

E-Commerce Human Resource Development, International Experiences and Lessons for Vietnam



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ABSTRACT: Human resource development (HRD) has become a concern and development strategy for many businesses because human resources are the resources capable of creating competitive advantages for businesses. To promote the development of e-commerce (EC), businesses focus on training e-commerce human resources, especially in the context of a shortage of e-commerce human resources like Vietnam. To build a strategy for developing EC human resources, learning from experiences in countries with high EC growth rates is a method chosen by many businesses due to the benefits it brings to businesses. This article studies the experience of developing e-commerce human resources in two countries with high EC growth rates in Asia, China and Japan, and draws lessons for Vietnam. The content of human resource development is approached in 4 contents: personal development, career development, work performance management and organizational development. The basic lessons learned are to raise awareness about e-commerce human resource development; training new employees, additional training, also known as retraining; building a culture of self-study and lifelong learning; career development orientation for human resources; improve the efficiency of work performance management.

KEYWORDS: Experience, human resource development, e-commerce

1. INTRODUCTION

E-commerce (EC) plays an increasingly important role in the development of the digital economy all over the world. The rapid increase in the rate of internet users and access time in the past 10 years is an important premise for EC development. In 2023, the number of internet users will reach 5.16 billion, accounting for 64.4% of the world's population; The number of people using mobile phones to read newspapers reached 5.44 billion, accounting for 68%, and the number of people using social networks was 4.76 billion, accounting for 59.4%. The average internet access time is 6 hours and 37 minutes a day. This is a favorable environment for EC development. In addition, the Covid 19 pandemic, economic integration and international trade expansion are also important reasons promoting faster development of the EC. E-commerce has generated 5,545 billion USD in revenue for the B2C market and 964 billion USD in revenue through social networks. Many countries consider e-commerce development as a driving force to develop the digital economy and achieve many significant achievements. China and Japan are the most successful Asian countries in EC development, always in the top 5 countries with the largest EC development market share globally. To create outstanding development, countries have synchronously implemented many different solutions from policy mechanisms, financial investments to human resource development. This article is written to learn about the experience of developing e-commerce human resources (NNL TMĐT) in the above countries to have lessons for businesses in Vietnam.

2. INTERNATIONAL EXPERIENCE

2.1. Chinese experience

China is known as the country with the largest EC market in the world. In 2022, EC sales in China have reached 15.5 trillion Yuan, the annual growth rate is expected to reach 12.4% in the period 2021 - 2025. It is expected that by 2025, the Chinese EC market will attract 1.230, 4 billion users, outlines a huge level of potential for EC China. The growth of EC in China has been accompanied by growth in household consumption, including in less developed regions and among less wealthy populations, helping to reduce consumption inequality. EC development in China also has its own colors compared to EC development in many countries around the world. This is demonstrated first of all by the fact that EC in China has the diverse participation of many supplier groups such as large enterprises, small and medium-sized enterprises, households and individual traders. Market access through EC platforms greatly benefits manufacturers and small businesses in China because of lower transaction costs. In addition,

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EC development in China occurs in all economic areas: urban, rural, high-income areas and low-income areas. Although three-quarters of online stores and Internet users are in urban areas, online sales in rural areas have grown much higher than the national average in recent years. EC development in China plays an important role in creating jobs for a number of disadvantaged groups of workers such as women raising children, people with disabilities, child workers, and older workers - a group of workers that previously Here their employment opportunities are more limited. Integrating stores and workshops with markets through online-offline integration makes it possible for more people to get jobs in their hometown. EC expands employment opportunities leading to higher growth rates, increased consumption and improved welfare.

EC development in China is the result of investment in development policy making, application of achievements of the internet, information technology and human factor – EC human resource. In terms of policy, China creates a favorable business environment for EC development through direct subsidies, logistics, training, online product services and incubation services, and improved transportation and corridors legal to make doing business easier. In terms of infrastructure and logistics, China invests in improving access to the Internet and EC platforms for all classes of residents, enhancing access to roads and logistics networks, and access to financial resources. main and mobile payment system. Regarding EC human resources, China focuses on the skills needed to use the Internet, provide customer service and develop online products. In addition, the advanced skills invested in developing for NNL TMĐT in China are incubation services, entrepreneurial spirit with a willingness to take risks and flexibility to pursue new opportunities in the economy. digital economy. Research on EC development experience in China shows that there are many profound lessons in NNL TMĐT development. Chinese businesses are keenly aware that practical skills and entrepreneurial spirit are crucial to success in business, especially EC business. Skills training and entrepreneurship for NNL TMĐT in China happen very naturally. In China, migration flows from rural areas to coastal urban areas, away from agriculture and into labor-intensive manufacturing or service jobs, have created a huge talent pool. giant. These migrant workers have access to modern production and business methods, advanced management skills, and the entrepreneurial spirit of many successful businessmen when working in large cities. Returning to their locality, they learned about their homeland and had strong kinship ties. The combination of local knowledge with the skills and experience gained gives them a solid basis to start their own business when they return home. Many of them will start e-businesses with low entry costs and access to large markets. Their success can demonstrate to other villagers that conducting EC in rural areas is feasible and that it can bring stable income and even potential wealth [2], [5].

Businesses in China focus on training e-commerce human resources through knowledge sharing, presentations and using special relationships to inspire more workers to seek job opportunities, including part-time jobs. With well-developed EC platforms, individuals with primary or secondary education can perform routine activities due to basic EC-specific training, such as printing shipping labels, packaging products to ship and answer customer questions online. Businesses that train e-commerce human resources also receive support from the government through public-private partnerships. Businesses with suitable goals will receive financial support to provide human resources with essential EC-specific skills and experience. Such training often includes how to register an online business and use the basic functions of the EC platform, sharing the experiences of successful e-store owners. Post-training support, often critical to successful incubation, includes services for new or potential e-store owners tailored to their business, such as website design, packaging and branding as well as initial sales supervision. This equips human resources with the skills and knowledge they need and helps motivate them to start businesses.

The vision and strategic thinking of Chinese businesses help them be more successful when developing e-commerce human resources. In China, businesses recognize that digital technology is not necessarily high-tech and that its benefits are not limited to the highly skilled. Online sales forces with simple products in rural businesses such as clothing, furniture and shoes often do not require the high technical content and skills needed to operate an e-store. The availability of digital technology and electronic platforms lowers the skill threshold for entry into EC, providing particular benefits to the rural workforce. In addition, e-commerce capacity in China compares favorably with international standards. In 2017, China was in the top 30% for human capital, with the human capital index (HCI) ranked 46th out of 157 countries. Among upper middle-income countries (UMIC), China is in the top 15%, ranking 6th out of 38 countries. China's education quality, measured by harmonized test scores, ranks 54th in the world and 12th in the UMIC. The amount of education, measured by expected years of schooling, ranks 38th in the world and 5th in the UMIC [6].

In China, the major challenge for developing EC in rural area enterprises is to help entrepreneurs identify suitable products for online sales that will have a market. This is addressed by the Government and EC companies providing specialized support in finding niche markets where rural areas can have a comparative advantage. Companies with electronic platforms can use their big data and offline information collected by local agents to clearly show the comparative advantages of rural enterprises. However, fundamentally, the success or failure of EC development in a particular business or for a particular product will depend on market forces. Compared to traditional offline business, EC offers much broader market access. Consumers in these broader markets, in

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addition to purchasing standardized goods, may turn to accessing customized services (or service products). This allows SMEs and smallholder farmers to participate in the long-term market, expanding commercial fulfillment capacity to meet latent demand.

Another success in e-commerce human resources in China is creating equality and encouraging the disadvantaged workforce to participate in EC [2]. In local cultures where women's participation in business is a particular challenge, governments provide additional support with the goal of ensuring equal opportunities for women. Thanks to that, among successful entrepreneurs doing business on Alibaba, female entrepreneurs account for one-third. Vulnerable workers such as older workers, child workers, and disabled workers are also encouraged to participate in EC thanks to the awareness and mindset that e-commerce human resources do not require high skills and participate in training courses. Basically, you can succeed in EC business.

2.2. Japanese experience

Japan is known as a country with a high level of development in economics, society, science and technology and administration. As a country with a fairly developed information technology infrastructure, in 1995 EC officially appeared in Japan, marked by the event that the Japanese Government issued a policy to build current information technology infrastructure and established the Electronic Commerce Promotion Council. The Electronic Commerce Promotion Council is responsible for developing policies and providing support for the development of necessary technological and social infrastructure for the EC and is granted 300 million USD/year. The success in developing EC in Japan comes from many factors. Japan is very successful with the "e - Japan" and "u - Japan" strategies, or strategies that encourage investment and free competition in the internet sector. The "e - Japan" strategy with the goal of "becoming the world's leading country in ICT infrastructure by 2005" was issued on March 29, 2001 and completed in 2005, ahead of schedule. with expectations. "u-Japan" strategy with high priority is "ubiquitous presence" or "widespread"; The goal is to make Japan a world leader in the deployment of new generation ICT networks and services by 2010 and to maintain world leadership in the use and development of ICT in the next decade. next century.

In addition, Japan also encourages IT research and development activities in schools and businesses to create development in EC. Thanks to that, Japan always ranks in the top 5 most developed EC markets in the world. The BtoC-EC market size in 2019 reached 19,360.9 billion Yen, an increase of 7.65% compared to the previous year; The EC conversion rate is 6.76%, an increase of 0.54 points compared to the previous year. Also in 2019, the BtoB-EC market size reached 352.962 billion Yen, an increase of 2.5% compared to the previous year; The EC conversion rate was 31.7%, an increase of 1.5 points compared to the previous year. Regarding Japan's cross-border EC forms, the total market size of Japan's cross-border BtoC-EC was 317.5 billion yen in 2019; Of which, the market size in the United States is 286.3 billion yen and the market size in China is 31.2 billion Yen.

To create outstanding development in EC in Japan, HRD strategy plays an important role. First of all, Japan raises awareness about EC for the people with the aim of increasing the number of people participating in EC, raising awareness, increasing efficiency in EC activities, and reducing risks due to lack of understanding. Japan has implemented many activities to create a change in the entire society's awareness of EC such as promoting research activities on EC; training and support to improve the level and ability to deploy EC for businesses; Strengthen communication about EC. Even in Japan's "u - Japan" strategy, the goal of "being everywhere" with "universality" has shown the country's efforts in propagating and raising people's awareness of EC. Next, in parallel with investing in IT development, Japan has focused many efforts on training skills for e-commerce human resources both inside and outside the enterprise. Regarding educational philosophy, Japan aims to respect individuality and promote creativity first to meet the two tasks of training and research. Universities are oriented to provide specialized training by increasing the quality of specialized training. Accordingly, training programs are adjusted and training methods are improved to meet the diverse learning needs of students and positively evaluate learners' self-awareness and learning outcomes. In the EC industry alone, Japan has 35 training schools at the college and university level. To improve the quality of EC training, Japan has a combination of basic training and professional training, school training and enterprise training. Japan encourages the development of training programs jointly implemented by universities and trade unions so that students can soon have career orientation and understand practical work at businesses. The EC training system in particular, and the Japanese education and training system in general, perform well the function of training people with rich knowledge, education, and deep expertise as the foundation for development. social development. Successful EC human resource training in Japan also comes from another reason: training programs combine training and scientific research. The training program is built based on the products of scientific research. Expenses for research, science, and technology account for up to 30% of the total expenditures of the University [6].

For personal development of each e-commerce workforce, Japanese EC businesses pay attention to training new employees, providing additional training and encouraging the building of a self-learning environment within the business. New employee training is conducted with newly graduated employees; Training is not required for rotating employees. New employee training usually begins in April each year, with some new employee training programs lasting until July. Companies with many branches often gather new employees and train them together. Training new employees aims at four purposes: helping employees

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have employee awareness, office culture, soft skills and transfer skills for new employees. Training employees' awareness to raise new employees' awareness of customers and their awareness and responsibility in serving customers. Accordingly, the training content focuses on detailed explanations of the company's structure, departments and specific tasks of the departments; explain the company's customers, the importance of customers and the obligations of employees and the company in satisfying customers; Explain the company's operating principles such as philosophy, mission, vision, development strategy, etc. Office culture training helps make the working process of new employees more convenient. The training content focuses on appearance, dress, honorifics, how to answer the phone, report, communicate, exchange or how to exchange business cards. Soft skills training for new employees typically lasts from one to five weeks. Basic soft skills are procedural working skills, logical thinking skills to solve problems, and root cause analysis skills. Training specialized knowledge for new employees is often applied to new employees who have not received specialized training or who are undertaking work beyond the capabilities of the specialized knowledge that has been trained. In addition, training new employees at Japanese businesses is also successful with the OJT - on the job training method. This method is said to be closer to reality at the factory and helps workers easily access practical knowledge and skills at work [8].

In Japanese enterprises, continuous training is used as a technology to cope with rapid changes in technology and business environment. Every employee, including top managers, receives training as a regular part of their job until retirement. Different from the training style of Western businesses - training only when a person needs a new skill or moving to a new position, focusing on employee advancement; Japanese businesses train continuously and focus on performance. Japanese workers are trained not only on their own jobs but also on all equivalent jobs to expand their jobs and increase work coordination. Continuous training in Japan has the advantage of helping businesses improve work quality and performance. At the same time, it helps employees access innovation in the business and become proactive innovators and creatives in all business activities. The second benefit of continuous training is its tendency to increase productivity. In the West, businesses train until "learners" achieve certain skills that meet job requirements. Additional training is only performed when the employee moves to another job or has a change in his current job. Not so in Japan, the Japanese continue to train towards continuous improvement at work.

Regarding career development, businesses often apply the philosophy of lifelong work. Recently, in some businesses, this philosophy is no longer obvious, but in general, it is still popular in many businesses and deeply ingrained in the subconscious of Japanese workers. Lifetime employment regime creates many opportunities for employees to develop their careers at the enterprise. Long-term employees with extensive experience, high expertise, and good skills will be promoted to management positions, foremen or vocational training for new employees and of course they will receive a salary. high salary. On the contrary, if unemployed or quit a job midway, workers will have difficulty finding a new job and their insurance policies will be interrupted. When they get old, they will not receive a pension or the amount they receive will not be enough. Living for the rest of your life, life will be unbalanced and encounter many difficulties. Therefore, along with the culture of lifelong work, Japanese people also have a culture of lifelong attachment to the business they will work for. Japanese businesses possess a workforce that wants to work, likes to work, and sticks to their job for life, helping Japanese businesses stabilize their personnel and have human resources rich in professional experience and skills in manufacturing. production, manufacturing and innovation. This is the foundation and launching pad that helps Japanese businesses create more and more products, better quality, more improvements, and more features to adapt to the market and user needs. application... From there, it helps Japanese businesses continue to affirm their leading and pioneering position worldwide and inevitably businesses will increasingly develop, with surplus value and large profits. When a business grows, increases value and revenue, of course the business can take care of its employees in terms of salary and remuneration policies, from which employees will become more attached and try harder.

For career development, Japanese people attach great importance to job orientation for employees. Japanese businesses use an employee orientation process with the aim of building a long-term workforce, defining values and ensuring team interaction. Japanese businesses consider employee orientation a special type of training designed to help employees develop their careers. For example, an employee at a Japanese auto manufacturer who receives career development orientation will spend the first two weeks working at company facilities, a few weeks at a car dealership, and two months at the factory as a regular production worker. From there, they acquire company knowledge, customer appreciation, product know-how and technology. Most importantly, they understand the employee's commitment to establishing relationships and accepting the company's values and attitudes. This gives them the opportunity to progress to better job positions in their career ladder. Cumulatively, it is a launchpad for lifelong performance excellence, used as an ongoing process. Every level of management in a Japanese organization participates in the orientation process. Executives speak during training sessions and through their active participation, convey the importance and commitment the company places on preparing employees for their career development. Career orientation for employees in Japan also starts from helping them become a member of the team to a member of the company and ultimately meet the company's expectations. Japanese businesses believe that graduates do not know much about business and must learn

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"everything" to develop their careers; new employees need to develop a deep understanding of problems and systems as well as better relationships within the company by meeting people in different departments; Each employee and employer has the opportunity to evaluate their interests and aptitudes for career guidance. This is the secret to career development for employees.

Regarding managing work performance to achieve EC human resource, Japanese workers are famous for their love of work, responsibility, and creativity at work. Lifetime employment, lifelong commitment to the business, continuous training, and continuous improvement help Japanese workers always achieve optimal work performance. In addition, performance management methods are also applied effectively in many businesses with all types of workers in general, and with EC human resources in particular. Japanese businesses use many different tools to manage work performance. In the short term, KPIs, target indicators and key results OKRs are used to evaluate the level of work completion compared to set goals; Gantt charts, Kapan, MBP are tools to implement short-term plans. In the long term, to manage work performance effectively, Japanese businesses use job placement schemes and balanced scorecards. In addition, Japan is also famous for work management methods such as Deming circle, TQM quality management system, ISO quality management system, Kaizen, 5S, TPS... These tools allow Japanese businesses improve the quality of work performance of each individual in the business, thereby improving the effectiveness of work performance management.

The spirit of love for work, the will to be self-reliant, modern management methods, and continuous improvement are the factors that make up Japan's outstanding labor performance. This also creates organizational development in Japanese businesses. Japanese businesses attach importance to building business philosophy and strategy. A commonly stated proposition in Japanese businesses is "without philosophy, without vision, there is no business" or "without corporate strategy, there is no business". In the business strategies of Japanese enterprises, human strategy is considered a central and core factor. Japanese business philosophy always believes that the process of creating products must go hand in hand with the process of training and developing people. Training and HRD help the workforce understand the entrepreneurial spirit, the harmony of the heart, and guide employees towards the sustainable development of the business. In addition, training and developing human resources also helps Japanese businesses adapt quickly to the development of times, technology and a volatile business environment [3].

3. LESSONS LEARNED ON DEVELOPING E-COMMERCE HUMAN RESOURCES

Raise awareness about e-commerce human resource development

Research on the experience of e-commerce human resources in Japan and China shows that successes in e-commerce human resources originate from changes in the awareness of both the government, businesses and workers themselves. The Government is properly aware of the role of e-commerce human resources and will have appropriate policies and positive efforts in directing development, creating a business environment and supporting businesses and people to achieve e-commerce human resources. If businesses have proper awareness of e-commerce human resources, they will have appropriate investments and effective implementation methods. Each employee, when their awareness is raised, will have a positive awareness and attitude to participate in e-commerce human resource activities. From the experience of other countries, it shows that for Vietnam's e-commerce human resources, raising awareness about e-commerce human resources is very important. To raise awareness of e-commerce human resources in businesses, it is necessary to have the support of the government, the participation of commercial enterprises and each employee himself. Possible measures are:

- The Government needs to seriously evaluate the role and contribution of the EC to the country's socio-economic development and then issue an EC development strategy. In the EC development strategy, it is necessary to focus on goals and solutions for e-commerce human resources. Through propaganda and dissemination of strategies, businesses and people understand the goals, roles, and importance of EC development and e-commerce human resource development, thereby having strategies and directions to benefit from the development of EC.

- Strengthen propaganda about the development of EC, job opportunities and necessary skills to succeed in the EC industry so that workers have a correct and sufficient understanding of the job, thereby having a sense of learning and improving own qualifications and skills. In particular, it is necessary to propagate the e-commerce skill set so that each worker understands what they need to participate in the profession; Training institutions understand what training they need for human resources and businesses use the EC occupational skills standards to perform human resource management operations.

- Propagate and raise awareness for business owners so they properly understand investments in HRD. Human resources are resources capable of bringing sustainable competitive advantage, so investing in human resources is a profitable investment. Hanoi's commercial enterprises need to continue to invest in HRD through Activities to support employee training, build a learning environment in the enterprise, provide career orientation and create opportunities for employees to develop their careers and activities to develop the organization. Only then will workers in general and e-commerce human resources in particular focus on HRD measures and HRD will bring practical results.

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Enhance new employee training activities

New employees entering the enterprise, especially those who have just graduated from school and have not yet had practical experience at the enterprise, need to be trained to integrate into the enterprise. Therefore, businesses need to increase training activities for new employees to develop e-commerce human resources. Japanese training experience shows that indispensable contents in training new employees are introduction to the company, functions, tasks, vision, mission, business strategy, remuneration policy, of the company. This will help new employees clearly understand the company they are working for, opportunities for career development at the company and create motivation for them while working at the company. At the same time, introduce the departments in the company so that new employees can conveniently perform their work; Introducing corporate culture so that new employees can conveniently practice, communicate, dialogue and imbibe the company's corporate culture. Skills training courses for new employees are also very important because they help workers have better working skills. The most important skill is understanding customer needs including both internal and external customers. Training to raise awareness of the role of customers helps new employees have better methods of satisfying customer needs. Although China's experience shows that the training of new employees should be simplified to make it convenient for employees during the implementation process. However, in reality, understanding vocational skill standards and training according to vocational skill standards often brings higher work efficiency.

Increase additional training activities, also known as retraining

The characteristic of Vietnam's e-commerce human resources is that the formally trained workforce accounts for a small proportion. According to the Vietnam E-commerce Association, only 30% of EC workforce is formally trained. The number of e-commerce human resources trained from business, commerce and IT to become EC accounts for 55% and the remaining 15% are trained from other professions. EC human resources require combined skills of IT and commercial business, so it is very difficult to switch to EC jobs with only specialized training in IT or commercial business. Therefore, additional training is very important. Commercial enterprises need to be properly aware of the role of this training activity to have appropriate training strategies that both improve the quality of the enterprise's human resources and create long-term, loyal attachment of human resources to the company. enterprise. Regarding training techniques, the experience in each country will be different. Japan practices continuous training aimed at improving work. Japanese businesses invest in training as an important part of their development strategy. Experience in China shows that additional training is an essential need that should receive strong support from the government. Businesses need to take advantage of the government's support and support to carry out additional training activities. Therefore, Vietnamese businesses that want e-commerce human resources need to focus on solutions for additional training of e-commerce human resources. Detail:

- Invest in finance and necessary resources to conduct additional training for e-commerce human resources. Businesses need to properly understand that investing in human resource training is a super profitable investment because it is a super profitable investment because the benefits gained from investing in training are huge. Investing in training creates a big change in the professional skills of e-commerce human resources, thereby creating improvements in work performance and business profits. In addition, Vietnamese law clearly states that businesses need to deduct after-tax profits to form development investment funds. Using this fund to carry out training activities is necessary and suitable for the specific characteristics of commercial enterprises (the type of enterprise that does not require large investments in machinery and technology).

- Coordinate with training institutions to develop appropriate training programs. Currently, Vietnam has 36 EC training schools, nearly 40 EC specialized training schools and about 60 e-commerce training schools. Vietnam also has a network of universities providing EC training. Businesses can coordinate with educational and training institutions and associations to develop and implement appropriate training programs. This will help training programs be both scientific and methodical and relevant to business practice. This is the basis for effective training in businesses.

- Proactively do a good job of human resource planning, especially forecasting the need for e-commerce human resources, forecasting the required skills of e-commerce human resources as a basis for implementing e-commerce human resources training activities.

- Enlist the support of the Government, Ministry of Industry and Trade, and Vietnam Association of E-commerce Enterprises to carry out e-commerce human resources training activities. Receive government support through investment policies for human resource development, especially developing new human resources in the industry development strategy.

Build a culture of self-study and lifelong learning

Changes in technology, customer needs and business environment lead to the need for changing skills of e-commerce human resources. Vietnamese businesses need to build a culture of self-study and lifelong learning for employees. Building a culture of self-study and lifelong learning for employees with e-commerce human resources has many advantages because e-commerce human resources have the necessary conditions, skills and abilities to interact with electronic media where they work.

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The storehouse of human knowledge is widespread and easily accessible. To form a culture of self-study and lifelong learning for e-commerce human resources at businesses, businesses need to:

- Propagate and raise awareness about the role of self-study and lifelong learning for e-commerce human resources.
- Promulgate strategies and plans for human resource development, occupational skill standards and career development roadmaps so that employees can see the future of work and then learn and train themselves to meet their needs. future request.
- Have a policy of utilizing human resources, creating conditions for workers to develop their careers, thereby creating motivation for e-commerce human resources to self-study and learn lifelong. When employees' self-study brings work efficiency, businesses need to provide adequate remuneration. This helps nurture the spirit of self-study and lifelong learning for employees.
- Build a culture of self-study and lifelong learning in the enterprise. From business administrators to employees, it is necessary to form a self-study movement, share knowledge and self-study experiences, boldly apply self-study knowledge to work and consider it as a daily activity at the business.

Career development orientation for human resources

When e-commerce human resources are career-oriented, they are motivated, encouraged, promoted and have a long-term attachment to the job and the organization. At the same time, they will be aware of what they need to study and how to study to achieve their goals. To provide career orientation for e-commerce human resources, businesses need to:

- Strengthen propaganda for e-commerce workers so that they understand about the profession, the career development roadmap as well as the opportunities and requirements placed on them if they want to develop their careers in the future.
- Build a career development roadmap associated with the professions and job positions of e-commerce human resources so that employees can clearly see their development path and have confidence in their future development.
- Regularly pay attention to and encourage e-commerce human resources to build their own career development roadmap. At the same time, provide advice and support to employees so they can have appropriate career development plans.
- Respect talent, e-commerce human resources with good achievements should be appointed, respected, and considered to arrange better jobs to motivate employees.

Manage work performance results

Managing work performance results plays an important role in e-commerce human resources at businesses. To develop e-commerce human resources, businesses need to:

- Establish criteria for evaluating work efficiency: Businesses need to establish a standard scale for the level of job performance of e-commerce human resources to use as a reference framework for evaluation, according to Monitor and manage work performance. This standard framework includes two basic criteria: work objectives and results to be achieved. Work goals are milestones that employees need to strive to achieve and serve as a guide for all actions of e-commerce human resources. Based on the level of goal completion, administrators will evaluate the progress and effectiveness of work performance of e-commerce human resources. The results to be achieved are the reality of what employees have achieved, expressed in specific, quantifiable numbers.
- Choose a method to evaluate work efficiency: Businesses can choose methods to evaluate work efficiency to suit the human resource characteristics of their business, including the characteristics of e-commerce human resources. Effective methods that can be used are evaluation based on KPI, evaluation based on BSC balanced scorecard, evaluation based on MBO goals, self-assessment or 360-degree evaluation.
- Organize employee performance evaluation activities: The requirement for this process is to accurately measure the work performance of e-commerce human resources. The measurement and evaluation process needs to ensure the principles of fairness, objectivity, efficiency, and follow a specific plan with a clear evaluation frequency.
- Synthesize and analyze results and develop development orientation: Once the evaluation results have been collected, the administrator will synthesize and analyze data information to serve as a basis for making reward decisions, motivate, and at the same time develop plans to improve work efficiency in a timely manner.
- Feedback the results to employees: The purpose of performance management is to provide suggestions and feedback to improve results and orient future development goals for e-commerce human resources. During the feedback process, administrators need to pay attention to:
 - Provide regular feedback to employees on their job performance level to have timely improvement plans.
 - Suggestions and feedback need to be directed towards optimizing work efficiency, and should not "dig" deeply into the shortcomings and limitations in the employee's work performance process because it can easily lead to negative reactions. use.
 - Administrators need to be responsible for motivating and inspiring employees to complete their work better.

CONCLUSION

Human resources have become an important resource that determines the competitive advantage of an enterprise; Human resource development is therefore given special importance by businesses. The theory of (Jerry W Gilley, Steven A. Eggland, 2002) states that human resource development is personal development, career development, work performance management and organizational development. The article has researched the experience of human resource development in two countries with high e-commerce growth rates in Asia, China and Japan, in four contents: personal development, career development, and management. management of work performance and organizational development. Based on the experiences of other countries, the article has drawn lessons for Vietnamese businesses, which are: Raising awareness of e-commerce human resource development; increase training activities for new employees, additional training, also known as retraining; building a culture of self-study and lifelong learning; career development orientation for human resources; Improve the efficiency of work performance management. The article has scientific value in developing policies and implementing human resource development operations in Vietnamese enterprises.

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