies related to training and development policies to suit the actual situation and help maximize efficiency at the enterprise.

**Keywords:** *Employees; Small and Medium Enterprises; Training and Development*

**Tóm tắt:** Bài viết tập trung nghiên cứu "Các yếu tố ảnh hưởng đến chất lượng đào tạo và phát triển của người lao động đang làm việc tại các doanh nghiệp vừa và nhỏ thuộc Hiệp hội doanh nghiệp Thành phố Hồ Chí Minh". Bằng phương pháp thu thập, tổng hợp và phân tích dữ liệu từ 350 phiếu khảo sát của người lao động đang làm việc tại các doanh nghiệp nhỏ và vừa, tác giả đã đề xuất 5 yếu tố ảnh hưởng đến chất lượng đào tạo và phát triển của người lao động bao gồm: Định hướng phát triển của người lao động tại doanh nghiệp; Điều kiện môi trường làm việc; Yêu cầu chuyên môn, kỹ năng của vị trí công việc; Chính sách phát triển kinh tế xã hội của Chính phủ và Xu hướng chuyển dịch lao động. Thông qua nghiên cứu, các doanh nghiệp sẽ có thêm các thông tin, đánh giá dưới góc nhìn của người lao động, từ đó có thể thực hiện điều chỉnh, xây dựng các chính sách liên quan đến chính sách đào tạo và phát triển sao cho phù hợp với tình hình thực tế và giúp nâng cao tối đa hiệu quả tại doanh nghiệp.

**Từ khóa:** *Doanh nghiệp nhỏ và vừa; Đào tạo và phát triển; Người lao động*

## 1. Introduction

Training and development in the current context has an important impact on employees' decision to quit their jobs, and it has a negative impact on employees' intention to quit their jobs. That is, when training and development factors are improved, employees' intention to quit their jobs will decrease and vice versa. Therefore, businesses today tend to choose to focus on improving the quality of training and development of employees in order to retain high-quality employees, stabilize the internal environment, thereby increasing internal competitiveness and focusing on economic development.

According to previous studies on Training and Human Resource Development, they often only focus on how to improve the quality of human resources through training from the perspective of employers. In this study, the author will analyze from the perspective of employees, thereby helping businesses have a more multi-dimensional view and build the most practical and effective policies. At the same time, it helps businesses accurately access the needs of employees and build policies that bring the highest and fastest efficiency [1], [2].

## 2. Theoretical basis and research methods

### 2.1. Theoretical basis

#### 2.1.1. Human resource training and development

Training is understood as learning activities to help employees perform their functions and tasks more effectively. It is the learning process, making employees more knowledgeable about their work, learning activities to improve the qualifications and skills of employees to perform their work tasks more effectively [3].

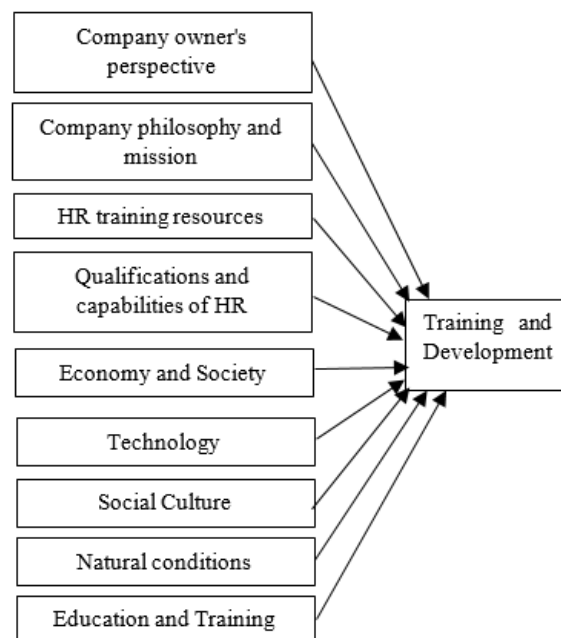
#### 2.1.2. Turnover intention

Turnover intention is the intention to leave the current workplace to go to another workplace, originating from the subjective perception of the employee. Intention to quit is the final cognitive stage in the process leading to the actual act of quitting and is the key factor that determines whether the employee leaves or stays with the organization.

#### 2.1.3. Quality of training and development

According to Harvey & Green (1993), quality is defined as a set of different attributes such as quality is excellence, quality is perfection, quality is fitness for purpose, quality is value for money, quality is qualitative transformation.

#### 2.1.4. Factors affecting human resource training of enterprises



**Figure 1.** Summary of factors affecting human resource training in enterprises

Source: According to the author's synthesis

Based on previous studies on Training and Development such as: Mel Silberman and Carol Auerback's research initiated the view of "Active Training", the work "Identifying the tasks that guide trainers to analyze training needs and tasks", Zemke.R and Kramlinger.T P.V.Kha (2007) [4], L.T.M. Linh (2009) [5], the author has summarized a general diagram of factors affecting the improvement of the quality of training and development of employees as Fig. 1.

## 2.2. Research model and hypothesis

From previous models of research on factors affecting Training and Human Resource Development in enterprises, it has been shown that there are two major factors affecting: Internal factors and external factors of the enterprise, so the author will also choose to propose a model according to the above research direction. The two main factors are internal factors and external factors, in which the internal factor will

include 3 indirect factors and the external factor will include 2 indirect factors [6], [7]. The basic hypotheses of the study include:

H1: The development orientation of employees in the enterprise has a positive impact on the internal factors of the employees.

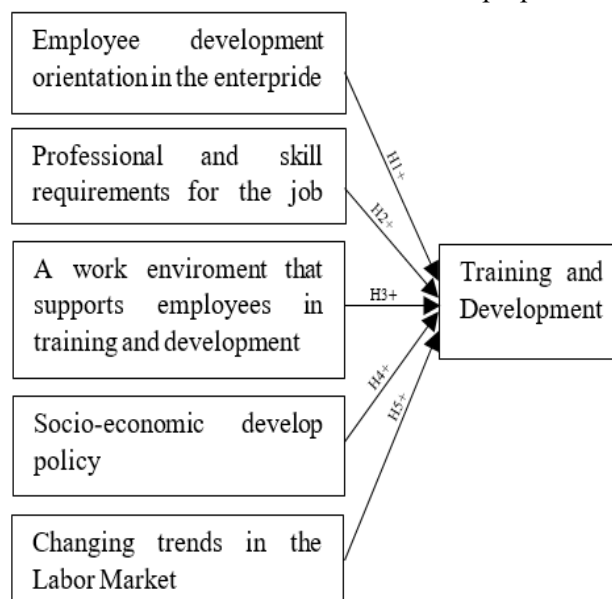
H2: The requirements for expertise and skills for the job position of employees in the enterprise has a positive impact on the internal factors of the employees.

H3: The working environment that supports employees in training and development have an indirect impact on the internal factors of employees.

H4: Socio-economic development policies have an indirect impact on the external factors of employees.

H5: The trend of labor market movement have an indirect impact on the external factors of employees.

The author's proposed research model:



**Figure 2.** Factors affecting employee training and development

Source: According to the author's suggestion

## 2.3. Research method

To collect the result for research, the official questionnaire was designed online using Google Forms and the link was sent to business owners in the Association, from which they shared it with employees in their businesses. The research sample group consisted of 350 people of Gen Z in small and medium enterprises of the Go Vap Business

Association, Ho Chi Minh City. After collecting the answers, the author used SPSS version 22.0 software to analyze the data. Conducted Cronbach's Alpha reliability test, regression analysis, EFA analysis and Pearson Correlations.

## 3. Research results

In the 350 survey forms distributed, the subjects had the following characteristics:

- Gender: 195 were male and 155 were female.
- Age: 10 were under 22 years old; 183 were between 23 and under 30 years old; 132 were between 31 and 40 years old; 25 were over 40 years old.
- Job position: 149 were employee, 103 specialist, 83 were middle manager, 15 were business manager (CEO, CFO, HRM, etc.)
- Seniority: 10 had less than 1 year of seniority, 184 had more than 1 year of seniority to less than 3 years, 79 had 3 to less than 5 years, 77 had over 5 years.

Regarding professional qualifications: 95 have intermediate and college degrees, 245 people have university degrees, and 10 people have post-graduate degrees.

- Regarding current income: 25 people have incomes under 6 million VND, 198 people

have incomes from 6 million to under 8 million VND, 89 people have incomes from 8 million VND to under 10 million VND, and from 38 people have incomes over 10 million VND.

### 3.1. Testing the reliability of the Cronbach's Alpha scale

Through testing the reliability of the Cronbach's Alpha scale, we see that: The reliability coefficients of the Cronbach's Alpha scale of the 5 studied factors have a value  $> 0.6$  and the observed variables have a variable-total correlation  $> 0.3$ . Thus, the scale is reliable and the observed variables all have good explanatory meaning for the factors proposed by the author. And can be used for the next EFA analysis.

**Table 1.** Summary table of Cronbach's Alpha values

Scale	Initial observation variable	Observation variable remove	Cronbach's Alpha coefficient	Minimum total variable corelation coefficient
H1	5	0	,735	,371
H2	5	1	,869	,530
H3	5	0	,948	,791
H4	5	1	,748	,744
H5	5	1	,882	,805

Source: According to the author's analysis

### 3.2. EFA analysis

The results of EFA analysis using SPSS 22 software are presented in Table 2 and Table 3. KMO coefficient  $> 0.5$ ; Bartlett test has p value =  $0.000 < 0.05$ ; variance  $> 50\%$ ; factor loading coefficient  $> 0.5$  and Eigenvalue coefficient  $< 1$ . Thus, the factors are suitable for the data set of the study. There are 5 factors extracted from the analysis results, of which 22 observed variables are used for the next analysis.

### 3.3. Pearson Correlations

Table 3 shows the result of Pearson Correlations is The Pearson correlation test sig between the six independent variables F\_H1, F\_H2, F\_H3, F\_H4, F\_H5 and the dependent variable F\_DT are all less than 0.05. Thus, there is a linear relationship between these independent variables and the dependent variable.

**Table 2.** KMO and Bartlett test

<b>KMO</b>		,793
Bartlett's Test of Sphericity	Approx, Chi - Square	17,393,589
	df	1533
	Sig,	,000

Source: According to author's analysis

**Table 3.** Pearson Correlations Result

		F_DT	F_H1	F_H2	F_H3	F_H4	F_H5
F_DT	Pearson Correlation	1	,625**	,378**	,579**	,332**	,0652**
	Sig.(2-tailed)	,000	,000	,000	,000	,000	,000

	N	350	350	350	350	350	350
F_H1	Pearson Correlation	,625**	1	,325**	,359**	,376**	
	Sig.(2-tailed)	,000	,000	,000	,000	,000	
	N	350	350	350	350	350	350
F_H2	Pearson Correlation	,325**	,362**	1	,366**	,082	
	Sig.(2-tailed)	,000	,000		,000	,125	
	N	350	350	350	350	350	350
F_H3	Pearson Correlation	,538**	,382**	,372	1	,124*	
	Sig.(2-tailed)	,000	,000	,000		,025	
	N	350	350	350	350	350	350
F_H4	Pearson Correlation	,366**	,0389**	,082	,123*	1	
	Sig.(2-tailed)	,000	,000	,129	,022		
	N	350	350	350	350	350	350
F_H5	Pearson Correlation	,652**	,319**	,326**	,102	,138*	1
	Sig.(2-tailed)	,000	,000	,000	,000	,016	
	N	350	350	350	350	350	350

\*\* : Corelation is significant at the 0,01 level (2-tailed)

\* : Corelation is significant at the 0,05 level (2-tailed)

Source: According to author's analysis

The correlation coefficients between independent variables in the study are all less than 0.7, so there is no problem of multicollinearity between independent variables.

### 3.4. Regression analysis

Table 4 shows that  $R^2 = 0,657$ , which can confirm that 65,7% of the change in the dependent variable is explained by 5 independent variables.

**Table 4.** Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,836a	0,657	0,632	0,5372
a. Predictors (Constant): H1, H2, H3, H4, H5				
b. Dependent Variable: DTPT				

Source: According to author's analysis

**Table 5.** ANOVA analysis

Model		Sum of Squares	df	Mean Square	F	Sig,
1	Regression	56,685	5	9,328	47,291	,000b
	Residual	30,036	144	,169		
	Total	86,721	149			
a. Predictors: DTPT						
b. Dependent Variable (Constant): H1, H2, H3, H4, H5						

Source: According to author's analysis

Table 5 shows that the P value of the F test = 0,000, which is less than the significance level of 0,05. As a result,  $H_a$  is accepted while  $H_0$  is rejected. Therefore, there is at least one variable in the model that is likely to affect the

dependent variable. Table 5 shows that the regression model is as follows:

$$GK = 0,245 + 0,273 * H1 + 0,338* H2 + 0,372* H3 + 0,299* H4 + 0,167* H5$$

**Table 6.** Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,245	0,352		0,528	0,781
H1	0,273	0,075	0,376	4,951	0,00
H2	0,338	0,074	0,383	4,971	0,00
H3	0,372	0,096	0,202	2,589	0,01
H4	0,299	0,118	0,261	3,207	0,00
H5	0,167	0,140	0,160	2,175	0,00

Source: According to the author's analysis

First, the regression coefficient of "The development orientation of employees " is 0,273, showing that "The development orientation of employees " has a positive impact on "Training and Development". When "The development orientation of employees " increases by 1 unit, "Training and Development" increases by 0,273 units and vice versa.

Second, the regression coefficient of "The requirements for expertise and skills for the job position " is 0,338, showing that "The requirements for expertise and skills for the job position " has a positive impact on "Training and Development". When "The requirements for expertise and skills for the job position " increases by 1 unit, "Training and Development" increases by 0,338 units and vice versa.

Third, the regression coefficient of "The working environment that supports employees in training and development " is 0,372, showing that "The working environment that supports employees in training and development " has a positive impact on "Training and Development". When "The working environment that supports employees in training and development " increases by 1 unit, "Training and Development" increases by 0,372 units and vice versa.

Fourth, "Socio-economic development policies " is 0,299, showing that "Socio-economic development policies " has a positive impact on "Training and Development". When "Socio-economic development policies " increases by 1 unit,

"Training and Development" increases by 0,299 units and vice versa.

Fifth, "The trend of labor market movement " is 0,167, showing that "The trend of labor market movement " has a positive impact on "Training and Development". When "The trend of labor market movement " increases by 1 unit, "Training and Development" increases by 0,167 units and vice versa.

#### 4. Conclusion

Based on research models, research results show that:

The biggest factor affecting Training and Development is the development orientation of employees. For employees to be proactive in participating in training and development, it must come from the needs of the employees themselves, from which they will be motivated to participate in training plans organized by the enterprise as well as proactively upgrade themselves to improve their professional capacity as well as supplement soft skills to serve the work at the workplace. To do this, enterprises need to provide a clear career path, this is considered the first basis to help employees know what they are doing, how to do it and for how long is appropriate.

Second, requirements on expertise and skills for the job position: For any job position in the enterprise, there must be a challenging factor, which will motivate employees to develop and improve themselves to adapt to the job position and create excitement for employees when achieving goals. Enterprises can apply the form of awarding awards to

employees who complete more than 100% of the job requirements, or periodically change the goals on professional needs. Enterprises can also regularly update and incorporate new trends that are changing in the market that are suitable for their situation.

Third, the working environment of employees will affect their working psychology. If the enterprise has an environment that encourages employees to regularly improve their qualifications through training activities at the enterprise or build a policy to support employees who need training to serve their job position. Combining with creating opportunities for employees after training will make employees feel secure and motivated to participate in this. In order to avoid the risk that after training, employees will leave the business to choose better opportunities, businesses can include a commitment clause for working time after participating in training to harmonize between the parties.

Fourth, the State's socio-economic development policy has a great impact on the development of businesses as well as employees working in the business. If these policies focus on training development and self-development, it will be an advantage for employees to take advantage of, turning participation in training and development into a mandatory and more meaningful task. To be able to take advantage of this policy, businesses need to regularly update policies related to wages, social insurance, and the

next development trends issued by the government to understand and make the most of those policies at their business.

Fifth, the labor market trend will make workers feel confused and create invisible pressures due to many related factors such as: Pressure from work due to the sudden increase or decrease in replacement trends, pressure from having to change quickly to meet this trend, pressure from family if work affects the family's main source of income, ... In order to help businesses stabilize workers' habits and retain potential workers, businesses can conduct research on this trend and then inform workers. After workers have correctly understood this shift, businesses will take the next step of building a training and development program that is suitable for the trend of applying to create businesses, so that workers are ready to participate in training to stabilize at the business.

Through the factors described by the author in the author's proposed research model, business owners will have a more comprehensive view of the training and self-development needs of workers working in the business. From there, it helps businesses come up with the most appropriate and optimal orientations and policies to increase the effectiveness of training and development at the business, thereby reducing employees' intention to quit, helping to retain high-quality workers, stabilizing the business and increasing the competitiveness of the business in today's volatile market

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