

**MINISTRY OF EDUCATION AND TRAINING
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NGUYEN VAN HUNG

**DEVELOPMENT OF TOURISM HUMAN
RESOURCES IN THANH HOA PROVINCE**

SUMMARY OF DISSERTATION

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This dissertation was completed at: **Faculty of Economics and Business Administration, Hanoi University of Mining and Geology.**

Main supervisor:

Assoc.Prof. Dr. Do Huu Tung, Ha Noi University of Mining and Geology

Reviewer 1: **Prof. Dr. Nguyen Ke Tuan**
National Economics University

Reviewer 2: **Prof. Dr. Nghiem Van Dinh**
University of Transport and Communications

Reviewer 3: **Dr. Bui Thi Thu Thuy**
Ha Noi University of Mining and Geology

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INTRODUCTION

1. Reason for Choosing the Topic

The tourism industry has significant growth potential and consistently demands high-quality tourism human resources (THR). The development and success of the tourism industry depend not only on factors such as natural resources, culture, and infrastructure but also on the quality and capability of its human resources.

THR is crucial and plays a decisive role in the development of the tourism industry in any country. Therefore, developing THR involves not only increasing the quantity of the workforce but also improving the quality and rationalizing the structure of the tourism labor force. Activities aimed at developing THR not only enhance the quality of tourism services but also contribute to the sustainable development of the tourism industry.

From a theoretical perspective, although there have been many studies on human resource development in general, research specifically focused on the development of THR in the tourism industry remains limited. Most studies, both domestic and international, have primarily concentrated on human resource development at the national level or within a few sectors. There is a lack of in-depth research on the development of tourism human resources in specific localities and the factors influencing this development from an economic management perspective. Thus, more comprehensive studies are needed, particularly those that approach the issue from the standpoint of state economic management, to develop THR in each locality in accordance with their specific conditions.

From a practical perspective, in recent years, tourism activities have become a common socio-economic phenomenon in many countries, as improved living standards have increased the demand for travel. Tourism has become a criterion for assessing the standard

of living and quality of life among different population groups. In Vietnam, tourism has significantly contributed to the economic growth and development of the country. Its high growth rate has substantially contributed to the overall economic growth.

The "Vietnam Tourism Development Strategy to 2020, Vision to 2030" issued by the Ministry of Culture, Sports, and Tourism on August 3, 2016, set the general objective for the tourism industry to basically become a key economic sector with professionalization, a relatively modern and synchronized infrastructure system, high-quality and diverse tourism products with strong brands that embody national cultural identity, and the ability to compete with countries in the region and the world. The aim is for Vietnam to become a developed tourism country by 2030.

Thanh Hóa is a province with diverse and rich natural geographical conditions and tourism potential, attractive in terms of natural ecological beauty, diverse culture, and long-standing historical traditions. It is rich in cultural heritage and traditional festivals. Thanh Hóa also has unique tourism resources, including cultural, historical, and natural tourism resources, which are advantages for developing the tourism industry. Therefore, for many years, the province has identified human resources as one of the fundamental factors for socio-economic development. The policy of developing human resources has been set forth by the provincial Party Committee through various congresses. However, the quality of the province's tourism workforce is still limited and has not met the development needs of the tourism industry. Additionally, the number of tourism workers is small, the structure is not synchronized, and professional capacity has not kept pace with the industry's development trends. Furthermore, there is a shortage of high-level and professional tourism staff. These limitations have significantly affected the quality of tourism services in the province

in recent years, creating barriers to the future development of Thanh Hóa's tourism industry, despite considerable interest from domestic and international investors in the province's tourism sector.

Given the theoretical and practical requirements mentioned above, the PhD candidate chose the topic: "Development of Tourism Human Resources in Thanh Hóa Province" for his dissertation. This topic is urgent, current, scientifically significant, and practically relevant.

2. Research Objectives of the Dissertation

a. General Objective

The research objective of the dissertation is to systematize and clarify the theories on the development of tourism human resources in a locality, assess the current state of tourism human resource development in Thanh Hóa province in recent years to identify existing issues, the extent of the factors' impact, and thereby propose solutions for developing tourism human resources in Thanh Hóa province by 2030.

b. Specific Objectives

To achieve the above general objective, the specific objectives of the dissertation are as follows:

- To review the research works on human resource development in general and tourism human resource development in particular, both domestically and internationally, to identify the research gap of the dissertation.

- To systematize theoretical and practical foundations on tourism human resource development in a locality.

- To develop a theoretical framework and model the factors influencing the development of tourism human resources in Thanh Hóa province.

- To assess the current state of tourism human resource development in Thanh Hóa from 2016 to 2023 and the extent of the

factors' impact on the development of tourism human resources in the province during this period.

- To propose solutions for developing tourism human resources in Thanh Hóa province by 2030.

3. Subject and Scope of the Dissertation Research

a. Research Subject

The research subject of the dissertation is the development of tourism human resources in Thanh Hóa province and the factors affecting the development of tourism human resources in the province from the perspective of economic management.

b. Research Scope

- Spatial scope: The research focuses mainly on the state management agencies on tourism in Thanh Hóa province and tourism enterprises in the province.

- Temporal scope: Secondary data on human resource development is collected for the period 2016-2023; primary data is surveyed in the period 2021-2022.

4. Research Methods

a. Main Research Methods

The research is conducted through two main phases: (1) Preliminary research using qualitative exploratory research methods; (2) Main research using quantitative research methods.

Qualitative Exploratory Research

Qualitative research involves discussions with experts, managers in the tourism sector in Thanh Hóa province, and representatives of tourism enterprises in the province who have extensive experience in tourism management and human resource development related to tourism. Qualitative research is used to establish scales for the factors affecting tourism human resource development, which are then used for quantitative research.

Quantitative Research

This study is conducted using direct interviews with tourism management officials, including leaders of the Department of Culture, Sports, and Tourism, heads of specialized departments under the Department, management officials of heritage management boards, heritage preservation centers, cultural centers, district-level cultural and information offices, and tourism businesses in the province through a questionnaire designed based on the results of qualitative research. The research aims to identify and measure the factors affecting the development of tourism human resources in Thanh Hóa province. Data collected in this quantitative research is processed using SPSS software.

b. Data Collection Methods

- Secondary data collection methods:

+ Collecting, synthesizing, and analyzing information from published sources related to the research topic.

+ Collecting published statistical reports of Thanh Hóa province related to tourism and tourism human resource development in the period 2016-2023. This secondary data is provided by the Department of Culture, Sports, and Tourism of Thanh Hóa province.

- Primary data collection methods:

+ Interviewing state management officials on tourism and tourism human resource development, such as leaders of the Department of Culture, Sports, and Tourism, heads of specialized departments under the Department, and management officials of heritage management boards, heritage preservation centers, cultural centers, and district-level cultural and information offices.

+ Interviewing leaders and staff of tourism enterprises operating in Thanh Hóa province.

5. Novelty and Contributions of the Dissertation

a. Academic Contributions

- The dissertation proposes a research model of factors affecting tourism human resource development associated with the specific practical conditions of Thanh Hóa province.

- The dissertation identifies five factors affecting the development of tourism human resources in Thanh Hóa province and contributes to the development of scales for factors affecting tourism human resource development in the province through the results of qualitative and quantitative research.

- The dissertation assesses the current state and the extent of the impact of factors affecting tourism human resource development in Thanh Hóa province by evaluating the factors: (1) Tourism development conditions, (2) Tourism development policies, (3) Training and developing tourism human resources, (4) Recruiting and using tourism human resources, and (5) Tourism human resource remuneration.

b. Practical Contributions

The dissertation analyzes the current state of tourism human resource development in Thanh Hóa province from 2016 to 2023 and proposes four groups of solutions for developing tourism human resources in Thanh Hóa province by 2030.

The research results of the dissertation help managers, policymakers, and administrators understand the factors influencing tourism human resource development. It provides a comprehensive and detailed view of the approaches and measurements of factors affecting tourism human resource development in Thanh Hóa province.

The dissertation's solutions serve as research materials and suggestions for provincial leaders in developing tourism human resources, helping tourism enterprises compete better in the context of global economic integration. The recommendations on the external environment of tourism enterprises also serve as suggestions

for human resource policy makers in Thanh Hóa province and at the central level to issue new strategic policies on developing tourism human resources suitable to the current situation.

6. Structure of the Dissertation

In addition to the introduction, conclusion, references, and appendices, the dissertation consists of 5 chapters as follows:

- Chapter 1: Overview of research on tourism human resource development
- Chapter 2: Theoretical and practical foundations of tourism human resource development
- Chapter 3: Research methods of the dissertation
- Chapter 4: Analysis of the current state of tourism human resource development in Thanh Hóa province
- Chapter 5: Solutions for developing tourism human resources in Thanh Hóa province

CHAPTER 1: OVERVIEW OF RESEARCH ON TOURISM HUMAN RESOURCE DEVELOPMENT

1.1. Overview of Research on Human Resource Development

1.1.1. Perspectives on Human Resource Development

Domestic and international studies have outlined the fundamental theories of human resource development (HRD), including the essence, content, role, and factors influencing HRD. These studies affirm that HRD involves preparing human resources for future development to meet workforce requirements in terms of scale, structure, quality, and job readiness. Additionally, HRD is directly related to training, career development, and the maintenance of human capital by both organizations and individuals.

The content and methods of HRD are approached from different angles. In this Dissertation, HRD is approached following the perspective of Jerry and other authors (2002), who view HRD as

the process of promoting organized learning to enhance job performance and induce organizational change through innovative management activities.

1.1.2. Factors Influencing Human Resource Development

Several studies have evaluated the factors influencing HRD in various countries (Iran, Saudi Arabia, Ghana, Vietnam) and different sectors (healthcare, construction, industry). These studies provide a foundation for identifying factors affecting the development of tourism human resources in Thanh Hoa province.

1.1.3. State Management in Human Resource Development

Research has demonstrated the necessity of state management policies in HRD, such as studies on the development of healthcare human resources in Son La province, environmental management personnel in Quang Ninh province, and state management of HRD in Vietnam's coal industry. Therefore, this Dissertation also examines state management's role in developing tourism human resources in Thanh Hoa province.

1.2. Overview of Research on Tourism Human Resource Development

1.2.1. Perspectives on Tourism Human Resource Development

Both domestic and international studies emphasize the importance of human resources in the development of tourism enterprises and enhancing international integration. Thus, developing tourism human resources is essential, involving specific programs such as forecasting training needs, investing in educational infrastructure, and determining training forms. Training aims to equip knowledge, skills, and work styles to meet international standards, coordinated between state management agencies and businesses.

1.2.2. Factors Influencing Tourism Human Resource Development

Research has identified factors affecting tourism HRD, including: (1) socio-economic development; (2) quality of local labor

supply; (3) education and training system; (4) state support policies; (5) recruitment, training, and career development policies; (6) job performance evaluation; (7) working environment; (8) salary regime; (9) culture; (10) level of competition and international integration.

1.2.3. State Management in Tourism Human Resource Development

Studies show the role of state management in tourism HRD, including strategy and policy development, creating legal frameworks, enhancing training quality, strengthening tourism development links, talent attraction policies, prioritizing tourism sector development, and international cooperation in tourism and training.

1.3. General Assessment of Issues to be Addressed in the Dissertation

1.3.1. Scientific Values Inherited by the Dissertation

Reviewing relevant literature, the Dissertation incorporates comprehensive theoretical and practical issues on HRD in general and tourism HRD specifically. Most authors systematically approach fundamental theoretical issues such as the concept, role, and importance of human resources and tourism HRD from different angles. Criteria for assessing tourism HRD and factors influencing tourism HRD have been analyzed, including state management policies on utilization, attraction, remuneration, training, working environment, etc.

1.3.2. Issues Needing Further Research

Firstly, theoretically, there is a lack of studies quantifying and evaluating the specific impact of each factor on provincial tourism HRD from macro and micro management perspectives. No research has quantified the relationship between tourism HRD and local socio-economic development, leaving a theoretical gap for further research in this Dissertation.

Secondly, Thanh Hoa province, with its natural and cultural advantages such as a 102 km coastline with Sam Son and Hai Tien beaches, many nationally and internationally ranked cultural sites like the Ho Dynasty Citadel and Lam Kinh tourist area, and famous ecological sites like Pu Luong and Ben En National Park, has the potential to develop the tourism industry compared to other provinces, attracting high-quality labor and formulating a strategy for THR to meet tourism development needs. However, no studies have evaluated the impact of factors on tourism HRD.

Thirdly, practically, Vietnam's natural advantages and diverse tourism products have led to increasing international tourist arrivals, requiring strategic tourism HRD development to meet labor market demands. The Fourth Industrial Revolution necessitates high-skilled personnel with IT knowledge for online tourism communication, management, and digital administration. This highlights the need for new skills and knowledge in tourism HRD.

For Thanh Hoa, with its third-largest population in Vietnam, the potential to develop tourism is significant. However, the current state of human resources, particularly tourism HRD, reveals adequate labor quantity but insufficient quality to meet employer demands. Despite improvements in the educational system and faculty quality, there are still inadequacies in education and training quality, limiting the ability to supply human resources for Thanh Hoa's promising tourism market. This practical gap warrants further research to propose solutions for developing HRD to meet diverse tourist demands.

CHAPTER 2: THEORETICAL AND PRACTICAL FOUNDATIONS FOR DEVELOPMENT OF TOURISM HUMAN RESOURCES

2.1 Theoretical Foundations for Developing Tourism Human Resources

2.1.1 Some Basic Concepts

Building on previous studies, the researcher proposes the following view on human resources: "Human resources are the human resource pool within the age regulations of an organization, locality, or country that can participate in the labor process, including physical, intellectual, and psychological factors used to achieve the objectives of the labor process."

The concept of tourism is considered from three aspects: "tourists," "tourism businesses," and "tourism management." Tourism is an activity characterized by many specific features and involves various components that create a highly complex whole with features such as the comprehensive nature of the tourism industry, service orientation, seasonality, international dimension, sensitivity, and dependency.

From the analyses of authors researching human resources, the researcher understands "Tourism human resources are the entire labor force participating in tourism activities, including direct and indirect labor, expressed through the quantity, quality (physical strength, intellect, psychological strength), and structure of the tourism sector's workforce."

2.1.2 Characteristics and Classification of Tourism Human Resources

Tourism human resources are a constituent part of society in general and have characteristics such as: high specialization; a high proportion of young, female, and seasonal workers; working time dependent on tourist characteristics; direct interaction with customers; and difficulty in accurately statically classifying and quantifying the quality of human resources.

The classification of tourism human resources includes five groups: human resources in state tourism management agencies; human resources in tourism business units; direct service providers and business workers in tourism enterprises; supporting staff in tourism business units; staff at tourism training and research institutions; and other tourism-related human resources.

2.1.3 Development of Tourism Human Resources

The concept of developing tourism human resources has been addressed in many studies by both domestic and international researchers, which the researcher has inherited, such as: "The development of tourism human resources is the growth in quantity, structural development, and quality improvement of tourism human resources in aspects such as job requirement responsiveness, professional knowledge, vocational skills, physical and mental health, and work attitude through activities like attraction, policy formulation, linkage activities, and training measures suitable for the socio-economic development and tourism development of the locality, tourism region, or nation in each development stage."

For the development of tourism human resources at the provincial level, this is a task of the provincial Party Committee with contents including forecasting, planning, policy development, inspection, and supervision of local tourism human resources.

Criteria for evaluating the development of tourism human resources include professional and soft skills such as customer service skills, communication skills, foreign language proficiency, and work attitude and spirit. From an economic management perspective, the criteria for evaluating tourism human resource development include: criteria for forecasting tourism human resource needs; criteria for evaluating policies; and criteria for evaluating inspection and assessment activities.

Factors influencing the development of tourism human resources include external factors to the tourism industry (education and training factors, policy-related factors for tourism development, economic factors, labor force factors, scientific and technological factors, natural and socio-cultural factors, and international integration factors) and internal factors to the tourism industry (human resource attraction policies, human resource allocation and usage policies, training and retraining policies, remuneration policies, working environment, and technological level).

2.2 Experience in Developing Tourism Human Resources in Some Countries and Localities in Vietnam

Experiences in developing tourism human resources in some countries like Thailand, China, and Japan. Experiences in developing tourism human resources in some localities in Vietnam include Hanoi, Ho Chi Minh City, and Da Nang. Some lessons learned are drawn for Thanh Hoa province.

CHAPTER 3:

RESEARCH METHODOLOGY OF THE DISSERTATION

3.1. Research process and proposed model for developing tourism human resources in Thanh Hoa Province

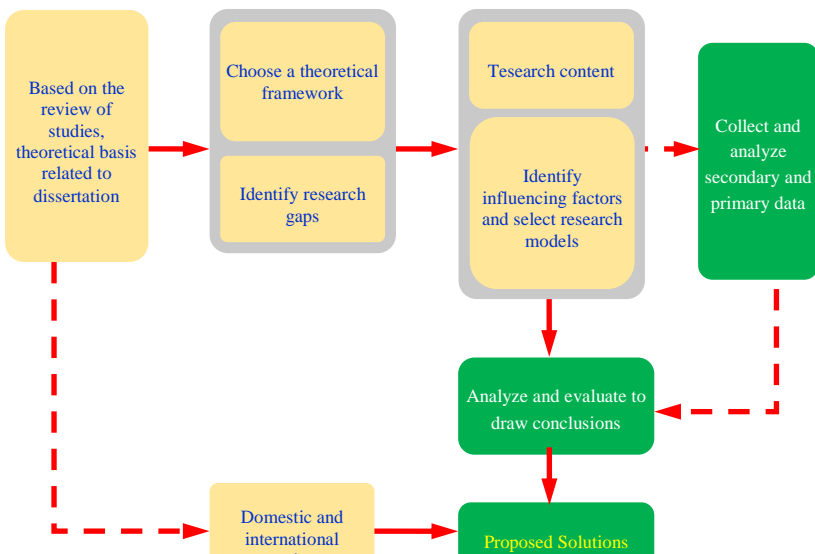


Figure 3.1 Research process of the dissertation

Based on the review of the studies and the results of qualitative research, the PhD candidate has developed research hypotheses and a research model (Figure 3-2).

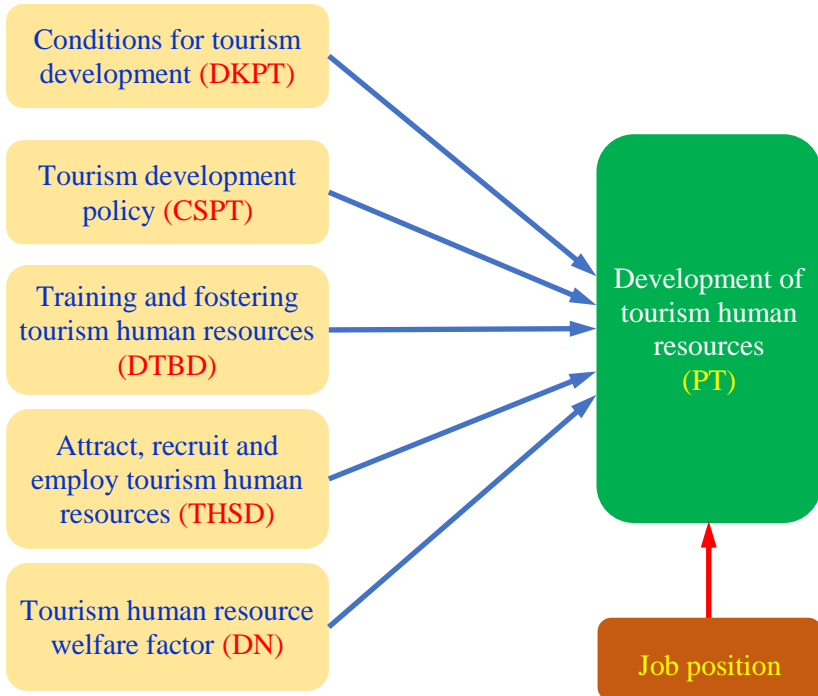


Figure 3.2. Research Model

3.2. Research Methodology

3.2.1. Secondary literature review

The dissertation employs research methods including: Systematizing relevant literature on human resource development both domestically and internationally, particularly in tourism human resources; Statistical analysis method (literature, computational data on tourism and tourism development in Thanh Hoa province from 2016-2023).

3.2.2. Steps for implementing primary data collection and processing methods

a. Qualitative research (in-depth interviews)

The purpose is to identify influencing factors on the appropriate development of tourism human resources in Thanh Hoa province, construct a research model, and determine the relationship between independent and dependent variables.

b. Quantitative research (preliminary and formal)

Preliminary quantitative research involves questionnaires with 30 tourism management leaders to assess the reliability of the scale. The sample for the formal quantitative study was selected using convenience sampling method with a sample size of 350 people, achieving a 95% response rate. After collecting sufficient questionnaires as required, the researcher cleaned the data, encoded information in the questionnaire, entered data, and analyzed data using SPSS version 22 software. The results of the formal quantitative research were conducted on the following contents: Cronbach's Alpha reliability coefficient; Exploratory Factor Analysis (EFA); Correlation and linear regression analysis; Testing for differences.

CHAPTER 4:

ANALYSIS OF THE CURRENT SITUATION OF TOURISM HUMAN RESOURCE DEVELOPMENT IN THANH HOA

PROVINCE

4.1. Overview of Factors and Conditions of Tourism Human Resource Development in Thanh Hoa Province

Thanh Hoa is a province located in the northern part of the North Central Coast and the coastal region of Central Vietnam, with favorable geographical position and natural conditions for economic, cultural exchange, and tourism development (coastal tourism, ecotourism, cultural tourism). The economic, cultural, and social conditions of the province provide a foundation to meet the requirements for development and diversification of tourism business activities.

4.2. Current Situation of Tourism Development in Thanh Hoa Province

During the period from 2016 to 2023, the tourism business activities of Thanh Hoa province experienced fluctuations due to the impact of the Covid-19 pandemic but achieved certain results reflected in the number of tourists, tourism revenue with various forms of tourism, technical infrastructure serving tourism; the provincial budget for implementing tourism development programs; collaboration, cooperation, and promotion of tourism development. However, the province has not fully exploited the potential for tourism development to diversify tourism products, attract foreign tourists, and develop sustainable tourism with international standards.

Regarding the current situation of tourism human resources, the analysis and evaluation in terms of quantity and quality from 2016 to 2023 show that the quantity has always fluctuated in structure, according to seasons, without fully implementing forecasts that are specific and appropriate to the requirements of tourism development; the quality is at an average level, with limitations in the level of tourism management expertise at various levels,

language proficiency, and professional skills in internationally oriented practices.

4.3. Current Situation of Tourism Human Resource Development in Thanh Hoa Province

The forecast of tourism human resource demand in Thanh Hoa province through the Thanh Hoa tourism development program has only ensured quantity but has not achieved quality.

The current situation of formulating strategies, projects, and plans for tourism human resource development of the province has been issued based on legal documents of state agencies and the province; however, the process of formulating, issuing documents, resolutions, and decisions is slow, not updated, and not specific enough to align with the general development strategy of state and provincial tourism.

The current situation of formulating and improving policies for implementing tourism human resource development in Thanh Hoa province is analyzed and evaluated through training policies for tourism human resource development via provincial decisions related to the quality of training at institutions specializing in tourism (recruitment); training, professional development for state tourism management officials; employees working in tourism businesses, community tourism labor (number of people attending training, number of training classes). Policies for attracting, recruiting; Welfare policies for tourism human resources.

The current situation of inspection and supervision of tourism human resource development is carried out openly, planned, and addressed to evaluate the quality of training activities, implement human resource development plans at various units and levels.

The current situation of tourism human resource development in Thanh Hoa province is evaluated through the influence of factors on the development of tourism human resources.

The results of testing the theoretical model and research hypotheses to identify factors affecting the development of tourism human resources in Thanh Hoa province, the standardized regression equation is:

$$PT = 0,428 * DTBD + 0,242 * THSD + 0,155 * CSPT + 0,092 * DKPT + 0,079 * DN$$

The analysis and testing results have identified 5 factors influencing the development of tourism human resources in Thanh Hoa province: Training and development factor, Attraction and utilization factor, Tourism development policy factor, Tourism development conditions factor, and Tourism human resource welfare factor.

4.4. General Evaluation of Tourism Human Resource Development in Thanh Hoa Province

4.4.1. Achievements

Firstly, the province has issued decisions approving projects and plans for tourism human resource development. At the same time, budget allocation for tourism human resource development such as training, professional development for tour guides, specialized skills for tourism management officials, training community tourism labor...

Secondly, the province's human resources participate in business activities in large numbers, with potential in terms of age, development level.

Thirdly, Thanh Hoa province has conducted statistics and evaluations of tourism human resources to identify strengths, weaknesses as a basis for training, and improving qualifications. At the same time, there are plans to attract young, skilled workers from neighboring areas to work.

Fourthly, management activities related to human resource development are implemented at various levels and specifically delegated to management and labor utilization agencies to implement training programs, professional development appropriate to job requirements.

Fifthly, the province has organized short-term classes to raise awareness of local workers about tourism, guiding them towards sustainable tourism practices, and recognizing the role of tourism in the socio-economic development of the locality and the province.

Sixthly, the Department of Culture, Sports and Tourism coordinates with the Department of Education and Training, People's Committees of districts in the province, cooperates with foreign organizations, international organizations, and non-governmental organizations to train and develop human resources.

4.4.2. Some limitations

Firstly, inter-sectoral and inter-provincial coordination in tourism human resource development policies is not effective.

Secondly, the overall quality of tourism human resources of the province is still low compared to neighboring provinces and the whole country, failing to meet the requirements of quality and quantity.

Thirdly, the development of tourism human resource training in the province has not been appropriately invested in line with the planning, strategic development objectives of the province's tourism.

Fourthly, the overall evaluation of the effectiveness of human resource development linkage activities is assessed as weak, with two linkage activities between businesses and training institutions, and businesses with state management agencies being assessed at a low level of 2.8/5 points and 2.89/5 points, respectively.

Fifthly, tourism infrastructure has been invested in; however, the mechanisms, infrastructure serving tourism human resources in the province have not received adequate attention, and welfare policies for tourism workers in these provinces are also not high.

CHAPTER 5: SOLUTIONS FOR THE DEVELOPMENT OF TOURISM HUMAN RESOURCES IN THANH HOA PROVINCE

5.1. Current Context and Requirements for Tourism Human Resources Development

5.1.1. International Integration in the Tourism Sector

5.1.2. Tourism Development Orientation of Thanh Hoa Province

The development plan for Thanh Hoa for the period 2021-2030, with a vision to 2045, has identified tourism as one of the key sectors of the province. Decision No. 623/QĐ-TU issued the "Tourism Development Program of Thanh Hoa Province for the period 2021-2025"; the "Project on Developing Training Programs to Improve the Quality of Tourism Business Management According to International Standards for the period 2017-2020"; and Plan No. 70/KH-UBND on "Training English for Tourism Workers to Meet the Requirements of Developing into a Key Economic Sector in Thanh Hoa Province".

The goal is to welcome approximately 16 million tourists by 2025 (including 850,000 international tourists). By 2030, the target is to attract 21.5 million tourists (including 1.6 million international tourists), with total tourism revenue reaching 92.2 trillion VND. The forecasted demand for tourism human resources by 2025 is 62,000 workers, increasing to 87,000 workers by 2030.

5.2. Solutions for Developing Tourism Human Resources in Thanh Hoa Province

5.2.1. Strengthening Management and Organizing Innovation for the Development of Tourism Human Resources in Thanh Hoa Province

- Enhance propaganda and education to raise awareness among all levels and sectors in the province about the importance and role of developing tourism human resources to meet the objectives of the provincial human resources development plan in

general and tourism human resources specifically by 2025, with a vision to 2030.

- Innovate forecasting and planning for tourism human resources development. Improve the capacity for forecasting the supply and demand for tourism human resources in the province and publicly announce survey and evaluation results so that training institutions, businesses, and workers can plan appropriate training, employment, and usage to meet the tourism human resource needs of Thanh Hoa Province.

- Strengthen coordination among various levels and sectors in Thanh Hoa Province for developing tourism human resources to build a close link between tourism businesses, management agencies, tourism human resources users, and training institutions, ensuring a balance between labor supply and demand.

5.2.2. Training and Developing Tourism Human Resources

- For state management agencies in Thanh Hoa Province: (1) Promote education and training for tourism human resources (building a team of tourism managers with expertise and experience to provide more effective orientations and decisions for tourism development); (2) Improve the quality of the province's tourism human resources (selecting and evaluating qualified personnel to be sent for training at domestic and international institutions, suitable for the planning and management of tourism product development).

- For tourism training institutions: (1) Identify training needs based on development directions and the needs of individual tourism businesses. Invest in enhancing infrastructure and training capacity in tourism; (2) Establish information channels to gather feedback on training content and programs from businesses and learners; (3) Continuously innovate and diversify training programs (short-term, medium-term, long-term) with a practical approach, industry standards, and high international standards; (4) Innovate training methods to focus on skills, professional capabilities, foreign languages, and information technology to meet the integration requirements of the tourism industry and regional linkage in tourism development; (5) Ensure that teaching staff are of high quality, trained at reputable institutions specializing in tourism and tourism management.

- For tourism businesses: (1) Ensure the quality of tourism human resources through policies that support workers in improving their qualifications according to job skill standards, increasing practical training, and organizing short-term training courses at tourism businesses; (2) Ensure the quality of incoming human resources through partnerships with training institutions.

5.2.3. Policies for Attracting, Recruiting, and Utilizing Tourism Human Resources in Thanh Hoa Province

- Develop policies to increase the quantity and structure, and improve the quality of tourism management personnel at the Department of Culture, Sports, and Tourism and district-level units. Implement appropriate policies to attract high-quality tourism human resources from reputable tourism areas to work in the province; (2) Tourism businesses should create a professional and dynamic working environment, enhancing competitiveness in each job position to maximize workers' capabilities by attracting and retaining employees through salary and social welfare policies.

5.2.4. Develop Policies for Tourism Human Resources in Line with the Tourism Development Strategy of Thanh Hoa Province

- Establish a common tourism management system in the province based on delegation of authority and responsibility for individuals and groups in management and use of human resources. Issue job title standards within the tourism management and business system to ensure uniformity and plan human resources development in phases with specific timelines; (2) Review and identify human resources development needs according to the tourism sector development plan and the overall economic development plan of the province and localities. Evaluate the usage of tourism human resources in each locality and tourism business to create appropriate human resources training plans; (3) Strengthen linkage and cooperation activities in developing tourism human resources, proactively integrating internationally through budget support policies and socialized resources to participate in tourism development associations and networks.

5.2.5. Other Solutions

- Diversify tourism products to attract tourists, stabilize employment, and create new jobs for workers; (2) Strengthen linkage in tourism and tourism human resources development to form key tourism areas and networks, and tourism business associations to share experiences and enhance the quality and variety of tourism products; (3) Raise awareness among tourism business managers about the importance of training and retraining for employees to improve tourism service quality and build a professional image of the business; (4) Coordinate between the Ministry of Culture, Sports, and Tourism, the Ministry of Education and Training, and the Ministry of Labor, Invalids, and Social Affairs in establishing job titles, positions, and professional standards for tourism workers.

CONCLUSION

The dissertation has carries out the following contents:

1. Analyzed and systematized theories and practices on tourism human resources development, outlining the key aspects of human resources development in general and in tourism specifically.

2. Analyzed and comprehensively assessed all aspects of tourism development conditions, tourism development policies, the status of tourism business activities in the province, and the results of human resources development efforts from 2016 to 2023. Additionally, the dissertation surveyed and analyzed the impact of various factors on the development of tourism human resources in Thanh Hoa Province.

3. Confirmed several conclusions: (1) The province has issued many policies for tourism and human resources development, but they have not matched the province's potential. (2) The province's tourism development has only achieved growth in quantity, with training quality mainly at the college and vocational training levels, not meeting high quality and international standards. This supports the argument that there is a need to innovate and improve tourism human resources development policies to meet new requirements.

4. Proposed directions and groups of solutions for developing tourism human resources in Thanh Hoa Province in the future, aligning with the tourism development strategy of the Ministry of Culture, Sports, and Tourism, the provincial development plan, and the tourism development strategy of Thanh Hoa Province.

LIST OF PUBLISHED WORKS BY THE AUTHOR

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3. Nguyen Van Hung, Do Huu Tung (2023), Analysis of Factors Affecting the Development of Human Resources in the Tourism Industry of Thanh Hóa Province, *Asia-Pacific Economic Review*, December 2023.