



SOME SOLUTIONS TO DEVELOP TOURISM HUMAN RESOURCES FOR ENTERPRISES IN HAI PHONG CITY, VIETNAM

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Abstract:

The article focuses on analyzing some solutions to promote the development of tourism human resources of enterprises in Hai Phong city. Those are solutions on strengthening the state management for tourism human resource development for enterprises; improving the effectiveness of training, fostering human resource, and building a specific mechanism to attract tourism human resources for enterprises.

Keywords: human resources, tourism human resources, enterprises, Hai Phong

1. Introduction

Tourism is a general and commercial economic sector with inter-sector, inter-region, socialization and international integration, imbued with culture and national identity. Hai Phong city determines to develop tourism as a key economic sector by 2025, and Hai Phong will become a major tourism center of the whole country by 2030. Hai Phong is an important gateway to the sea of the country in the North, where there are the intersection and convergence of the distinct cultural and historical features of the land in the very dangerous position. Besides, Hai Phong also has favorable natural resources and cultural tourism resources for marine economic development in general and tourism development in particular. In addition to the achievements, Hai Phong's business, trade and tourism still have many limitations. This city's development has not been commensurate with the potentials and strengths of the city. To overcome these limitations, it is necessary to produce solutions to promote the development of tourism human resources of enterprises in the city.

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2. Research contents

2.1. Strengthening the state management of tourism human resource development for enterprises

Hai Phong tourism enterprises have made positive contributions to the development of the tourism industry in particular and have contributed to promoting the socio-economic development of localities in the city. However, tourism enterprises in the city are currently small and medium-sized, with low competitiveness and business efficiency; capital sources are mainly focused on the field of quick capital recovery or exploitation of new available products; there is a lack of enterprises with enough potentials to invest in the construction of large-scale tourism projects, which can create strong changes for tourism development. Therefore, in order to gradually achieve the goals of the Resolutions of the City Party Congresses through the terms, and in order for the city tourism to develop in the future, each tourism enterprise needs to strongly innovate its awareness on their great roles and responsibilities, build a brand and enhance their position, strengthen links, actively integrate into the world, increase access to information updates in the 4.0 era to increase competitiveness, especially actively participate in activities of professional associations and the state management agencies in tourism in the city to improve the regional connectivity, the oriented activities, and ability to adapt to the new current situation and meet the increasing demands of tourists.

Tourism enterprises promote to improve the quality of tourism products and services, develop new products, diversify products to meet tourists' tastes. Hotels and restaurants are constantly reforming service quality. Travel enterprises have strengthened the construction and development of specific tourism products of the city, thereby initially effectively exploiting tourist attractions and tours to serve tourists.

In the context that tourism has been severely affected by the Covid-19 epidemic, the tourism industry needs the pioneering role of large tourism enterprises to bring tourism activities back to normal.

In the face of the situation that the Covid-19 pandemic is seriously affecting the global economy, in which the tourism industry is most affected, the Hai Phong Tourism Association and the Department of Tourism need to coordinate with relevant agencies to organize many "activities" to support member enterprises to recover their business activities after the pandemic. Leaders of the Association actively visited and grasped the impact of the epidemic on its member units, synthesized reports on damage assessment of the epidemic, and propose, recommend to the City People's Committee the specific solutions to support enterprises to restore business activities after the pandemic. The Association also cooperated with the Department of Tourism to launch the program "Vietnamese people travel to Vietnam" and implement the tourism stimulus program in Phu Tho province with the participation of member units in all tourism service type: tourist accommodation, travel, tourist transport, restaurants with a commitment to "reduce prices but not reduce quality" to attract tourists to Hai Phong and promote local people to increase the use of tourism services in the area. In addition, tourism businesses

are also very active in participating in domestic tourism stimulus programs organized by the Vietnam Tourism Association and the Marine Tourism Associations Cluster to strengthen links and cooperation in tourism development and learn from experience in product development and the way to organize tourism business activities to adapt to the new situation after the pandemic.

Innovating tourists' awareness of Hai Phong tourism through diversifying methods of promotion and conducting promotion more frequently. The funding sources for advertising and promotion activities need to be paid more attention, to create professional and different activities, and to make a deep impression in the minds of target customers. The city can hire professional consultants to develop an effective tourism brand promotion plan.

Popularization through intermediary channels (travel agencies, domestic and foreign travel agents) helps to inform, promote and persuade tourists to come to Hai Phong. This is an effective intermediary channel to inform customers about the general identity image of Hai Phong tourism.

Building the brands of service providers in the city, thereby creating the synchronization, consistency and professionalism of a destination brand. To create a strong local tourism brand, it needs the cooperation and contribution of the entire community and service providers in the city. Every citizen, every enterprise needs to have the right awareness in building a personal brand and building a friendly, professional effective corporate brand, thereby contributing to the building of Hai Phong tourism brand.

2.2. Improving the effectiveness of training, fostering human resources

Develop a strong network of specialized tourism training institutions, ensuring to meet the requirements of integration and rationality among the training levels, the training professions and regions. Increase investment in material and technical facilities, the synchronous and modern teaching equipment; standardize the quality of lecturers, standardize the training framework curriculum. Upgrade the existing tourism training facilities; focus on investing in a number of qualified tourism training institutions; at the same time, improve the capacity of other institutions which provide training in tourism, ensuring common requirements and consistency in the training content and the training levels.

- Re-plan the network of tourism training institutions: The Department of Tourism shall coordinate with the Department of Labor, Invalids and Social Affairs and the Department of Education to adjust the planning of the network of tourism training institutions to ensure that it is suitable for the city's tourism development, meeting the needs of tourism training of the whole society.
- Prioritize investment in tourism training institutions such as Hai Phong Service and Tourism Vocational College under the Ministry of Culture, Sports and Tourism as the nucleus of tourism human resource training for the city and the Northeast regions.

- Invest in upgrading the tourism training institutions which meet school standards in line with the program of developing the system of tourism training institutions of Vietnam's tourism industry.
- Invest in the training managers for the training institutions, contributing to improving the training quality: Organize the training courses on the training management for leaders of tourism professional schools; organize the field trips at overseas tourism training institutions for leaders of tourism professional schools.
- Strengthen links, cooperation and create a favorable environment in tourism human resource training activities. Build the cooperation programs with tourism universities and colleges to open the intermediate training programs, the tourism vocational colleges training, the in-service training, the long-distance training and the postgraduate training in tourism professions according to the mutually recognized qualifications framework in tourism within ASEAN.
- Inform, popularize about the quality and the training results of tourism training institutions in the city. Exchange information, cooperate and train in the city and the whole country.

2.3. Developing a specific mechanism to attract tourism human resources for businesses

Firstly, building the organizational structure, completing the formulation of human resource development strategy in the enterprise.

Building an appropriate corporate organizational structure to closely organize and manage labor, strengthen the human resource management department of the enterprise in accordance with business characteristics in order to improve service quality and use labor effectively. Developing human resources programs such as job orientation and new employee development programs, the staff training and development programs, promotion programs; system of labor regulations.

Developing a strategy to develop human resources, especially key human resources, is identified as a vital issue for enterprises. An enterprise's human resource strategy cannot stop at just forecasting personnel, attracting recruitment, training and developing, motivating and rewarding, but it is also a comprehensive, long-term plan, including: the ways to maintain appropriate human resources. The strategy of maintaining human resources is not only about providing a way to keep human, but also in planning and building a successor team for promotion. This strategy helps businesses develop human resources, compensate for the shortfall when expanding the scale, reduce investment costs and limit business risks.

Secondly, perfect the recruitment. Recruiting and retaining human resources are very important for enterprises to perform their production and business tasks. In order to perform well in recruitment, enterprises need to base on regulations and policies on labor recruitment, regulations on staff standards of the State and the tourism industry to develop recruitment regulations, policies and standards in line with the actual conditions of the business. In order for the recruitment of the right people to work effectively, each

department in the enterprise needs to prepare its own recruitment plan with specific criteria on qualifications, experience, foreign languages, health, age and appearance....It means, the enterprise must build a Job Analysis Table. This table includes job description and job specification. From the Job Analysis Table, determine specific standards on knowledge (including knowledge of foreign languages, informatics), skills (experience), attitude, health, age and appearance, thereby developing a recruitment plan to announce publicly on the mass media. The recruitment process must be closely monitored to ensure fairness.

Thirdly, improve the working conditions and improve the quality of the working environment in tourism enterprises

The condition to attract the talented is not only the salary issue but also the company culture issue which is very important for them to stick with the business for a long time. In fact, if we absolutize financial incentives, material benefits, disregard the creation of a democratic working environment, and honor the contributions and dedication of talents, the attraction and the use of talents is difficult to achieve the desired effect; even the talents, that have been attracted, will leave the locality or business. Therefore, along with financial support, special attention should be paid to creating a favorable working environment and conditions for the talented to develop their talents and contribute to businesses, the locality, the country, specifically:

- Improve services at the workplace according to the requirements of the job, creating a favorable psychological and physiological environment for employees.
- Create an atmosphere of democracy, mutual assistance between managers, leaders and employees, between workers so that employees can feel respect, then they will bring into play their full potential for agencies, units and enterprises.
- Build an environment of corporate culture, office culture; create the typical imprints for businesses such as democracy, collective consciousness, concern and responsibility at work. That both contributes to improving service quality and creates a sense of responsibility of employees.
- Regularly organize health checks, have health care plans for employees. This will help employees have a good health so that they are dedicated to their work and feel that the business cares about them.

Fourthly, build a system for evaluating fair wages and rewarding for employees. Develop a system of evaluating the fair pay and rewarding for employees on the basis of handling the relationship between the interests of the enterprise, the interests of the employees and the interests of the society. Research on applying the forms of fair pay, bonuses and remuneration which are suitable to the business characteristics and conditions of enterprises such as: reward for employees who provide quality services to customers such as customer's praise; year-end bonus, reward for overfulfilling the plan, reward for initiatives...to encourage employees to stick with the enterprise for a long time. Special attention should be paid to the system of evaluation and fair pay.

Fair evaluation system: An evaluation system that is consistent with organizational goals, in harmony with individual goals, and based on key performance indicators.

Fair treatment system: Individuals are recognized for their contribution, are properly used their capacity, are given the training and development opportunities.

Fair pay system: Employees are adequately paid salary according to the productivity, performance of the enterprise and the individual contributions. In order to have a fair treatment system and a fair pay system, it is first necessary to have a fair evaluation system. Today, businesses have paid salary according to ability and performance, but there are no performance standards to fairly evaluate employee's performance. Most enterprises do not have clear evaluation criteria, so they often have to choose an equal evaluation, that is "quite" good. But such an evaluation is not fair and not true to the purpose of the assessment. To do well in evaluation, organizations often use the quantitative method, design an evaluation system based on a goal-based approach.

Fifthly, develop a policy to treat the talented. Develop a policy to treat the talented in order to attract and retain highly qualified tourism human resources who are trained at reputable training institutions in the country or abroad, especially good experts in the fields of training, policy making, research and development of the tourism industry.

Currently, the treatment policy for the talented of most businesses in the city only focuses on wages when responding to employees' efforts. The company has not yet developed an appropriate reward and remuneration policy, so it has not created motivation for employees and there is a lack of cohesion between the human resource strategy and the overall strategy of the enterprise. Therefore, it is necessary to develop a policy to treat the talented on the basis of harmoniously handling the relationship between the interests of enterprises, the interests of employees and the interests of society. In order to develop a reasonable remuneration policy for the talented, enterprises first need to actively screen human resources on the basis of prioritizing the selection of the talented, especially the key personnel of the enterprise (human resources for corporate governance and skilled workers). The criteria for selecting the talented are the professional competence, appropriate soft skills and, importantly, enthusiasm for dedication to the business. Next is the appropriate remuneration and reward policies. Because, once the salary cannot fully repay the effort that they have contributed, the spiritual value they receive from the business is one of the things that plays a decisive role in the process of overcoming difficulties to look towards the good future of the business. Therefore, in the short term, enterprises need to offer remuneration forms that respond immediately and quickly to the basic needs of employees' lives. In the long term, it is necessary to have specific and attractive remuneration and reward policies, ensuring a stable future and development opportunities for employees.

Sixthly, improve training and fostering to improve the quality of human resources. Encourage employees to take extra lessons to improve their professional skills and foreign languages by providing financial support and facilitating the time. Open the

training classes to improve skills, increase the level, improve foreign languages right at the enterprise. Have a plan to recruit, and send young officials to study at domestic and foreign tourism training institutions for long-term use, and have reasonable remuneration policies for the labor force.

3. Conclusion

Hai Phong's tourism development requirements require solving a series of issues related to developing the human resources who directly work in tourism enterprises. Thereby, contributing to improving the quality of tourism services, enhancing the position and competitiveness of tourism enterprises in Hai Phong city. To promote the development of tourism human resources, it is necessary to produce effective solutions. Those are solutions on building the mechanisms and policies of tourism management agencies; the training and fostering of tourism human resources; developing a specific mechanism to attract high-quality tourism human resources for enterprises.

Conflict of Interest Statement

The author declares no conflicts of interest.

About the Author

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