

SOLUTIONS FOR ENHANCING AND ACCELERATING THE DEVELOPMENT OF HIGH-QUALITY HUMAN RESOURCES IN INDUSTRIAL ZONES IN DONG NAI PROVINCE IN THE CONTEXT OF INTERNATIONAL INTEGRATION

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Abstract: *This study is based on data collected from reliable sources, including the Department of Planning and Investment of Dong Nai Province, the Management Board of Export Processing Zones and Industrial Parks of Dong Nai Province, along with detailed survey results from 310 participants, including experts, business owners, managers, and workers currently working in specialized departments who have been trained to serve at businesses in the industrial parks in Dong Nai Province. Through a strict data processing and analysis process, the study has clarified the current situation of attracting and developing high-quality human resources in industrial parks while also highlighting the shortcomings and issues in the operational system. The research results not only identify existing limitations but also propose practical and effective solutions to enhance the quality of human resources, thereby promoting sustainable development and increasing the competitiveness of industrial parks in Dong Nai in the context of current international integration. These solutions are not only urgent but also play a crucial role in building a solid foundation for the long-term development of Dong Nai Province.*

Keywords: *accomplish, Dong Nai province, premium human resources, promote the development*

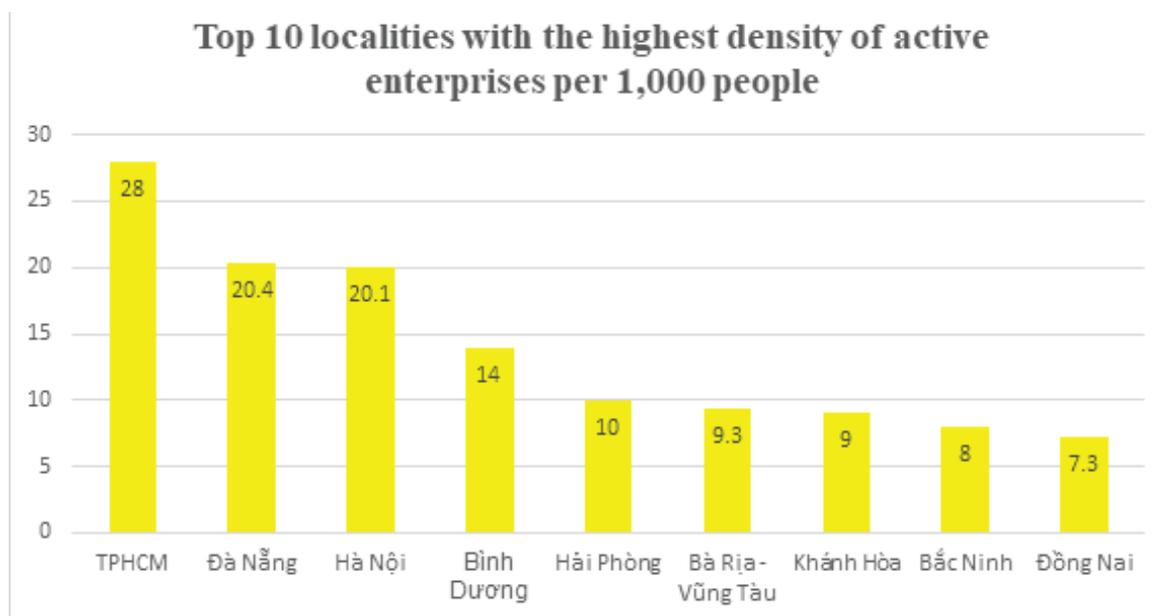
1. INTRODUCTION

Dong Nai is one of the economic hubs of the Southeast region, playing a crucial role in Vietnam's industrial economy. In the context of international economic integration and the Fourth Industrial Revolution, the development of human resources, especially high-quality human resources, has become a key factor in driving growth (Adeyemi, 2011). Recently, Dong Nai has made significant progress in improving labor quality; however, productivity remains low compared to other economic centers in the region. This situation necessitates strategic solutions to enhance the expertise and skills of the workforce while meeting the demands of industrialization and modernization. Dong Nai, along with Binh Duong, Ba Ria-Vung Tau, and Ho Chi Minh City, forms the southern key industrial cluster.

Figure 1 illustrates the average density of active enterprises per 1,000 workers in 2024, comparing Dong Nai with other key localities. The Industrial Production Index (IIP) of Dong Nai has maintained a positive growth trajectory, reaching 4.1% in 2021, exceeding 7.8% in 2022, reaching approximately 5.27% in 2023, and it is projected to reach 7.86% in 2024. In the first two months of 2025, the index increased by 6.06%, reflecting the stability of key industries such as wood processing, electronics manufacturing, footwear, and textiles. To sustain this growth, the province must continue to reform human resource policies, strengthen training collaborations, enhance workforce quality, and integrate modern technology. These strategic measures are essential for Dong Nai to maintain its competitive edge amid

Industry 4.0 and international economic integration (Dong Nai Provincial Statistical Office, 2025). According to the report from the General Statistics Office of Dong Nai Province, the number of active enterprises in the province has increased annually. In 2022, there were 33,191 enterprises, rising to 42,952 in 2023, and by December 31, 2024, the number of active enterprises is

estimated to exceed 60,000 (Dong Nai Provincial Statistical Office, 2025). Foreign Direct Investment (FID) in the province reached approximately 1,479.61 million USD as of December 31, 2024, marking a 27.52% increase compared to the same period of the previous year. (Dong Nai Department of Planning and Investment, 2024).



Source: Vietnam Business White Book 2024

Figure 1. Average Density of Active Enterprises per 1,000 Workers in the Labor Force in 2024 (Unit: Enterprises)

Dong Nai province is asserting its position as one of Vietnam’s fastest-growing and most sustainable industrial hubs. With a high enterprise density and the continuous expansion of industrial zones, the province does not only attract substantial domestic and foreign investment, but also demonstrates strong future development potential. (Ministry of Planning and Investment, 2023). However, despite its advantages in infrastructure, incentive policies, and strategic location, Dong Nai faces significant challenges in developing a high-quality workforce to meet the increasing demands of production and business activities. Investing in workforce

training and development not only enhances labor productivity and strengthens business competitiveness but also contributes to social welfare and sustainable regional growth. Amid deepening global economic integration, the demand for skilled human resources continues to rise, particularly in manufacturing, processing, and high-tech industries. Therefore, studying the current state of high-quality workforce attraction and development in Dong Nai’s industrial zones is essential to propose strategic solutions that improve labor quality, support economic and social development, and sustain the province’s competitive advantage in the coming years.

2. THEORETICAL FRAMEWORK

In the era of global economic integration, attracting and developing high-quality human resources is a key factor in the growth of both local economies and businesses. (Begg et al., 2008) This process goes beyond improving professional qualifications and skills—it also enables workers to adapt to market fluctuations and meet the sustainable development needs of enterprises. According to the study by Tran Xuan Cau and Mai Quoc Chanh (2009), high-quality human resources are defined by several factors, including good physical and mental health, strong professional expertise, and the ability to work efficiently in a modern environment. Furthermore, they must possess essential social attributes such as a strong sense of responsibility, teamwork skills, the ability to integrate into the community, and adaptability to multicultural work environments (Tran Xuan Cau & Mai Quoc Chanh, 2009). This study shows that developing human resources is not just about providing professional knowledge but also about encouraging creativity, strong work ethics, and adaptability. These factors help improve productivity, drive economic growth, and increase competitiveness. As globalization and economic integration accelerate, improving workforce quality has become essential for both local economies and businesses to stay competitive. A workforce that is not only skilled but also flexible, fluent in foreign languages, familiar with technology, and able to work well in international environments will create a strong advantage. Today, workers are not just limited to the local job market—they need to be ready to join global production networks and supply chains, meeting the demands of multinational companies. In Vietnam, especially in Dong Nai, industrialization has helped industrial zones grow rapidly. However, the economy still depends heavily on labor-intensive

industries, where workers' skill levels remain relatively low. The Fourth Industrial Revolution is driving major changes, with automation and digitalization gradually replacing simple jobs, forcing businesses to transform their operations and enhance workforce skills. Economic integration creates new opportunities and increases the pressure to improve worker qualifications to meet international standards. Dong Nai has many advantages in attracting skilled workers from other provinces and even from abroad, helping to address the shortage of highly qualified labor. At the same time, local workers have more opportunities to access international-standard training programs, strengthen their skills, and increase their competitiveness. This process also helps bridge skill gaps between regions, enhance business management, and promote globally oriented training programs. Recognizing the crucial role of human resources in sustainable development, Dong Nai is actively implementing policies to improve labor quality, encourage innovation, and boost productivity (People's Committee of Dong Nai Province, 2024). A survey of 310 participants, including business owners, managers, and workers in industrial zones across the province, offered substantial information about attracting and developing skilled workers. The data was analyzed using SPSS software to identify trends and response patterns, and propose practical solutions to improve workforce development in the future. Additionally, factor analysis identified key drivers of workforce satisfaction, and tests evaluated associations between categorical variables like education level and job performance. These methods ensured robust trend identification by enhancing the reliability of findings and confirming statistical significance on human resource development in Dong Nai's Industrial Zones.

3. CURRENT SITUATION OF ATTRACTING AND DEVELOPING HIGH-QUALITY HUMAN RESOURCES

As digital transformation and global economic integration accelerate, Dong Nai province sees high-quality human resource development as a key driver for sustainable growth. To meet the demands of a modern economy and Industry 4.0, the province is improving policies to attract skilled workers, enhance professional qualifications, and develop digital skills for the workforce. Training programs are designed to be practical and closely aligned with business needs, ensuring a balance between labor supply and demand. At the same time, Dong Nai is developing industrial zones with advanced production models that apply high technology to improve efficiency and increase value. Vocational education is also being strengthened through international partnerships, modern teaching methods, and a focus on creativity in learning. These efforts not only boost worker productivity and competitiveness but also help Dong Nai integrate more deeply into global markets, creating a strong foundation for economic and social growth.

As of December 31, 2024, Dong Nai province had 32 operational industrial zones covering over 12,000 hectares, attracting thousands of businesses in production and trade. Notable zones include Amata, Loteco, AGTEX, Bien Hoa, Long Thanh, and Nhon Trach. According to the Dong Nai Industrial Zones Management Board, total FDI in 2024 reached \$294.86 million, with 19 projects increasing their capital by a total of \$487.8 million. Import-export activities also grew significantly, with export turnover exceeding \$2.4 billion in the last six months, an 8.32% increase from the previous year. The manufacturing and processing sector remained the backbone of

the economy, employing 728,476 workers (99.34% of the industrial zone workforce), with 121,241 in domestic enterprises. Domestic Direct Investment (DDI) and 607,235 in FDI enterprises, marking a 12% increase from 2023. These figures reflect the stable growth of Dong Nai's industrial zones and the crucial role of FDI in economic development. The province is shifting from a growth model reliant on capital, labor, and resources to one focused on efficiency and technological innovation. Currently, Dong Nai's per capita income exceeds 149 million VND per year, with an estimated Gross Regional Domestic Product (GRDP) of 261 trillion VND and an 11% economic growth rate, driven by high-tech applications in production and management (Table 1). As Dong Nai enters a post-industrial phase, growth depends on innovation and sustainability rather than traditional inputs. This transition presents both opportunities and challenges for businesses, as failing to invest in technology and social infrastructure could slow progress and reduce competitiveness. To maintain its advantages and drive economic growth, Dong Nai must implement a sustainable development strategy that supports long-term innovation and productivity.

Dong Nai province is actively attracting high-quality human resources, particularly skilled professionals from both domestic and international markets, to enhance competitiveness and ensure sustainable development. The province encourages Vietnamese experts living abroad and international specialists to contribute to research, consultancy, strategic planning, and the advancement of key industries within its industrial zones. Leveraging global expertise and cutting-edge technology not only improves production efficiency and management but also strengthens Dong Nai's position as one of Vietnam's leading industrial hubs.

Table 1. Labor Structure of Industrial Zones in Dong Nai Province in 2022, 2023, and 2024

Time period	Total workforce (people)	Growth rate compared to previous year (%)	Female labor ratio (%)	Ratio of out of Province workers (%)	Ratio of workers in FDI enterprises (%)
31/12/2022	681.740	7.5%	59,6%	60,10%	39,03%
31/12/2023	659.970	-3,19%	57,6%	61,80%	36,96%
31/12/2024	733.254	11,10%	56,1%	55,87%	37,60%

Source: Management Board of Export Processing Zones and Industrial Zones of Dong Nai Province (DIZA), 2024

The workforce in Dong Nai’s industrial zones is still predominantly made up of out-of-province laborers with basic education levels, while foreign-invested enterprises account for a significant proportion. Amidst the growing wave of economic integration, improving workforce quality has become an urgent necessity to equip workers with the ability to master

technology, operate advanced production systems, and meet international standards. Investing in specialized training not only enhances labor productivity and strengthens businesses’ competitive advantages but also lays a solid foundation for Dong Nai to continue its breakthrough, positioning itself as an attractive destination for leading global industrial corporations.

Table 2. Educational Levels of Workers in Industrial Zones in Dong Nai Province

No	Education Level	2022	2023	2024
1	Vocational Training or Higher	20%	28%	32%
2	Trained Workers	40%	40%	42%
3	Untrained Workers	40%	32%	26%

Source: Management Board of Export Processing Zones and Industrial Zones of Dong Nai Province

According to the Management Board of Industrial Zones in Dong Nai Province (DIZA, 2024), the skill level of the workforce in the province’s industrial zones is on the rise as presented in Table 2. This trend is primarily driven by the presence of numerous universities and higher education institutions in the area, ensuring a steady supply of high-quality human resources. Additionally, attracting

a highly skilled workforce depends on companies’ recruitment and incentive policies, which aim to meet the specialized expertise and skill requirements in the context of high-tech manufacturing and international integration. This trend reflects a shift in the labor structure in Dong Nai, with an increasing demand for skilled and highly qualified human resources.

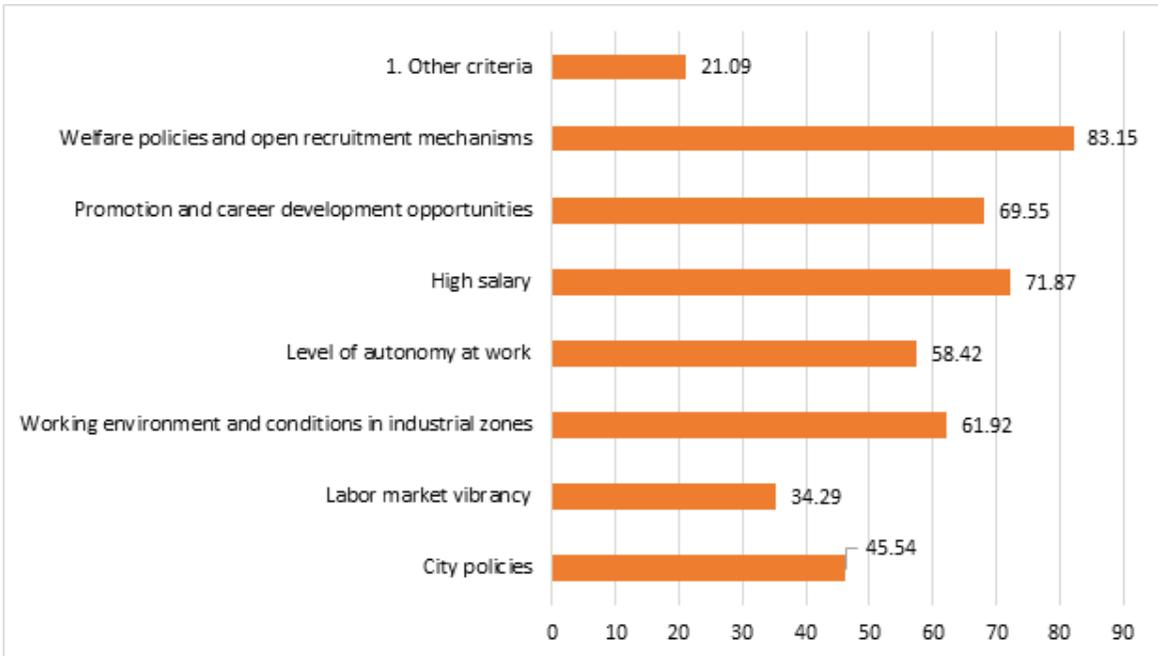


Figure 2. Workers’ Assessment of Criteria for Attracting High-Quality Human Resources to Industrial Zones in Dong Nai Province (Unit: %)

Source: Management Board of Industrial Parks of Dong Nai Province (2024)

Figure 2 summarizes the results of a survey conducted in Dong Nai’s industrial zones and highlights key factors attracting high-quality human resources, including competitive benefits and open recruitment policies (83.15%), high salaries (71.87%), career advancement opportunities (69.55%), and a favorable working environment (61.92%). As industrial zones expand and competition for skilled labor intensifies, businesses in Dong Nai have implemented various policies from 2020 to 2024 to attract and retain talent, particularly experts and skilled technical workers. These efforts have centered on prioritizing salary and bonus improvements, expanding training opportunities, and fostering a professional work environment. In parallel, the provincial government has introduced supportive policies, notably Decision No. 3439/QĐ-UBND, issued on December 12, 2022, to attract science and technology experts to high-tech zones, high-tech agricultural zones, the Institute

for Computational Science and Technology, and the Biotechnology Center. This initiative aims to enhance scientific and technological expertise, foster innovation, and boost enterprise competitiveness. By actively developing policies to attract high-quality human resources, Dong Nai continues to strengthen its position as a key industrial hub in Vietnam amid economic integration and rapid technological transformation. Lessons from other industrial provinces, such as Binh Duong and Ba Ria – Vung Tau, point out the value of targeted human resource policies. Binh Duong’s investment in specialized training centers has enhanced worker retention and skill levels, while Ba Ria – Vung Tau’s focus on industry-specific education has aligned its workforce with economic priorities. These examples suggest that Dong Nai could strengthen its human resource development by adopting similar strategies, such as establishing advanced training facilities and tailoring educational programs to the needs of its key industries,

thereby improving both workforce quality and enterprise competitiveness.

Enterprises in Dong Nai’s industrial zones are prioritizing internal workforce development to meet production demands and adapt to the digital economy. Workforce quality relies not only on practical experience but also on continuous improvement through education and vocational training. Currently, employees with college and university degrees account for over 25% of the total workforce in the province’s industrial zones. However, training quality has yet to fully align with business development needs and the evolving demands of the Fourth Industrial Revolution and global

economic integration. To address this, businesses are implementing various strategies, including partnerships with educational institutions to enhance vocational skills, internal training programs, and knowledge updates on modern technology and management. Despite these efforts, challenges persist, such as gaps between training programs and real-world production needs, as well as limited access to emerging technologies. The effectiveness of these workforce development initiatives, as assessed by employees, is summarized in Table 3, reflecting both their relevance and areas for improvement in training and human resource development.

Table 3. Workers’ Assessment of the Current State of High-Quality Human Resource Development in Industrial Zones in Dong Nai Province

No	Criteria	Unit	Rating Levels					Mean
			Very poor	Poor	Average score	Good	Very good	
1	Recruitment and talent attraction policies of enterprises	Number of responses ($\Sigma = 310$)	41	50	112	90	17	2.97
		%	13.22	16.12	36.12	29.03	5.48	
2	Strategies for utilizing and managing highly skilled workers in enterprises	Number of responses ($\Sigma = 310$)	36	60	92	102	20	3.19
		%	11.61	19.35	29.67	32.90	6.45	
3	Compensation and support policies for high-quality human resources	Number of responses ($\Sigma = 310$)	32	50	125	86	17	3.09
		%	10.32	16.12	40.32	27.74	5.48	
4	Working environment in enterprises within industrial zones	Number of responses ($\Sigma = 310$)	14	25	90	141	40	3.65
		%	4.51	8.06	29.03	45.48	12.90	

5	Activities to enhance skills and specialized training for high-quality human resources	Number of responses ($\Sigma = 310$)	15	68	105	109	13	3.12
		%	4.83	21.93	33.87	33.79	4.19	
6	Career development consulting and orientation policies for employees	Number of responses ($\Sigma = 310$)	29	65	90	115	11	3.08
		%	9.35	20.96	29.03	37.09	3.55	

Source: Author's survey results

The survey results indicate that most human resource development measures implemented by enterprises in Dong Nai's industrial zones have been rated at an average level, with mean scores ranging from 2.97 to 3.19, except for the "working environment in enterprises," which received a good rating of 3.65. According to statistics from the Dong Nai Industrial Zones Authority (DIZA, 2024), as of December 31, 2024, the total number of employees working in enterprises within the province's industrial zones exceeded 700,000, nearly 1.92 times higher than in 2018. This increase primarily stems from the expansion of industrial zone enterprises and their growing production and business demands. In recent years, these enterprises, along with other organizations and businesses in the province, have implemented various policies to develop high-quality human resources. Notably, on February 11, 2025, the Dong Nai Provincial People's Committee approved the project "Training and Developing Local Human Resources for Long Thành International Airport for the 2024–2026 Period, with a Vision to 2030," aiming to train and supply approximately 4,800 workers for Long Thành Airport by 2030, prioritizing individuals from households affected by land acquisition for the Project (Dong Nai Provincial Statistical Office, 2025).

Additionally, the project emphasizes training and skill development for employees within enterprises to enhance workforce quality. However, human resource development policies continue to face certain limitations, as many implemented measures have not been highly rated in terms of effectiveness. Therefore, to attract and develop high-quality human resources, Dong Nai Province and businesses must establish and implement more effective solutions, focusing on improving the working environment, enhancing compensation policies, and strengthening partnerships with educational institutions to meet the increasing demands of the labor market.

4. PROPOSED SOLUTIONS

Attracting and developing high-quality human resources is a key priority for the Dong Nai Industrial Zones Authority (DIZA) and enterprises to ensure sustainable growth. In addition to refining policies, it is essential to improve the working environment, enhance compensation packages, invest in training, and integrate technology into human resource management. Providing housing support and employee benefits will help retain workers and foster long-term development.

Firstly, job quality should be improved through regional and international

cooperation to attract highly skilled human resources to industrial zones in the province. Vietnam in general, and Dong Nai in particular, still possess significant potential for expanding trade, developing services, and deeply integrating into the global supply chain. To optimize the highly skilled workforce, Vietnam can establish strategic partnerships in training and adjust recruitment policies with advanced economies such as Singapore, China, India, South Korea, Japan, and New Zealand. Adopting modern human resource management models, applying advanced training technologies, and implementing effective labor mechanisms from these countries will help enhance work efficiency, increase competitiveness, and promote sustainable growth for enterprises in industrial zones (Adeyemi, 2011). At the same time, applying international standards in human resource management will contribute to building a professional working environment, creating sustainable development momentum, and attracting high-quality talent amid the increasingly intense competition in the global labor market.

Secondly, promoting extensive cooperation, connection, and exchange among educational institutions, businesses, and local authorities is essential to align curricula with practical realities, meet job requirements, and integrate technology into production and business processes. Adjusting training content to reflect the actual needs of the labor market, in line with trends of international economic integration and the impacts of the Fourth Industrial Revolution, will help enhance the quality of human resources (Begg et al., 2008). Furthermore, close collaboration among stakeholders will ensure that graduates not only possess solid professional knowledge but also practical skills and innovative thinking, thereby increasing labor

productivity and the competitiveness of enterprises in the context of globalization.

Thirdly, reforming internal human resource policies within industrial zone enterprises is a key factor in attracting and developing high-quality human resources. Firstly, building a professional work culture and environment plays an important role in attracting and retaining talented personnel. A company with a positive, supportive work environment and a good reputation will motivate employees to stay long-term and dedicate themselves fully. Survey results also indicate that the work environment and labor conditions are core factors in retaining workers in industrial zones in Dong Nai province (Management Board of Industrial Parks of Dong Nai Province, 2024). Additionally, establishing attractive remuneration policies is an urgent requirement, as fair salary and benefits not only directly impact work performance but also affect the sustainable development of the business. A comprehensive compensation system needs to balance economic benefits and career development opportunities to attract potential talent and maintain an experienced workforce. Finally, implementing continuous and in-depth training programs will help optimize employee capabilities, enhance work motivation, and improve labor productivity. Proper training not only enables workers to quickly adapt to technological and market changes but also contributes to creating a long-term competitive advantage for the enterprise.

Lastly, To enhance high-quality human resources in Dong Nai's industrial zones, enterprises can partner with local universities to design training programs tailored to industry needs, ensuring practical skills development. Offering competitive salaries and fostering professional work environments will attract and retain talent.

The Dong Nai government can provide tax incentives and establish specialized training centers to align workforce skills with modern demands. These feasible solutions, supported by robust FDI and existing policies like Decision No. 3439/QĐ-UBND, promote sustainable growth and global competitiveness.

Dong Nai places significant emphasis on attracting and developing high-quality human resources, particularly within industrial zones, to meet the demands of international economic integration. Facing upcoming challenges, the Dong Nai Industrial Zones

Authority, in collaboration with enterprises within these zones, should intensify the formulation and implementation of more effective human resource policies aimed at attracting and nurturing a highly skilled workforce. Positive shifts in perception, combined with strategic investments in training and skill enhancement, will create favorable conditions for enterprises within the province's industrial zones to integrate more deeply into global production value chains, thereby enhancing their competitiveness in an ever-evolving economic landscape (People's Committee of Dong Nai Province, 2024).

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GIẢI PHÁP HOÀN THIỆN VÀ THÚC ĐẨY PHÁT TRIỂN NGUỒN NHÂN LỰC CHẤT LƯỢNG CAO Ở CÁC KHU CÔNG NGHIỆP TẠI TỈNH ĐỒNG NAI TRONG BỐI CẢNH HỘI NHẬP QUỐC TẾ

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Tóm tắt: Nghiên cứu này được triển khai dựa trên những dữ liệu thu thập từ các nguồn đáng tin cậy, bao gồm Sở Kế hoạch và Đầu tư tỉnh Đồng Nai, Ban Quản lý các khu công nghiệp tỉnh Đồng Nai cùng các kết quả khảo sát chi tiết từ 310 người tham gia, bao gồm các chuyên gia, chủ doanh nghiệp, nhà quản trị và người lao động đang làm việc tại các phòng ban chuyên môn và đã qua đào tạo để phục vụ công tác tại các doanh nghiệp trong các khu công nghiệp trên địa bàn tỉnh Đồng Nai. Qua quy trình xử lý và phân tích dữ liệu chặt chẽ, nghiên cứu đã chỉ ra thực trạng thu hút và thúc đẩy phát triển nguồn nhân lực chất lượng cao trong các khu công nghiệp, đồng thời làm rõ các bất cập và vướng mắc đang tồn tại trong hệ thống vận hành. Các kết quả nghiên cứu không những chỉ ra những hạn chế hiện hữu mà còn đề xuất những giải pháp thiết thực và hiệu quả để nâng cao chất lượng nguồn nhân lực, từ đó thúc đẩy sự phát triển bền vững và nâng cao năng lực cạnh tranh của các khu công nghiệp tại Đồng Nai trong bối cảnh hội nhập quốc tế hiện nay. Những giải pháp này không chỉ mang tính cấp bách mà còn đóng vai trò quan trọng trong việc xây dựng nền tảng vững chắc cho sự phát triển lâu dài của tỉnh Đồng Nai.

Từ khóa: hoàn thiện, nguồn nhân lực chất lượng cao, thúc đẩy phát triển, tỉnh Đồng Nai

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Ghi chú

Các tác giả xác nhận không có tranh chấp về lợi ích đối với bài báo này.