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A RESEARCH ON HUMAN RESOURCES DEVELOPMENT IN TOURISM IN VARIOUS AREAS OF MIDLAND AND NORTHERN MOUNTAINS

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Tourism human resources are evaluated as one of the most essential and decisive factors for tourism development of any nations, local areas and tourist attractiveness. Although there have ever been a number of domestic and international studies on human resource development in tourism, most of the previous studies have only focused on the main activities of promulgating policies in some authorities. Regarding training and development of quantity and quality of tourism human resources, there are few comprehensive studies on other remedies to enhance human resources in local and regional area. The research evaluates the situation of tourism human resources, analyses and assesses tourism human resource development in the Northern midland and mountainous regions during the 28 year period from 2010 and gives some suggestions for the development of tourism human resources in the areas over the period from 2020 to 2025.

Keywords: *Tourism, Tourism human resources, Human resources development...*

1. Introduction

The Northern midland and mountainous geography known as Midland and the upstream before 1954 was a plain landform and half - mountain half - plain area in Northern Vietnam. The Northern midland and mountain geography is a special region which is two western and northern extreme points of Vietnam. According to the Decision approving "The master plan on development of Vietnam's tourism through 2020, with a vision toward 2030" of the Prime Minister (2013), the region includes 14 provinces (Hoa Binh, Son La, Dien Bien, Lai Chau, Yen Bai, Phu Tho, Lao Cai, Tuyen Quang, Ha Giang, Bac Kan, Thai Nguyen, Cao Bang, Lang Son and Bac Giang). This region plays an important role in strategy on Vietnam's tourism development. The area has many potential, diverse and valuable resources, which can promote various types and products of high - quality tourism in order to meet-

ing the demands of both domestic and international visitors in cultural and ecological tourism activities associated with the cultural identity of ethnic minorities.

In reality, although the Northern midland and mountainous regions have such attractive values and advantages on the development of tourism, the development is not interested in and equivalent with its potentialities. The problem stems from several causes, but one of the main reasons is the human resources of tourism in the Northern midland and mountainous geography. The human resources in tourism in the areas of Northern midland and mountainous regions are severe shortage of quantity, high quality, and appropriate system and especially cannot satisfy the developed requirements of tourism. Most of the tourism workforces in the region are shifted from the different departments, so the expertise and knowledge of tourism is primarily

acquired through short-time training classes, learning experience; there is a slight number of workers on English fluency; the organizational and professional skills of the workforce is limited so the majority of employees cannot meet the requirements of some tourists, and the activities on cultivation of tourism human resources are ineffective and infrequent. Thus, it is highly crucial to the promotion of projects and strategies with particular methods to develop the human resources in tourism with the aim to enhance the tourism strengths of the region, raise general its competitiveness, increase its attractiveness on tourism, contribute to gradually reach several accomplishments and remedies of Strategy on Vietnam's tourism cultivation through 2020, with a vision toward 2030.

2. Method and Research methodology

From the perspective of specialized economic management, the cultivation of tourism human resources is understood in terms of increase and adjustment of the quantities, consistent with the structure, improvement of the quality of human resources in accordance with the cultivation of Tourism industry. To be specific, there are three parts to evaluate the cultivation of tourism human resources such as: (1) Developing the number of human resources; (2) Enhancing the structure of tourism resources human; (3) Promoting human resources in terms of qualifications and quality. These parts have a close relationship with each other, in which the key part is the cultivation of tourism HRs quality. To meet the requirements of cultivation of tourism HRs, through various in - depth interviews of 25 experts and literature research (Literature citation review) by domestic and foreign authors such as Tran Son Hai (2011), Nguyen Thi Tu (2012), Nguyen Van Luu and Doan Manh Cuong (2013), Ngo Minh Tuan (2013), Dinh Thi Hai Hau (2014), Tran Van Trung (2015), Le Van Ky (2018),

Baum Tom (1994, 1995)), Koike (1997), Gamage Aruna S. (2016), Baum Tom, Edith Szivas (2008), Hoang Van Hoan (2002), Ngo Nguyen Hiep Phuoc (2018), Shakeela, Ruhanen và Breakey (2012), Haxton (2015), Tazim và Blanca (2018)..., which is allowed to establish a research framework for the cultivation of tourism human resources. (Figure 1)

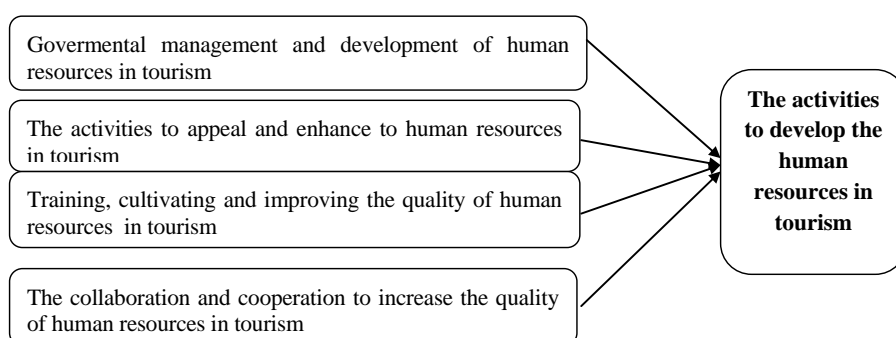


Figure 1: Several activities to develop human resources in tourism industry

On the basis of an integrated research approach, the authors collected the information related to the research topics on various documents such as books, newspaper, magazines and some previous studies of international and domestic authors with reference to the cases of cultivation Vietnamese tourism and some provinces of midland and Northern mountainous areas. Besides, some secondary sources of information for the research are addressed by several reports in the official website of Vietnam National Administration of Tourism (<http://vietnamtourism.gov.vn/>), some reports of authorities in the areas of midland and Northern mountainous region. Based on the secondary sources of information, the authors also found out some newspapers in various conferences and specialized magazines related to tourism in Vietnam. Then, the authors can give some comments and assessments on the cases of cultivations tourism human resources in the region.

The primary sources of information was conducted by 25 experts who were in - depth interviewers. They are the official employers in the tourism sectors at: Ministry of Culture, Sports and Tourism, Thuongmai University, University of Social Sciences and Humanities, Tay Bac University, Tan Trao University, Institute for Tourism Cultivation

Research, Departments of Culture, Sports and Tourism at Son La, Lao Cai, Dien Bien, Cao Bang, Thai Nguyen, Tuyen Quang. The second primary data was conducted through various surveys of tourism enterprises. The authors carried out delivering 450 surveys and their results were around 368 answer sheets (81.8%), including 24 governmental managers, 344 answer sheets of enterprises in terms of authorities and business sectors. Among various types of researched business sectors, the accommodation businesses accounted for 36.92%, the catering businesses made up to 26.92%, hospitality businesses were 6.69% and other businesses were 3.49%. Regarding authorities, the number of surveys in Lao Cai, Thai Nguyen, Dien Bien, Phu Thi, Son La provinces accounted for 17.15%; 10.17%; 10.47%; 8.43% and 7.27% respectively. The provinces showed the largest numbers of businesses and incomes/revenues of tourism in the whole region. The remainders experienced the lowest figures of revenues and businesses.

Besides, to evaluate general policies and activities of developing human resources in tourism, the consideration and judgment of the results plays an crucial role. However, in reality, the supply of efficient measures to assess some policies and activities is a hard task because of the different results in many perspectives. According to Tran Van Trung (2015) and the researching procedure, in the scope of this study, the authors gave 3 criteria of evaluating human resources as below: the effectiveness, attractiveness and relevance of the policies in the different case of region.

3. Various activities on cultivation of human resources in tourism in Northern midland and mountainous region

3.1. Overview of the tourism cultivation in Northern mountainous and midland provinces

This region plays an important role in strategy on Vietnam's tourism cultivation. In 2010, the region welcomed 692 thousand international tourist arrivals and above 8 million domestic tourists. The figures accounted for 27.2% of international arrivals and 29.5% domestic arrivals in Vietnam. According to some reports of Ministry of Culture, Sports and Tourism and 14 provinces, the Northern midland and mountainous region can appeal to the influx of

travelers every year, the number of visitors experiences a dramatical increase. The average of annual growth rate for the period 2011 - 2017 reached at 14% of international visitors and 7% of domestic travelers. The proportion of overseas tourists in the region for the period 2011 - 2017 had a slight growth in every single year (made up to 16.58% of total international tourists in Vietnam), the growth rate of international visitors in the areas was higher than that in the nation. However, the tourist focused on staying various provinces namely Lao Cai, Lang Son, Dien Bien. The domestic tourists in the Northern midland and mountainous region for the period 2011-2017 reached at 7.19% year of the average annual growth rate. The figure was up 14.07% lower than that in the whole nation. When comparing the number of international and domestic tourists of the area and the nation, the consumption of travelers was lower than other tourism regions in the country. The expenditures for entertainment, hotels, resorts and other special services were extremely slight. The average length of stay of tourists in the midland and Northern mountainous provinces showed a subtle rise from 1.8 days in 2013 to 2.0 days in 2017. Because the average length of stay of tourists in the region was very short (1.6-1.8 days) and there was a small number of tourists (accounted for 5-7% of the total visitors in Vietnam), the efficiency of tourism industry in the region was incompatible with the potencies and strengths of geography and population in the areas. The figure of the domestic travelers lasted 1,8-2,0 days. There was a significant change from 635,000 VND/person in 2011 to 875,000 VND/person on 2017 (up 1,3 times) in the average of spendings of tourist in the region. To be specific, the average spending of a domestic tourist was 500,000-700,000 VND/day/person and the statistic for a international travelers was 1000-1200 thousand VND/day/person, which saw 1200-1700 thousand VND lower than that in the whole nation.

The total revenue of tourism in the region in 2010 was 5.722 billion VND. In 2013, the figure reached at 13.079 billion VND (as 2.56% of the total revenue of tourism in Vietnam). To be specific, the province with the highest revenue in tourism was Lao Cai (4.847 billion VND) and the lowest fig-

ure for tourism was Cao Bang (100 billion VND). Bac Giang and Son La also had the highest average growth of proportion for tourism were 45% and 37% respectively and the lowest average growth of percentage for tourism was -1,03% of Lang Son. The average of the total revenue for tourism in the region accounted for approximately 4,01% of that in the nation. When comparing the number of international and domestic tourists in the region to the number of travelers in the nation, the expenditure of tourists was relatively slight. (Table 3.1)

Table 3.1: *The total revenue by tourists in the midland and Northern mountainous regions in tourism industry*

Unit: Billion VND

Year	2011	2012	2013	2014	2015	2016	2017	The average growth
Total	5722,74	7087,86	8739,83	10414,9	12795,3	15876,16	13079,35	15.94%
Nation	130.000	160.000	200.000	230.000	337.830	400.000	510900	26.01%
Comparing the whole nation (%)	4.4%	4.4%	4.4%	4.5%	3.8%	4.0%	2.56%	4.01%

(Sources: Vietnam National Administration of Tourism and 14 provinces)

3.2. The cases of human resources in tourism in the provinces of midland and Northern mountainous regions

Recently, the human resources for tourism in the region and the nation experienced a significant increase in quantity, quality to meet the demands of the regional tourism cultivation. There was a dramatic increase in the number of tourism employers in the region for the period 2010-2017. To be specific, the direct human resources in tourism was likely to rise tremendously, which reflected on the roles of tourism industry to many different provinces and the efficiency of socializing tourism in the present. To be specific, the human resources of tourism in the region showed the growth of 94 thousand people from 50 thousand people (as approximately 1,89% of total employers in the whole nation). The average growth rate of human resources in the region was around 17% (7,4% more than that in the whole country). The average growth rate of direct human resources in tourism increased from 18 to 44,15 thousand people (up 13,9%). The indirect human

resources make up around 64% and the statistics for direct workers was approximately 36%, the diagram remained stable for the period 2010-2017 and experienced a downtrend of 60% recently.

In terms of the employed people, the structure illustrated lack of balancing. The employment focused on accommodation businesses, catering business and the human resources of hospitality companies had the dearth of knowledge in regard to international languages. The linguistic qualification of employment was extremely divergent in many

provinces, especially English. Most of employed individuals in remote areas were not aware of foreign languages. By in-depth interviews with human resources managers in tourism in various areas, there was a lack of balance in the different provinces.

the human resources primarily stayed some potential provinces such as: Lao Cai, Phu Tho, Son La, Doen Bien, Lang Son... and various key areas in tourism, where had diverse natural resources, were Sa Pa, Bac Ha, Moc Chau, Dong Van... In addition, Some high - quality employed people often moved to the attractive sites about potential tourism resources and socio - economic conditions. The problem of "draining high-quality human resources in tourism" to the developed regions named Hanoi Capital, Ho Chi Minh city and Da nang took place and it resulted in the shortage of the number of these people in various areas in Viet Nam.

The quality of tourism human resources in the midland and Northern mountainous provinces cannot meet the requirements of the intergration in the world. There was a lack of specialized employers who were unable to have the languages skills and professional specialization. The quality of the area was compatible with that in the same areas, but when comparing with the areas of Northern and Central regions, the quality's human resources of

Table 3.2: *The number of direct human resources in tourism in midland and Northern mountainous regions**Unit: Person*

Provinces	2010	2011	2012	2013	2014	2015	2016	2017
Hoa Binh	1.050	1.093	1.146	1.121	1.525	1.755	1780	1.870
Son La	1328	1370	1550	1.620	1.700	1.800	2.022	2.348
Dien Bien	2000	2.000	2.200	2.400	4.000	4500	5000	5.000
Lai Chau	165	230	350	460	510	560	800	904
Yen Bai	1.400	1.550	1.600	1.680	1.785	2.235	2575	2.790
Phu Tho	1760	3005	2913	3.234	3.285	3314	3400	3.900
Lao Cai	2.800	3.125	3.021	3.150	3.126	5.100	5.650	11.050
Tuyen Quang	2.000	2.200	2.300	2.500	3.000	3.200	3.400	3.500
Ha Giang	890	997	1032	1038	1302	1414	1537	1.605
Bac Kan	450	502	608	718	828	1000	1200	1.286
Thai Nguyen	1.400	1.450	1.500	1516	1742	2.335	2.500	2.600
Cao Bang	630	662	840	1057	1096	1.121	1250	1.270
Lang San	1120	1165	1250	1850	2280	2750	3.000	3.030
Bac Giang	890	1.104	1.567	1.706	2.071	2.427	2.715	3.005
Total	17.883	20.453	21.877	24.050	28.250	33.511	36.829	44.158

(Sources: Institute For Tourism Cultivation Research, Departments of Culture, Sports and Tourism at 14 provinces)

midland and Northern mountainous provinces was of very low quality. The board of governmental management in the regions was slight because of only Tourism Department (5 - 8 people). In various districts and cities of potential tourism regions, nobody (as tourism human resources managers) specialized the tourism industry at present. By interviewing the leaders of Tourism Departments and Institutes, there was a lack of the labors of the institutes and then the human resources can not take prime responsibility in the missions and functions. For the workforces in tourism businesses, the employers had no experience of managing and administrating. In most companies, there were no staffs in marketing, businesses strategy, tourism promotion. For the board of managers in governmental tourism institutions, there was a change of human resources. Because the provinces and Vietnam National Administration of Tourism launched some extra classes about hospitality management, the workforce in the region always took part in the classes frequently and thoroughly. Most directors of the big companies in the region started up the differ-

ent sectors and then moved to tourism industry. The workforces in tourism businesses in the region were primarily students who had a low quality. A large number of labors was not trained, mostly freelance workers. A number of employed individuals graduating from collage and vocational schools were very subtle, mostly the workforces had elementary occupations with the shortage of languages skills (especially tourguides in historical sites or attractive destinations). Thus, the quality of human resources cannot satisfy the requirements of information technology. The number of human resources with Bachelor's degree in the region was little. In Thai Nguyen province, the human resources with universities' qualification accounted for 14% of total labors, the figures for Cao Bang made up above 13% and the other employers graduated various collage and vocational schools.

According to the results of surveys, the qualification of meeting requirements in career in tourism industry was excellent (scored 2,68-4,21/5). The highest average mark of the criteria for workforces in the governmental organization was 3,57/5. Next,

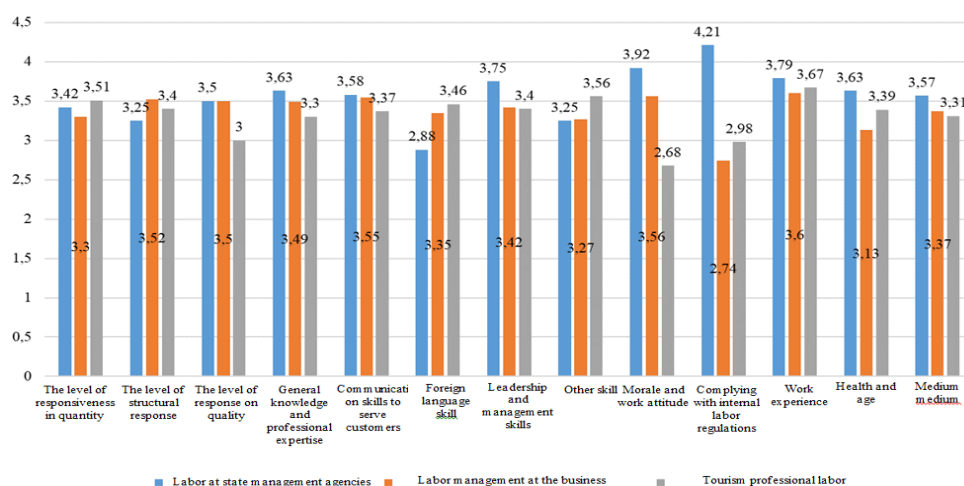
the second figures belonged to the management teams in various businesses and the final statistic was professional human resources in the midland and Northern provinces (scored 3,31/5). For the authorities in governmental institutions, the languages skills was scored 2,88/5, the lowest mark, whereas the figure for professional employers in tourism got 3,46/5. This was a huge inequality in the languages skills in the workforce. However, the attitude and maner of this type of this employers was scored 3,92 and 4,21/5. Thus, the types of labors had a significant change in working and profession. For the board of managers in enterprises, the lowest criteria was the compliance with labor regulation (2,74/5), the score reflected on the facts of tourism human resources in the region, which had the spontaneity. The workforce was students with high schools' degrees who were dearth of professional maners. The standards of quality and knowledge of specilization was evaluated and socred 3 and 3,3/5. Three types of employed people had the low score in the criteria. Through the level of marke, it claimed that the direct human resources in tourism nowadays only meet the basic demands. To sastify the mission and requirements of consumers in tourism industry, the types of human resources should improve the skills and knowledge as well as maners in working. (Image 3.1)

3.3. The cases of tourism human resources development in the provinces of midland and Northern mountainous areas

3.3.1. Various activities of governmental management for tourism human resources cultivation

Based on the 2005 Tourism Law, the 2017 Tourism Law and the regulations of the Government, the governmental management of tourism in various provinces have been focused on and improved. The authorities of areas continue implementing plans and tasks under Resolution No. 92/NQ-CP dated December 8, 2014 of the Government on a number of measures to boost tourism cultivation in Viet Nam during the new period, activities on governmental management of tourism was carried out according to the regional plans, some provinces in the areas enacted more than 1000 documents related to the development of the tourism industry. The organizational systems of the governmental management in tourism are supported and improved, the fuctions of the governmental management in tourism in the region are undertaken by Departments of Culture, Sports and Tourism at various provinces. The department had responsibility for helping the People's Committee on implementing the governmental management and the cultivation in tourism in the areas.

The provinces in the regions established Steering



(Sources: the researchers)

Image 3.1. The standards of requiring career for tourism human resources in midland and Northern mountainous provinces

Committee in tourism for Cultivation, chaired by Vice Chairman of the Provincial People's Committee, the other members were the directors of and authorities, leaders in various departments, insitutions and boards. Recently, the Steering Committee in tourism for Cultivation did a good job of sup-

porting the Provincial People's Committee in management, cultivation based on the general planning of national tourism cultivation. Department of Culture, Sports and Touris take responsibility for not only conducting and managing structures, systems and missions of the Provincial People's Committee, but also is subject to the inspection of professional guidance of the Ministry of Culture, Sports and Tourism, Vietnam National Administration of Tourism. In addition, The departments have two groups related to tourism human resources namely: the Division of Management in tourism amd the Centre of Information and Promotion on Tourism. The organizations staffed the functions for the director of the Department of Governmental Mangement in terms of tourism in the regions. The main goals

are the cultivation of strategies, plans, schemes, projects, the promotion of campaigns and programs regarding tourism and human resources. Besides, some provinces namely Lao Cai, Thai Nguyen, Cao Bang, Phu Tho constructed Tourism Association, which appeal to many members of various sectors like accomodation, famous landscape and transportation...

The members join the association to interact and improve any experience of managing the tourism and tighten the connection between the offices of governmental management on businesses and tourism industry. The association often recommends the problems of the provincial socio - economic cultivation objectives and strategies in the region.

The cultivation of schemes, plans, programs and the promulgation of the resolutions, plocies in tourism human resources in the areas of midland and Northern mountainous regions: in Cao Bang, Lao Cai, Ha Giang, the People's Committee provide the project of cultivation in tourism human resources, which was a key mission in the strategy on Socio-Economic cultivation in the region and was assigned the Department of Culture, Sports and Tourism. The content of the project and strategy

specified the objectives and tasks of tourism cultivation, including the cultivation and training of human resources on tourism. On the strategy, the leaders of the province also consider, formulate and analyze the unique conditions in tourism in the three regions. Lao Cai set up the systems of information for the track of human resources in tourism every year, then the boards can give the specific forecasts on demands of workforce in the province through 2020, with a vision toward 2030, based on the level of training, the geography, the occupation. Yen Bai, Tuyen Quang also implemented the projects on development of human resources but the results of that was inefficient. The others in the region had not found the plans and programs of developing human resources yet on tourism.

Table 3.3: Assessment the governmental management on the development of human resources in tourism industry

Content	Score/5	Standard deviation
The organization of the governmental management in developing HRs on tourism	2,90	0,900
The development and completement the policies on the development of HRs in tourism	2,84	0,969
The development of strategies and projects in tourism HRs	3,08	0,828
The assessment, monitoring and examination on developing tourism HRs	2,81	0,953

(Sources: the analysis of the researchers)

According to the results of serveys, the governmental management for the development of tourism human resources in the areas of midland and Northern mountainous regions was relatively good (3,25-3,83/5). The assessment, monitoring and examination on developing tourism HRs was a lowest score of 2,81/5 (the proportion of people for the satisfaction of the service was 22,55%). The highest score of the development of strategies and projects in tourism HRs was 3,08/5. The remainders (the organization of the governmental management in developing HRs in tourism and the development and completement the policies on the development of HRs on tourism) scored 2,90 and 2,84/5 respectively. These were the medium score and thus it is necessary to note the cases of the governmental management for the tourism human resources in the regions at present.

3.3.2. *The methods for attracting human resources to tourism*

Based on the importance of human resources to tourism, with the aim to develop the tourism as a key industry, most provinces, cities in the areas of midland and Northern mountainous regions proposed solutions to attract the high-quality human resources to sectors in general and tourism in particular including: the policies on attracting human resources and the aid of training postgraduates' programs for cadres, civil servants or the policies on the encouragement of studying, the support for employed people to work in various remote areas. Although there are many policies to attract the high-quality human resources to tourism in the provinces, most cities of the midland and Northern mountainous areas had not the specific policies in accordance with tourism human resources. All provinces and cities in the Northern midland and mountainous regions have the initial allowance regime based on the university graduation, education level, especially the support of the monthly income. However, the provinces and cities in the others and regions, the Departments of Culture, Sports and Tourism, the People's Council, the People's Committee have not been proactive in collaborating with competent management of the development in tourism human resources. The department does not take prime responsibility for cooperating with the People's Committee so as to improve the policies on the high-quality workforce such as: overseas students, overseas Vietnamese, exported labors backing to Vietnam after the working duration in the other countries.

The schemes of salary, incentives, allowances and workplace as stipulated in the legal documents are unclear. Thus the boards and offices cannot implement and face some adversity. In the regions, Cao Bang and Lao Cai proposed many programs to encourage the high-quality human resources in tourism to improve the development of tourism industry. In Cao Bang, most documents namely Resolution No. 32/2017/ NQ-HĐND dated December 8, 2017 of the Cao Bang People's Council promulgating the policies of encouragement for employers, the methods of support the high-quality human resources in the areas in the

2015-2010 period. In Lao Cai, the activities of development in tourism human resources are also concerned. It expressed that various documents namely Resolution No. 97/2016/QĐ-UBND dated September 19, 2016 of the Lao Cai People's Committee enacting the policies of incentives and training programs for human resources in the 2016-2010 period; Resolution No. 36/2016/NQ-HĐND on support and aid of labors in the 2016-2020 period. To be specific, Lao Cai and Cao Bang have taken concrete and practical measures including: arranging the occupation in accordance with the main major; after recruiting from 1 to 2 years (not intern and internship), the provinces also provide funding for training masters and PhD's degrees for qualified employers who have a good moral and professional qualifications and 3 consecutive year experience of accomplishing tasks in the domestic and international nation. In particular, the allowance for the programs of training the people pursuing master degree and PhD degree is 40 million and 100 million VND/person, the figure for people studying abroad is 500 million and 1.000 million VND/person. Thereby, some provinces attract many students who graduate in good level to work and devote in the department and the boards of provinces.

According to the results of research, when evaluating the standards to implement the policies of the attractiveness human resources in tourism in the areas of midland and Northern mountainous regions, the score of assessment was slight and medium. The score was a low level of 3/5. The highest evaluated mark was the appealing for labors in the activities on allure of tourism human resources (3.01/5), while the lowest one belonged to the allure of policies on human resources was 2,64/5. Thus, in the immediate future, many provinces in the regions need to propose the effective tasks and reasonable remedies to encourage the quantity of labors and human resources on tourism.

3.3.3. *The Training, cultivating and improving the quality of human resources in tourism*

The employed individuals who pursued the major of tourism industry usually are trained and improved the occupation and career. Every year, the department often coordinate with the schools, colleges or institutions. The Provincial Tourism

Table 3.4: *The assessment on activities and policies of attracting human resources*

Content	Score/5	Standard deviation
<i>The policy of attracting tourism HRs in quantity</i>		
The attractiveness	2,64	0,902
The rationality compared with the perspectives, objectives of the provinces and the government and the tendency of tourism HRs development	2,80	0,910
The relevance with the cases of the provinces	2,72	1,101
<i>The policy of attracting tourism HRs in structure</i>		
The attractiveness	2,76	1,126
The rationality compared with the perspectives, objectives of the provinces and the government and the tendency of tourism HRs development	2,77	1,036
The relevance with the cases of the provinces	2,79	1,043
<i>Various activities on attracting tourism HRs</i>		
The rationality of investigation	2,97	1,184
The effectiveness of implementation	2,91	0,999
The attractiveness for workforce	3,01	1,273

(Sources: the analysis of the researchers)

Association take measures to establish the extra courses to foster the specialized knowledge for individuals, organizations and tourism companies in the areas. The provinces also participate in the courses which are founded by Vietnam National Administration of Tourism and EU's projects. The workforce and the governmental managers are trained to enhance the qualification and political theory. Every year, some departments take prime responsibility and coordinate with Vietnam National Administration of Tourism to held 1-2 series to speed up the management skills on tourism. The officials in the village, which have the many advantages of developing tourism and the national tourist attraction sites, are also trained by 2-5 courses in the areas. For the tourism businesses, most businesses also coach for the new workers by themselves so that it takes employees 1-6 months to become accustomed to the occupation. In the governmental organization in tourism industry, the programs of paying the total tuitions were proposed after employees came back their hometown to work (such as Thai Nguyen, Lao Cai, Phu Tho, Cao Bang, Dien Bien), the other provinces also apply the method of paying the part of tuition and assignment after the workers return and encourage them to improve and foster the specialized skills in tourism by the benefits of the

working time. According the results of survey, it was noted that 42% of companies sponsored the tuition fees for training and the development in tourism human resources; 31% of businesses sponsored a part of fees and 25% of the moneny of employers. The companies created the most favorable conditions for the studied period and only 2% of the methods of the nomination for the workers after trained period. Although there was the percentage of each categories, in reality the tuition fees was paid by the employers.

However, the number of employed people for tourism major cannot meet the requirements of developing tourism as a key economic sector in terms of the quality of training, the low development of knowledge. Regarding the results of surveys (Table 3.5), the policies of human resources in tourism in the areas of midland and Northern mountainous regions was limited in the attractiveness, but its general perspective was in accordance with the cases of region (the average of the criterias scored 3/5). The activities for the forecast and organization of developing tourism human resources were seen the medium level (2,93-3,16/5). In particular, the highest evaluated mark was seen in the policies on staying healthy and forster motivation in close combination with the cases of human resources in tourism in the province (3,64/ 5), whereas the lowest score was the policies on improving the qualification, knowledge in accordance with the rationality of point of views and tendency in tourism human resources. Nowadays, the provinces and the objectives of the government have been the complicated points; especially the the midland and Northern mountainous areas had some disadvantages and limitation of skills, knowledge.

Table 3.5: *The assessment of training and developing human resources in tourism*

Content	Score/5	Standard deviation
<i>The policy to improve the healthy and the motivation</i>		
The attractiveness	2,92	0,920
The rationality compared with the perspectives, objectives of the provinces and the government and the tendency of tourism HRs development	3,36	0,889
The relevance with the cases of the provinces	3,64	1,115
<i>The policy to enhance the qualification tourism human resources</i>		
The attractiveness	2,79	0,980
The rationality compared with the perspectives, objectives of the provinces and the government and the tendency of tourism HRs development	2,64	1,128
The relevance with the cases of the provinces	3,05	0,865
<i>The activities on forecasting and organizing the training programs for tourism human resources development</i>		
Effective forecast	2,93	0,839
Favorable organization	3,21	1,009
Effective organization	3,16	0,984

(Sources: The analysis of the researchers)

3.3.4. *The collaboration and cooperation to tourism human resources development*

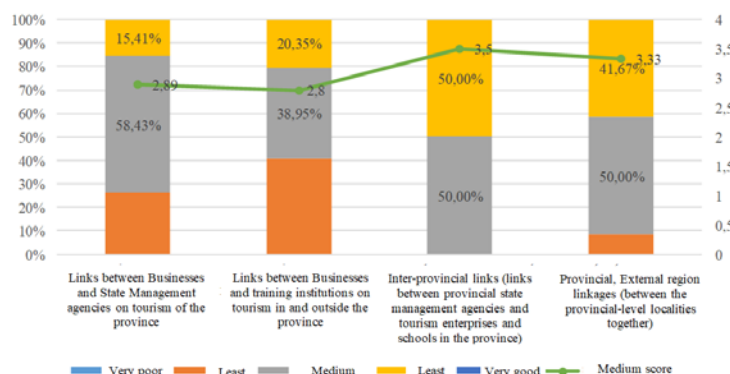
According to then assessment of the offices on tourism human resources management, the activities on cooperation with the provinces (the collaboration between the offices and the schools, tourism businesses in the areas) was seen as 3,52/5, the cooperation with the different provinces (some programs by the Ministry of Culture, Sports and Tourism, Vietnam National Administration of Tourism, Tourism Association, Non-governmental organizations... scored 3,36/5. Through the in-depth interview, the collaboration of three organizations (schools, businesses and managers) was carried out, but the activities often scored 2,88/5 and 2,78/5 (the lowest scores). Thus, there was the slight operation between the parties. (Image 3.2)

With the aim of tourism human resources development, the cooperation in developing human resources has been concerned by some provinces and implemented over the past time to improve the quality of tourism human resources for tourism development.

According to the results of surveys, the cooperation in human resources development was relatively good (scored 2.8 to 3.5/5). In particular, the highest evaluated content was the intra-provincial collaboration (The collaboration between the provincial tourism management agency and the schools and tourism resource in the province) (3.5/5) with 100% of the good and very good for the activity. Next, the inter-regional cooperation with a rating of 3.33, two joint activities between enterprises and training institutions, and enterprises and state management agencies were being assessed at a low level. 2.8/5 and 2.89/5. The overall assessment of the cooperation of

human resources development was assessed from 2.68/5 to 3.31/5. The performance of this activities was still low so the provinces need the policies in association with human resource development activities to improve the quality of tourism human resources in the region.

3.3.5. *The general evaluation on the tourism human resources in the midland and Northern mountainous provinces.*



(Sources: The analysis of the researchers)

Image 3.2: *The assessment of collaboration on tourism human resources development*

Table 3.6: *The assessment of cooperation on tourism huamn resources*

Content	Score/5	Standard deviation
The effective collaboration in tourism human resources development	2,89	0,985
The effectiveness of cooperation	2,68	1,249
The strength of cooperation	3,31	1,034

(Sources: the researchers)

The provinces also comprehend the importance of human resources for the tourism development. Thus, the tourism development has also been concerned and invested more over the past time. Besides, the government aslo directs to beef up the authorities of each locality in tourism human resources development in the midland and Northern mountainous provinces. In particular, Lao Cai has some strengths and the potency of tourism,with the policies of investment in tourism and the programs of training human resources. The provinces also propose many good policies to attract tourism human resources in the department to improve the quality and effectiveness of the governmental management in tourism.

Some provinces also have the strategies and plans and provide some incentives to attract the young employers in other provinces. Some provinces also set up the startegy on tourism human resources development in for the period 2016-2020 to propose the policies and remedies to improve the tourism human resources, which met the demands of tourists' expectation. The localities also hold some extra classes in the short time to raise the awareness of the workforce in tourism, take measures to train many local individuals to develop the sustainable tourism and develop tourism and conserve the natural resources, the unique culture in the locality. The Devepartment of Culture, Sports and Tourism collaborated with the Department of Education and Training, the People' Committee at some districts, towns, the international organizations, the non - governmental organization to train and promote human resources. Thus, the provinces can take advantages of human resources and the finance of the locality and support the human resources of locality in adapting the new knowledge and the tendency in tourism industry.

Although the results of tourism activities are effective, the programs on tourism human resources devel-

opment in the midland and Northern mountainous provinces also have some limitation. In particular, the cooperation with interdisciplinary agencies in the policies on tourism human resources development was ineffective. Most provinces

in the regions have not implemented the specific programs, plans and strategies in spite of the direction the boards and the departments. The awareness in management and operation has some limitations. The investments in the programs and the activities for tourism human resource development remain low.

The human resources development activities of various provinces have not bèn invested properly. Some tourism businesses have not promoted the training activities and develop the professional working environment for the employers. The tourism workforce in the provinces had a shortage of qualification and they cannot the requirements of tourists, especially international tourists. The training activities for tourism human resources have any limitation on infrastructures and products. There was a significant decrease in international travelers. Besides, there was no change in tourism human resources training activities so that the employed individuals had some trouble in working, the working performance was not high and the strengths of employers were not promoted.

The effectiveness of collaboration with tourism human resources development was seen as very weak. The activities of cooperation with businesses and training centre, companies and the governmental management agencies got the lowest score (2,8/5 and 2,89/5). The locality in the area needs to design solutions in association with the tourism human resources to improve the tourism human resources quality.

4. Some remedies for tourism human resources development in the midland and Northern moutianous provinces in the immediate future

4.1.The perspectives on tourism human resources development in the midland and Northerb mountainous provinces

First, the tourism human resources development at the provinces is aimed to promote tourism devel-

opment in the regions, support the strategies on tourism development in the nation which is association with the plans on tourism development in each provinces, and the People's Committee and the Department of Culture, Sports and Tourism also concerned thoroughly and frequently. The tourism human resources development in the midland and Northern mountainous provinces needs to be in accordance with the ministries, sectors, localities, agencies, training centres on tourism, sponsors, tourism businesses and employers. The tourism human resources programs needs to stay close with agencies, departments to satisfy many missions on social - economic development in the long term.

Second, the goal is improving the cooperation activities in the localities and the training centres on tourism. The prestigious universities and colleges on tourism in Hanoi and Red River Delta also need to enhance the international collaboration to develop the tourism human resources. Because starting up the training centre needs more money to invest the infrastructures and facilities in the locality, the provinces can cooperate with the professional training centres in the city or recommend the employers in the college and set up the short - term courses in the locality with the high - quality tutors in the university. In addition, some provinces also recommend the officials to take part in some conference to evaluate the limitations, adversities in the training progress in tourism human resources, to propose the remedies.

The cooperation with the businesses to create the reality of environment for students is an important task. In the digital information technology, the modern facility cannot catch up with the development of many companies. Socializing the development tourism human resources, speeding up the responsibility of the sociality, especially tourism businesses are also important.

The government should implement macro economy, the direction, the educational and global education programs to support and improve the talents. Setting up the communication strategy to raise the awareness of people and the companies to increase the cooperation in tourism and develop the friendly, attractive, safe tourism environment.

Third, the aim is strengthening the mobilization and efficient use of resources (financial, technology, effort and experience) at home and abroad for the development of tourism human resources. Foreign resources may come from non-governmental organizations and developed countries wishing to invest in human resources development in Vietnam. At the same time, expand opportunities to connect with non-governmental organizations, foreign businesses, domestic businesses with local tourism labor resources. Mobilizing social resources in tourism development through strengthening the effectiveness of public and private sector linkages. Strengthening cooperation and cooperation, attracting domestic and foreign investment. Public-private cooperation is promoted as a solution for rapid and sustainable development. Improve the tourism investment environment, promptly remove obstacles for tourism investors, ensure an orderly security environment for investment projects.

Bảng 4.1: Forecast of human resources development targets in Northern midland and mountainous provinces until 2030

No	Targets	2017	2020	2025	2030
1	Direct labors	44.158	86246	113845	159383
	Labors in the governmental management agencies	1766	3450	4554	23907
	Labors in tourism companies	42392	82796	109291	135475
	Unskilled labors	27201	53128	70128	98180
	Skilled labors	16957	33119	43716	61203
	Bachelor and postundergraduated students	14535	28389	37474	52463
	Labors with international languages (%)	8434	16473	21744	30442
	Labors with the computer skills	24508	47867	63184	88457
2	Total (people)	143.914	281082	371028	519440
3	Accommodation (place)	3890	7598	10105	13439
4	The number of accommodation (room)	47.507	92787	128974	179274

(Sources: Institute for Tourism Development Research and the personal analysis)

According to Table 4.1, based on the average labor demand of a hotel room, there are 2.0 direct employees with the indirect employees (a direct employee and 2.2 indirect workers); forecast of tourism experts with the growth of tourism industry 25 - 35%/year; According to the forecast of the growth rate of Strategy on Vietnam's tourism development until 2020, vision to 2030 on direct tourism human resource demands, it can be seen that the indicators of tourism human resources of the region will increase 1.9 times compared to 2017. Based on the reality of the Northern midland and mountainous region, the demand for direct labor of the region by 2030 will increase in both quantity and quality, tourism human resources of each province need to be developed. With the strong growth in line with the region's high tourism development, the number of direct employees is expected to increase by 3.6 times compared to 2017, specifically 44 thousand in 2017 and 86,000 in 2020, 113 thousand in 2020 and 159 thousand 2030 compared to the total of 281, 371 and 519 thousand tourism workers of the region. According to the experience of countries with developed tourism industry, the reasonable labor ratio between the management division and direct labor is usually 15: 85 (15% of managers and 85% of workers directly recover guest service). Besides, the structure of training level, type of labor and business sector should also be balanced according to the general forecast of the country's tourism human resource needs. It is forecasted that by 2030, the number of management employees will reach 23,000 compared to 135 thousand at the tourism enterprises. By 2030, direct tourism human resources in the region will have 100% of the contingent of state management officials on tourism at all levels trained professionally so as to meet the requirements of the job, 100% of the contingent of officials. management in enterprises and supervisors are trained, fostered in tourism, 100% of tourism workers are trained, fostered in tourism, foreign languages, informatics and 100% travel training establishments training programs to meet practical requirements with 100% of teachers trained and standardized; material facilities and teaching equipment are equipped and upgraded synchronously to ensure a modern training institution.

4.2. Major directions and solutions

In order to achieve the objectives in the forecast as well as the development orientation, the researchers suggest some solutions and recommen-

dations that need to be paid attention to by the Northern midland and mountainous provinces to implement synchronously from the management agencies, State, tourist training establishments and enterprises operating in the field of tourism:

Perfecting the state management activities in training and developing tourism human resources: For the general management system of the tourism industry, it is necessary to have appropriate decentralization and authorization to avoid overlapping and non-delineation. Clearly individual and collective responsibilities in human resource management and utilization. Early develop criteria for titles of positions in tourism management and business system, unify, issue legal documents related to occupational skill standards proposed in the Development Planning tourism human resources for the period of 2011 - 2020 of the Government, through which the Provincial People's Committees direct the Department of Culture, Sports and Tourism to develop the Scheme "Development of human resources development plan until 2025 and vision to 2030". On the actual situation and forecast the development needs to develop a phased development plan with specific roadmap in each province in particular and the Northern midland and mountainous region in general. The department of Culture, Sports and Tourism of localities in the Northern midland and mountainous region should proactively investigate, classify and evaluate the entire contingent of tourism workforce under their management, thereby devising training plans for each level of specialized labor.

Implementing the policy to collect good tourism human resources for working in the locality and in the tourism business unit. As analyzed above, in the policy of attracting high quality tourism human resources of Northern midland and mountainous provinces, the remuneration regime is still equal and does not create the motivation for striving of many policy beneficiaries, not really attractive to attract experts, good tourism managers. In order to overcome the above limitations, the authors propose solutions to the provinces in the Northern midland and mountainous region, as well as the localities when developing and implementing incentive policies for quality human resources in general and human resources in particular: (1) establishing a preferential treatment system towards the focus, focusing on the subjects of experts, good tourism managers, making a difference in the treatment compared to other talented

subjects; (2) rewarding and honoring talents to ensure equality and fairness to encourage the efforts of many talented individuals to come to Northern midland and mountainous provinces. The design of remuneration levels will depend on the actual conditions of each region as well as each locality in the Northern midland and mountainous region, but localities need to consider to attract good experts and managers to become a of important solutions in its socio-economic development strategy.

Promote training and retraining to improve the quality of tourism human resources. To develop and improve the quality of human resources, attaching importance to detecting, fostering and developing talents for the tourism industry. Pay special attention to developing foreign language skills, communication and behavior skills for human resources staff. Right from the recruitment stage, foreign language proficiency should be considered a compulsory standard. In parallel, the provinces and localities need to regularly open training courses, check the foreign language proficiency of the managers in the agencies, encourage the labor force in the tourism enterprises to actively supplement their knowledge and skills. His foreign language communication. The provinces need to coordinate with the Vietnam National Administration of Tourism, the Ministry of Culture, Sports and Tourism, conduct professional training for some officials of the professional bureau, training and retraining to trainers and this trainer will conduct training for labor community at points and tourist areas. Give priority to training and developing professional and high quality human resources; local human resources (indigenous people) for community tourism, contributing to job creation in rural areas, poverty reduction. In training activities, it is necessary to constantly update and supplement advanced techniques and new techniques, helping human resources to be proactive in technological changes in the future. Typically, the activities of renting rooms, finding tours today are mostly done through the internet. Therefore, in addition to foreign languages, skills of using computers and internet of human resources should also be concerned and supplemented in time.

On the tourism business side, there should be an incentive mechanism for workers to be trained; Train with the criteria of adhering to vocational skills standards, increase practice rate and pilot training; Focus on training and retraining through the organization of short-term training courses (sending officials to

study or invite experts in the field of tourism from Department of Culture, Sports and Tourism or Vietnam National Administration of Tourism) to continuously improve quality of high quality human resources at the enterprise. Business managers consider improving the quality of input human resources through collaboration with the prestigious Tourism human resource training school to implement recruitment programs when needed, carefully screening human resources right from the beginning to ensure the skills and professional skills as well as the ability to engage and enthusiasm for the job.

5. Conclusion

With the aim to improve the tourism in midland and Northern mountainous region, the authors conduct the reasearch, analyze the cases of the region, the case of activities on tourism human resources development to evaluate the weaknesses and strength on the development of tourism activities in the provinces. To complete the goals of tourism human resources development there nee to be collaboration between the government, the Ministry of Culture, Sports and Tourism and the other province in innovation, limitation of adversities and development of the policies, programs on encouraging to find out the key solutions to improve the effectiveness of tourism human resources and tourism industry in the midland and Northern mountainous regions. ♦

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Summary

Nguồn nhân lực du lịch được đánh giá là một trong những yếu tố quan trọng hàng đầu, mang tính quyết định đối với phát triển du lịch của bất kỳ quốc gia, địa phương, vùng du lịch. Mặc dù đã có một số nghiên cứu trong và ngoài nước về chủ đề phát triển nguồn nhân lực du lịch, tuy nhiên đa số các nghiên cứu hiện có mới chỉ tập trung chủ yếu vào hoạt động ban hành chính sách của cơ quan quản lý nhà nước, hoạt động đào tạo và phát triển NNLDL về chất lượng hoặc về số lượng, còn ít các nghiên cứu mang tính tổng hợp những hoạt động khác để phát triển NNLDL của địa phương, vùng. Bài viết đánh giá thực trạng nguồn nhân lực, phân tích và đánh giá các hoạt động phát triển nguồn nhân lực du lịch của vùng TDMNBB giai đoạn từ năm 2010 đến năm 2018 và đề xuất những gợi ý phát triển nguồn nhân lực du lịch của các tỉnh vùng TDMNBB giai đoạn 2020-2025.

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