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DEVELOPING HIGH-QUALITY HUMAN RESOURCES IN VIETNAM FROM THE PERSPECTIVE OF MARXIST PHILOSOPHY ON HUMAN NATURE

[RECURSOS HUMANOS DE DESENVOLVIMENTO DE ALTA QUALIDADE NO VIETNÃ A PARTIR DE UMA PERSPECTIVA DO CONCEITO DE NATUREZA HUMANA, DE MARX]

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ABSTRACT: Marxist's philosophical view of human nature and how to apply that perspective in the development of high-quality human resources in Vietnam today is analyzed based on dialectical materialist methodology and historical materialism, focusing on human nature and the concept of human nature as the total of social relations; challenges and opportunities for human resource development in the context of promoting industrialization, modernization, and international integration; suggested solutions to build a comprehensive and sustainable human resource strategy. The results show that it is necessary to associate human development with the socio-economic development process, uphold the role of the subject of workers, strengthen education and training in combination with reasonable management and welfare mechanisms, and encourage the creativity and initiative of human resources, thereby, Vietnam can improve the quality of labor, meet the requirements of integration and enhance national competitiveness.
KEYWORDS: Marxist Philosophy; Human nature; High-Quality Human Resources; Dialectical Materialism; Vietnam

RESUMO: Este artigo analisa a visão filosófica marxista sobre a natureza humana e aplicabilidade no desenvolvimento de recursos humanos de alta qualidade no Vietnã hoje, tendo por base a metodologia materialista dialética e o materialismo histórico, com foco na natureza humana e no conceito de natureza humana como o total das relações sociais; analisa também, com base nos mesmos conceitos, os desafios e oportunidades para o desenvolvimento de recursos humanos no contexto da industrialização, modernização e integração internacionais, além de investigar soluções sugeridas para construir uma estratégia abrangente e sustentável de recursos humanos. Como conlusão, os resultados da pesquisa mostram que é necessário associar desenvolvimento humano ao processo de desenvolvimento socioeconômico, defendendo o papel dos trabalhadores, enquanto sujeitos históricos, e fortalecer a educação e o treinamento em concomitantemente aos mecanismos razoáveis de gestão e bem-estar, encorajando a criatividade e a iniciativa de recursos humanos. Desse modo, assim, o Vietnã pode melhorar a qualidade do trabalho, atender aos requisitos de integração e aumentar a competitividade nacional.
PALAVRAS-CHAVE: Filosofia marxista; natureza humana; recursos huymanos de alta qualidade; Materialismo dialético; Vietnã

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1. INTRODUCTION

Developing high-quality human resources is one of the top strategic priorities that Vietnam pays special attention to in promoting industrialization, modernization, and global economic integration (Government of Vietnam, 2021). In the current context, the world is witnessing the substantial rise of the Fourth Industrial Revolution (Industry 4.0) and the speed of globalization. These two trends place higher and higher requirements on workers' knowledge, skills, innovative thinking, and flexible adaptability (Nguyen et al., 2020). Suppose they are not adequately equipped with the necessary expertise, lifelong learning capacity, and soft skills. In that case, Vietnamese workers may face many obstacles in keeping up with the rapid changes in the labor market and even risk being eliminated. In this context, it is highly urgent to study and apply philosophical views, especially systematic opinions on human nature, nature, and how they participate in socio-economic life. We cannot build an appropriate human resource development strategy based only on short-term, purely economic calculations. Still, we need to have a deep theoretical foundation capable of explaining the importance of human nature as creative actors and beneficiaries of the fruits of the development process. Marxist philosophy, with the core being the conception of man as the total of social relations, provides a theoretical framework capable of comprehensively explaining human development's roles, motivations, and modes (Marx & Engels, 1848).

In his classics, Marx argued that it is impossible to understand human nature in isolation from the social context, especially the economic context and production relations. People are both the subject of creating value and the product of history. Through labor and social interaction, people transform themselves naturally and, at the same time, transform themselves (Marx, 1973). Therefore, if we want to promote the sustainable development of human resources, we must pay attention to objective conditions – such as economic structure, macro policies, and access to education – and subjective conditions – such as consciousness, labor motivation, and desire to contribute. In other words, for workers to maximize their potential, we must see them in a reciprocal relationship with the elements that make up the living and working environment. Applying the perspective of Marxist philosophy, it is clear that the development of high-quality human resources cannot stop at training professional skills. Instead, it is necessary to associate that training process with comprehensive and socio-historical development. For example, a high-quality education and training mechanism, closely linked to businesses and the market, must be accompanied by policies to ensure welfare, an equal working environment, and respect for the rights of employees. Without these conditions, talented people may not find motivation or choose to migrate to more attractive environments (Nguyen et al., 2020). This causes economic losses and, at the same time, loses the opportunity to create a core force for international competition.

Based on Marxist philosophy, it can be seen that the development of high-quality human resources in Vietnam requires a comprehensive view of both economic, social, and political aspects. In addition to efforts to innovate teaching content and methods to build education towards critical thinking and creative capacity, Vietnam needs to have macro policies to promote equality of opportunity, improve the quality of life, and limit the development gap between regions. At the same time, workers must be empowered to formulate and implement policies directly related to them. When employees have full access to promotion opportunities and are respected for their role as subjects in production and business, they will have more motivation and confidence to improve

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their skills, contribute, and dedicate themselves. This paper aims to analyze the core theses of Marxist philosophy about human nature and draw specific application implications in the Vietnamese context. The article's structure is divided into main contents. First, the research focuses on clarifying the characteristics of human nature according to Marxist philosophy, explaining the topicality of these characteristics in the current conditions. Next, the article summarizes the current situation of developing high-quality human resources in Vietnam and delves into the opportunities and challenges. Finally, from the Marxist theoretical framework, the article proposes solutions to improve the quality of human resources and shape human resource policies by the country's context, contributing to creating a driving force for the new development period.

2. Literature review

2.1. Marxist philosophy's view of human nature

Karl Marx, a German philosopher, economist, and political theorist, founded Marxism, a socio-economic framework that critiques capitalism and advocates for a classless society. Marx introduced the concept of "human nature" not as a fixed essence but as a product of social relations and historical conditions shaped by material production. By analyzing human existence through the lens of historical materialism, he argued that human consciousness is determined by economic structures rather than innate traits. This perspective fundamentally changed how humanity understands itself, shifting the focus from individual attributes to collective social conditions. Marx's theory revolutionized historical and social thought, challenging traditional notions of human nature and emphasizing the role of economic forces in shaping human identity and societal development.

Marxist philosophy considers human nature the sum of social relations, affirming that human nature cannot be understood abstractly but must be placed in specific economic, political, cultural, and historical contexts (Marx, 1867). Human nature is most clearly manifested in the activity of productive labor because it is labor itself that is the fundamental factor in the renovation of the world and the restructuring of social relations (Marx & Engels, 1867). In Marxist philosophy, human nature is always placed in a central position because it is the starting point, *and human liberation is the highest goal of Marxist philosophy*. In particular, Marxist philosophy affirms that human nature is the subject of material production labor, the subject of the creation of the entire historical and social life. Through labor, people have formed themselves and the whole of socio-economic life. They affirmed: "Labor has created man himself". Marxist thought emphasizes human nature's active and creative role in the historical process but also points out the limitations and contradictions that arise due to production relations and forms of ownership of means of production. In addition, Marx explained that it is impossible to develop people if they only emphasize the individual aspect but need to put people about society. Human nature, which wants to realize its full creative potential, must have a healthy social environment and, at the same time, ensure access to resources, opportunities, and conditions for the reproduction of labor (Lukacs, 1971). Therefore, human resource development entails advancing the "social individual" as a historical subject, intrinsically linked to management mechanisms,

education policies, and interest relations (Ye, Z., 2024).

2.2. Current situation and challenges in the development of high-quality human resources

Developing high-quality human resources is key to improving competitiveness and promoting national innovation (World Bank, 2020). In Vietnam, human resource development indicators tend to increase, but many challenges remain (Phan Thi Hang, N. (2024). First, the quality of training is still unequal between regions, leading to unequal access to opportunities. In addition, the infrastructure for education training and scientific research is still limited. In contrast, the link between businesses and training institutions is not close, causing a waste of resources and a lack of practicality. In addition, high-quality labor migration (the "brain drain") occurs when many young people choose to work abroad. Not only that, the socio-economic environment in the transformation process and the new requirements of the Industrial Revolution 4.0 are changing the criteria for knowledge, skills, and creative capacity. The adaptation and improvement of the quality of human resources, therefore, depends not only on individual efforts but also on a synchronous system of policies and support mechanisms.

2.3. Applying Marxist philosophical viewpoints in human nature and human resource development

Many studies have said that applying Marxist philosophy to human resource policy formulation and education and training should not only stop at slogans but should be accompanied by specific mechanisms (Harvey, 2018; Schwiertz, 2024). This includes efforts to remove barriers arising from property relations, ensure equity in access to education (Marx, 1973), and promote workers' right to participate, respecting their role in the production process and governance (Marx & Engels, 1848). At the same time, there must be reasonable social welfare policies to protect the interests of workers, create an equal environment, and promote creativity and dedication. From existing studies, it can be seen that the application of Marx's perspective on human nature will orient the development of high-quality human resources in the direction of "humanism," harmoniously combining production requirements and requirements to ensure the interests of workers.

3. METHODOLOGY

The dialectical materialist methodology, referred to by Marx (1973), requires consideration of the development of high-quality human resources in a broad whole, where economic, political, social, and cultural factors are closely intertwined, interacting with each other. First of all, objectivity requires the recognition of objective laws that govern the process of socio-economic development, in which labor and interest relations play a central role in shaping the direction of social movement. Next, comprehensiveness requires not separating human resource policies from key contexts such as technological development, macroeconomic conditions, or the socio-cultural environment. These factors complement each other and interact in a way that creates essential changes in the structure and quality of the labor market. In addition,

development focuses on analyzing the movement, arising contradictions, and the trend of progress in improving the quality of human resources, thereby supporting the proposal of reasonable management and regulation solutions.

Meanwhile, the historical materialist methodology (Marx & Engels, 1867) helps to place the development of human resources at each specific stage of the socio-economic form, thereby illuminating how the model of training and using human resources has gradually evolved from the pre-industrial period - modern industry to the knowledge economy. Here, the role of class, labor relations, and ownership of the means of production becomes crucial because they determine access to training opportunities and the resources necessary to improve the quality of labor. Moreover, it is essential to pay attention to the differences in the level of international integration, economic structure, and social context of each country and region. All of these factors require appropriate strategies and roadmaps to ensure the development of human resources in a harmonious, sustainable, and effective way.

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4. Results and Discussion

4.1. The current situation of developing high-quality human resources in Vietnam

Over the past decade, Vietnam has made significant strides in expanding and diversifying its higher education system, increasing the number of workers with a university degree or higher. According to GSO Vietnam (2024), the percentage of trained workers with degrees and certificates in the fourth quarter of 2023 reached 27.6%, an increase of 1.2 percentage points over the same period last year. This can be considered an important step, helping to gradually improve social knowledge and meet the demand for high-skilled human resources in economic development. However, when assessing the quality of training, there are still limitations in soft skills, especially foreign language, critical thinking, and creative capacity. These skills are becoming increasingly essential in international integration and global competition, as many businesses require workers to adapt flexibly, do their research and learn, and be willing to work collaboratively in a multicultural environment.

Vietnam's research and development (R&D) landscape reflects progress and challenges. In 2021, the country allocated approximately 0.43% of its GDP to R&D activities, yet still below the global average of 1.25% (The global economy, 2021). This modest investment correlates with the density of researchers, which stood at 779 per million people in 2021 (Trading Economics, 2021). High-quality human resources are typically assessed based on advanced educational qualifications, professional experience, proficiency in foreign languages, and competencies in critical thinking and innovation. Despite efforts to enhance academic outcomes, Vietnam faces challenges meeting these criteria. The limited R&D expenditure and researcher density suggest that the nation is still developing a robust scientific research and innovation ecosystem. To bridge this gap, Vietnam must increase investment in R&D, foster international collaborations, and implement policies that attract and retain talent in the research sector. Such measures are essential to elevating the quality of human resources and driving sustainable economic growth.

The quality of Vietnam's human resources is currently low compared to other

countries in the region. According to the World Bank (WB) 2023, Vietnam scored 0.69 points on a 0-1 Human Capital Index (HCI) scale, ranking 38th out of 174 countries, while South Korea scored 0.84 points, ranking 2nd. A survey by the International Labour Organization (ILO) in 2023 in 10 ASEAN countries shows that Vietnamese businesses face a shortage of skilled workers. Nearly 50% of employers said that high school graduates do not have the right skills. Although university bachelors are equipped with many skills, they still do not meet the needs of businesses. Due to uneven development between countries, skilled workers in ASEAN mainly migrate to Singapore, Malaysia, and Thailand, which have better working environments and career opportunities. In contrast, most workers moving to the region are low-skilled or unskilled workers, causing an imbalance in the allocation of high-quality human resources. Thereby, it shows. Marx considered workers the central force in creating material wealth because labor is a decisive factor in socioeconomic development. In Capital, Marx affirmed: "Labor is not only the source of all wealth, but also the basic condition of all human life" (Marx, 1867). According to him, the development of the productive force is always associated with the development of working people because people constantly improve their skills and qualifications to meet production requirements. Today, Marx's judgment continues to be proven when the production process has shifted from manual labor to intellectual labor, requiring high professional qualifications, modern industrial skills, and the ability to master digital technology. Advances in artificial intelligence (AI), big data, and automation have profoundly changed the way of production, making labor not just manual work but also requires creativity and continuous adaptability. This is shown explicitly in the context of the Industrial Revolution 4.0; workers must possess high professional qualifications, modern industrial skills, and the ability to master digital technology to adapt to the rapidly changing labor market. The high level of expertise includes solid specialized knowledge in engineering, technology, finance, governance, data science, health, law, and education, and research and development (R&D) capabilities through mastery of scientific research methods, statistics, and data analysis. In addition, employees must have strategic thinking, leadership, and management skills to optimize business operations and foreign language skills to work in a global environment.

In addition, modern industrial skills require understanding production automation, supply chain management, industrial system operation, product design, and occupational safety. Mastering AI, robotics, automated control, and innovative manufacturing technology will help improve production efficiency. At the same time, applying CAD, CAM, and 3D printing in product design and Lean Manufacturing and Six Sigma to optimize processes are indispensable skills in the modern industrial environment.

In addition, the ability to master digital technologies becomes an essential requirement, including data science and big data analytics (Python, R, SQL, Tableau, Power BI), artificial intelligence and Machine Learning (Deep Learning, Neural Networks, NLP), cloud computing and cybersecurity (AWS, Google Cloud, Microsoft Azure). Workers also need to have software programming skills (Python, Java, C++, JavaScript) and an understanding of Blockchain and Fintech technology to apply it to financial management, transactions, and smart contracts.

Finally, supportive soft skills are essential in personal development and teamwork, including critical and creative thinking, logical and methodological problem-solving, teamwork, and effective communication in a multicultural environment. In addition, adaptability and continuous learning are key factors in helping workers always be ready to update new technologies and maintain competitiveness in the knowledge

economy. Therefore, to continue creating material wealth, employees must increasingly improve their quality, accumulate knowledge, and develop higher professional skills.

Thus, Marx's thought about the role of labor in production was correct in the nineteenth century and entirely in line with the development trend of the modern world. As the digital economy, industry 4.0, and innovation play an increasingly important role, workers must improve their quality to meet society's continuous development. This shows that Marx's thesis on the relationship between the development of working people and the progress of civilization is still valid, becoming an essential theoretical basis in modern economic and political research.

4.2. The relationship between the concept of human nature and the mechanism of human resource development

Marx emphasized that man is the creative subject in the production process, with the ability to influence the means of production to create material wealth. He argued that "human nature is the total of social relations" (Marx & Engels, 1845). In the current era of digital production, this role is even more affirmed when workers not only use muscular labor but also apply wisdom, modern industrial skills, and the ability to master digital technology. This transformation requires a highly qualified workforce to meet the new mode of production requirements. According to Marx, the development of productive forces leads to changes in the relations of production. As a natural social entity, man is always perfect for adapting to these changes. Marx's theses about the role of human nature in output remain the same. In contrast, human nature continues to be decisive in creating material wealth and promoting social development in the digital economy. According to Marxist philosophy, human nature is seen as a living whole closely linked to the social, political, and economic environment (Marx, 1867). Human nature is not a passive "input factor" only for enterprises or the state to exploit, but also creative subjects, conscious, capable of self-determination, and having the right to personal development and to enjoy socio-economic achievements. This perspective emphasizes the need for a motivating, flexible, and fair working environment so that each person can reach their full potential.

In a highly qualified working environment, ensuring essential benefits for workers is a foundation for them to develop comprehensively, culturally, ethically, and professionally. The right to training and professional development helps workers improve their capacity and adapt to rapid changes in technology and modern production methods. A safe, fair, and respectful work environment that ensures physical and mental health and prevents discrimination or intellectual exploitation.

In Vietnam, high-quality human resources have achieved significant achievements. According to the Ministry of Education and Training, the percentage of undergraduate and postgraduate graduates has increased steadily over the years, meeting the needs of the domestic and international labor market. However, there are still limitations, especially in the lack of soft skills, foreign language ability, and practical experience, which leads to not fully meeting the requirements of businesses. A survey by the International Labour Organization (ILO, 2020) shows that nearly 50% of employers in Vietnam believe that new graduates lack the practical skills necessary for work. A working environment that does not encourage creativity and personal development is also a barrier to maximizing employees' potential.

To overcome this, it is necessary to build a high-quality working environment with criteria such as Modern facilities: Ensure advanced equipment and technology for

work; Positive organizational culture, Encourages cooperation, creativity, and mutual respect; Reasonable remuneration policy: Provide salaries, bonuses and benefits commensurate with capacity and contribution; Opportunities for promotion and development: Create conditions for employees to learn, improve their qualifications and advance in their careers; Fair and transparent management: Ensure that decisions related to human resources are made fairly and clearly. These criteria will create conditions for highly qualified employees to maximize their abilities and effectively contribute to the organization's and society's development. According to research by Santino (2023), an ideal working environment improves labor performance and increases employee engagement with the business. Therefore, investing in a high-quality working environment is key to developing high-quality human resources in Vietnam. Some people also expect the working environment to encourage critical thinking, empower them to contribute to initiatives, and improve performance. This is not just a requirement for income but also related to the need to be recognized and develop themselves. Just as Marx once mentioned about the positive role of human subjects. If these conditions are not met, qualified workers often fall into a state of depression, lack of motivation, or even look for better opportunities in other organizations or choose to migrate or move abroad to work. As a result, the domestic labor market loses essential resources, and businesses and recruitment agencies face a talent shortage problem.

The working environment must promote the development of high-level employees without pushing the contradictions between "rights – responsibilities" and "opportunities – obligations" within organizations and enterprises or between employers and employees in the private sector. This needs to be resolved by respecting the concept of people as the center. Empowering employees more and building a decent salary and remuneration regime will help create a dynamic working environment, helping employees constantly improve themselves. Combining this with policies to encourage innovation and enhance social welfare, Vietnam can retain and attract high-quality human resources, decisive factors for modernization and global integration.

Human nature is both the subject and product of the material production process because they not only directly participate in labor but also create and improve production methods to improve productivity and product quality. According to Marx, "In the process of production, man not only acts on nature but also changes himself" (Marx & Engels, 1845). The development of production forces and production relations directly impacts professional qualifications, skills, and labor thinking, especially in the context of the Industrial Revolution 4.0. According to the OECD (2023), innovative economies have a highly skilled labor rate of over 50%, showing the impact of production on the quality of human resources. At the same time, human nature is the total of social relations since the production process creates goods and forms relationships between workers, businesses, and society. Therefore, the working environment determines employees' productivity and labor performance. A positive working environment not only improves work efficiency but also improves the mental health of employees. Research by Akinyele (2010) indicates that about 80% of productivity-related problems stem from the work environment; a favorable environment will help employees be aware of their role and create higher productivity. That confirms that a positive work environment will help increase employee productivity and cohesion, while a hostile environment can lead to depression, stress, and decreased productivity. At the same time, businesses also focus on the working environment, so according to the ILO report (2023), 78% of employers in ASEAN emphasize teamwork and communication skills as decisive factors in the modern working environment. In the digital economy context, human nature's role is stressed

increasingly when knowledge, labor, technological skills, and creativity become the core factors determining the economy's competitiveness. This shows that the dialectical relationship between the working environment and the quality of human resources is reflected in the fact that a good working environment improves labor performance and helps people develop comprehensively in biology, ethics, aesthetics, law, and economy. Employees are motivated to dedicate and perfect their skills, ethical thinking, and professional culture when working in fairness, transparency, safety, and encouraging creativity. On the contrary, employers who want to own high-quality human resources must set requirements for professional skills, professional ethics, culture of behavior, aesthetic thinking, and adaptability. This relationship is dialectical, as a good working environment produces better workers, and high-quality human resources continue to promote the organization's and society's sustainable development.

Thus, Marx's thesis on man as both a subject and a product of material production remains valid today, especially when developing high-quality human resources becomes an inevitable requirement in the knowledge economy.

4.3. Solutions to solve the problem of human resources from the human nature perspective of Marxism in Vietnam

To concretize and effectively implement the core theses of Marxist philosophy on human nature as the sum of social relations, and at the same time emphasize the active and creative role of human nature in the historical process (Marx & Engels, 1848), it is necessary to propose solutions to develop high-quality human resources in Vietnam comprehensively, across many fields. The ultimate goal is to improve labor productivity and ensure each individual's humanity, rights, and comprehensive development. Currently, although the number of high-quality human resources in Vietnam has increased, there are still limitations in soft skills, foreign language ability, creative thinking, and practical experience, leading to the situation of not fully meeting the needs of the labor market in the context of the digital economy and society international imports. If Vietnam wants to develop high-quality human resources, it must be associated with Marx's views on human resources. This means that to create human resources that meet the requirements of the knowledge economy, Vietnam needs to build an appropriate training, labor, and social environment to help each Vietnamese person in labor and production not only be good in their profession but also comprehensively develop ethics, thinking, culture and social behavior skills. Only when people are placed in a modern production system and have the opportunity to learn and work in a fair, creative, and developed environment can they become the driving force for socio-economic development, just as Marx said about the decisive role of man in the history of the development of the productive forces? On that basis, the study proposes four leading solutions: improving the quality of education and training, improving the working environment and remuneration mechanism, promoting the innovation of state governance, and promoting the role of employees.

Firstly, improving the quality of education and training is necessary to play a key role in forming and developing high-quality human resources. Educational institutions play a key role in training high-quality human resources, helping to meet the increasing requirements of the knowledge economy and the Industrial Revolution 4.0. According to Marx, "human nature are the subjects of history, with an infinite capacity to absorb and create" (Marx, 1976); therefore, the education system needs to be renewed to maximize human potential toward comprehensive training in

professional qualifications, skills, ethics, etc. culture, aesthetics, and physical fitness. Higher education must focus on improving professional qualifications and practical skills, closely linking theory and practice. The curriculum design needs to be flexible, meet the requirements of the labor market through practical training programs and business-school cooperation models (Work-integrated Learning), and promote interdisciplinary training. According to the OECD report (2023), countries with advanced education, such as Germany, Finland, and Singapore, have applied this model and obtained significant results, with more than 80% of graduates having jobs in the right profession within 6 months.In addition to professional knowledge, soft skills need to be emphasized, including critical thinking, communication, teamwork, creativity, and adaptation to change. According to the World Economic Forum (WEF, 2023), 92% of employers globally value personnel with problem-solving skills and creative thinking, indicating that the training of these skills should be integrated into the formal curriculum.

Regarding ethics and labor culture, educational institutions must integrate professional ethics education, work responsibility, and dedication to work into the teaching process. The development of a professional ethics education program can be learned from advanced education, such as in Japan, where students are trained in responsibility, discipline, and a sense of community right from the university level (UNESCO, 2023).

In addition, physical fitness is an essential factor in ensuring labor productivity and work quality. Universities must promote physical education and student health care through compulsory physical training programs, ensuring students have enough physical, mental, and intellectual strength to participate in the highly competitive labor market. To implement these reforms, universities need to strengthen cooperation with businesses, create paid internship programs, train at enterprises, and co-teach with practical experts, thereby helping students access a professional working environment right from the time they are in school. The Government also needs to increase budget investment in education, support scholarships, and sponsor scientific and technological research, especially in key fields such as artificial intelligence, biotechnology, and renewable energy, to encourage students to pursue research careers. Innovation. Therefore, building a comprehensive education helps improve the professional qualifications of human resources and ensures the synchronous development of ethics, culture, physical fitness, and professional responsibility. This is a core factor for businesses to use high-quality human resources effectively, promoting sustainable socio-economic development.

Secondly, to innovate and create the working environment, especially the mechanism to support, remunerate, encourage, and reward high-quality human resources. Marx's view of human nature as a natural social entity, both a subject and a product of the production process, still retains its value in the modern context, especially when considering the importance of working environment innovation and remuneration mechanisms for high-quality human resources. Marx emphasized that "human nature is the total of social relationships" (Marx & Engels, 1845); the social environment and working conditions profoundly influence human development and performance.

In the era of the knowledge economy and Industry 4.0, high-quality human resources play a key role in promoting the creativity and competitiveness of enterprises. Workplace innovation is imperative to attract and retain these talents. A positive work environment that encourages creativity enhances work performance and improves employee satisfaction and engagement. To build an innovative and creative working

environment, enterprises need to focus on ensuring the practical rights of employees, which is in line with Marx's philosophical spirit of equality and respect for the role of human subjects. Specifically, it is necessary to establish a salary and bonus mechanism directly associated with work efficiency and level of dedication. When employees receive appropriate remuneration, they will be motivated to improve their expertise and propose new ideas and solutions, promoting productivity and quality of products and services. In addition, encouraging dialogue and collective bargaining helps promote democracy in the workplace, listen to and respect workers' voices, create a healthy internal culture, and promote sustainable cohesion within the organization.

Moreover, for workers in industrial parks or remote areas, enterprises need policies to support housing, health care, and cultural infrastructure. When basic living conditions are guaranteed, employees will feel more secure, stick with them for a long time, and devote themselves wholeheartedly to their work, avoiding migration or adverse labor fluctuations. In addition to ensuring welfare, businesses need to build a culture of creativity, create conditions for employees to propose ideas, minimize administrative barriers, and encourage innovation in the organization. According to Munizu's research (2024), companies with a strong creative environment have a higher profit growth rate than traditional companies. This shows that encouraging innovation benefits employees and helps businesses improve their competitiveness in the market. By respecting and ensuring the rights of employees, companies will create a dedicated, creative, and effective workforce, contributing to sustainable development and competition in the market.

Thirdly, Promoting the innovation of state governance, focusing on simplifying administrative procedures, which are still quite complicated in the public apparatus. Promoting state governance reform, primarily through streamlining administrative procedures, is a key factor in improving the quality of human resources. In the spirit of dialectical materialism, the development of human resources is associated with changes in the governance structure and macro policies. When administrative procedures are reduced, the autonomy of training institutions and scientific and technological organizations is expanded, creating favorable conditions for research and teaching activities and attracting talent. International linkages in research, training, and technology transfer are also promoted, helping Vietnam quickly update scientific progress and improve the professional quality of the intellectual team. On a broader scale, to maintain social trust and create a sustainable investment environment, it is necessary to establish a mechanism for monitoring and preventing corruption and ensuring transparency in management activities. Lack of transparency can lead to inequities in remuneration, recruitment, and promotion policies, undermining workers' sense of responsibility and motivation in both the public and private sectors. As Marx emphasized, man does not exist independently but is formed and developed in social, historical, and economic relations (Marx, 1845). To effectively manage high-quality human resources, the state needs to build and improve a system of human resource management policies, ensuring the planning, recruitment, use, and development of talents in the direction of transparency, fairness, and suitability to socio-economic development needs. This includes improving the quality of labor data, forecasting market demand, and promoting talent attraction policies tailored to each key sector; Building a national database system on human resources; connecting information between state agencies, enterprises, and training institutions to monitor, evaluate, forecast, and coordinate labor more effectively. Artificial intelligence (AI) and big data technology (Big Data) can help optimize the allocation of human resources according to capacity, market demand, and industry development trends To innovate the methods of

recruiting, appointing, and evaluating civil servants and public employees to improve the efficiency of state management, reduce bureaucracy, ensure fairness and healthy competition. A flexible governance model, Performance-Based Management, will help optimize work performance and improve the quality of public services. In addition to salaries and bonuses, policies such as premium health insurance, flexible retirement, housing support, family benefits, and work-life balance will help retain and attract talent. A solid social protection system reduces risks for intellectual workers, encouraging them to contribute long-term to the economy. Therefore, improving the state governance system not only enhances the operational efficiency of the public apparatus but also creates a favorable environment for the development of high-quality human resources, meeting the requirements of the modern knowledge economy.

Fourth, promote employees' proactive, active, dedicated, and professional roles. In the digital economy and the Industrial Revolution 4.0 context, promoting employees' proactive, active, dedicated, and professional roles is an inevitable requirement to improve productivity and labor quality. Marx & Engels's (1867) view of man as the "center of history" emphasizes that workers are not only the subject of management but also the subject of creativity, making a decisive contribution to socio-economic development. Therefore, for workers to maximize their capacity and proactive spirit, the state, enterprises, and relevant organizations must implement appropriate solutions to create favorable conditions for them to actively and proactively participate in the production and policy-making process. Promote employee participation in the labor policymaking process. The State and enterprises need to create a mechanism for regular dialogue, ensuring that employees have a voice in decisions related to working conditions, salaries, insurance, and welfare regimes. According to the International Labour Organization (ILO, 2023), businesses with regular employee consultation policies help improve work efficiency by 20-30% thanks to higher cohesion and a sense of responsibility. It is necessary to develop associations, professional organizations, and professional forums to create a space for workers to exchange experiences, learn from each other, and raise awareness of labor rights. Models such as industry labor federations, professional workshops, and skills training networks improve professional qualifications, help workers bond with colleagues, improve their sense of responsibility, and promote initiatives. It is necessary to strengthen the fostering of political consciousness and professional ethics to build a workforce that is good at professionalism and socially responsible. Marx's (1845) view of man as the "total of social relations" indicates that workers are inseparable from the social and historical context. Therefore, education on professional ethics, class solidarity, and responsibility to the community will help them become more aware of their roles and obligations in the economy. It is necessary to encourage a culture of innovation in enterprises by establishing a fair and transparent reward system directly linked to each individual's work efficiency and contribution level. According to a report by Li (2024), companies with incentives and policies that encourage innovation help increase internal innovation, labor motivation, and productivity. Developing continuous training and lifelong learning mechanisms is necessary to help workers update their skills and adapt to technological changes and the labor market. The state can partner with businesses and universities to implement intensive vocational training courses, paid internship programs, and soft skills enhancement courses. According to the OECD (2023), countries with continuing education policies have an unemployment rate 15% lower than countries that do not invest heavily in vocational education. Promoting the initiative, positivity, dedication, and professionalism of employees not only helps to improve labor productivity but also contributes to promoting the sustainable

development of the economy.

5. Conclusion

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This study confirmed the correctness and practical validity of Marx's thesis on man, especially the view that "man is the center of history" and that "human nature is the total of social relations" (Marx & Engels, 1845). In the modern context, when the knowledge economy and the Industrial Revolution 4.0 are reshaping the labor structure, Marx's thought proves its applicability in the human development strategies of countries, including Vietnam. High-quality human resources are a key factor determining economic growth and reflect a country's overall development of culture, ethics, and scientific and technological levels. Therefore, the human development strategy must focus on education, training, ensuring labor rights, and building a creative and fair working environment.

The new point of this study is that it has integrated Marxist views into the analysis of high-quality human resource development strategies, thereby offering a dialectical approach between people, production relations, and the working environment. The study also emphasizes the need to reform state governance, simplify administrative procedures, develop reasonable remuneration policies, and promote workers' right to participate in socio-economic decisions. These are breakthrough factors that will help to create a sustainable labor ecosystem and improve Vietnam's competitiveness in the international arena. This study helps policymakers, businesses, and educational institutions build a sustainable model of high-quality human resource development, in line with the trend of international integration and the development of the knowledge economy, contributing to making Vietnam a country with a highly competitive human resource in the global market.

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