

# SITUATION AND SOLUTIONS TO THE DEVELOPMENT OF HUMAN RESOURCES QUALITY IN TOURISM OF DONG NAI PROVINCE, VIET NAM

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**ABSTRACT:** Dong Nai is a province with a fairly large population density with more than 3.1 million people. This is the region with the most developed industry in Vietnam, so every year, it attracts many people from other provinces to live and work. Besides the demand for work, people in the province have a great demand for tourism and entertainment. In the province, there are 24 tourist resorts, tourist attractions were opened to attract more than 6,000 workers serving in tourist spots and hotels. Over the past 5 years, hotel, tourism and travel enterprises have paid great attention to training human resources, in order to improve the satisfaction of tourists when coming to play and entertain in the area the provincial. On the side of the departments related to the tourism sector, there are programs to support the quality improvement training for this industry. In the future, Dong Nai is evaluated by economists as one of the top regions in the Southern Key Economic Zone. At this point, Long Thanh International Airport is built, bringing a series of commercial, service and tourism projects to be invested and developed, which will bring about the demand for human resources serving the zones, quite large tourist attractions, hotels, tour operators. If businesses in this field timely seize this opportunity to develop to meet the needs of customers, it will create a breakthrough in the tourism business that brings satisfaction to visitors and will also help businesses increase add revenue. Gradually elevate the



level of tourism activities. Because according to experts in the tourism field, human resources play a very important role in the province's tourism development.

**Key words:** Dong Nai tourism, human resources in tourism, tourism development



## I. INTRODUCTION

According to the forecast of tourism labor demand of Dong Nai province, in 2030, the total number of demand workforce is expected to be 147.777 people, in which the required number for direct labor is 45.862 people and 101.915 people for indirect labor. This shows that although the tourism industry is heavy depending on the 4.0 technology, the human resources remain irreplaceable. Since humans can not only solve all of the tasks and fulfil the guest's queries but also perform it with emotions and human interactions. Those interactions are the all-time crucial and core elements of the tourism industry.

Tourism industry should focus on the development of human resources, improvement of tourism and hospitality training schools' quality as well as tourism skills training. Encouraging the schools to upgrade educational facilities and synchronize teaching equipment. Training programs must meet the requirements of the businesses. Strengthen the connection and cooperate with domestic and international organizations in training and developing human resources. Encouraging self training based on businesses' demands. Prioritizing investment in developing tourism human resources in rural areas in order to attract the local communities' contribution to the industry.

Focusing on training and developing the human resources in order to ensure a safe travel environment for tourists. Fostering the workforce, in terms of state management, business management and tourism labor. Striving to form a team of professional directors and employees for the tourism industry. Furthermore, those who work directly with tourists and host community should be constantly educated with professional tourism skill and knowledge of the local's culture, history, business culture, communication and foreign language skill. At the same time, coordinating with tourism training schools inside and outside the province to train and develop



tourism workforce. Funding to support domestic and international training programs for employees at travel enterprises, tourism system, tourism employees in order to improve the workforce quality of Dong Nai.

## **II. OVERVIEW OF HUMAN RESOURCES IN DONG NAI TOURISM SYSTEM**

### **2.1 Overview:**

Dong Nai consists of 9 districts and 2 cities which are Bien Hoa and Long Khanh. The province has a total of 960 hotels and motels along with 24 tourist destinations. These hotels and tourist destinations attract more than 6.000 workers. The tourist attractions are located evenly among districts of Long Khanh and Bien Hoa. Particularly, 70% of the total number of hotels are situated in Bien Hoa.

The labor force is mainly distributed in large tourist areas such as Buu Long Tourist Area, Vuon Xoai Mango Garden Resort (Bien Hoa), Giang Dien Waterfall Eco Resort (Trang Bom district), Suoi Mo Tourist Area (Tan Phu district), The Bamboo Villages, Bo Cap Vang Ecotourism (Nhon Trach District), etc.

### **2.2 Situation of Human Resource:**

The labor force is one of the most significant elements that has direct impacts on the development of tourism industry. The People's Committee of Dong Nai has approved Plan 4760/KH-UBND 23/06/2015 of training and developing human resource quality for Dong Nai's political system. In terms of tourism, the province will send 110 people to participate in both domestic and foreign tourism training programs. Besides, annually, the Department of Culture, Sports and Tourism cooperates with Tourism training centers to organize tourism courses (State Management and Tourism Promotion, Sales Skills for Business Households in Chua Chan mountain, on-site guides, manners, communication skills, customer services in hotels and motels) to the those who work for People's Committee of villages and sub-districts; Information and Cultural Affairs Office of districts, Long Khanh and Bien Hoa city as well as workers of some tourism enterprises.

According to the report of the Department of Culture, Sports and Tourism, in 2013, the total number of employees who worked in the tourism field was 2.883 people. In 2017, that number had increased to 3.218 people. This; however, was considered a small number of labor force. Unfortunately, the number of employees who graduated with Bachelor's degree of Tourism were even far less. This resulted in the lack of the ability to meet the job demand. A latest research of the Department of Culture, Sports and Tourism recorded that more than 70% of tourism businesses still experience labor shortage, particularly tourism experts. Most of the employees did not meet the required standard; however, the businesses had no other choice but to allocate those employees to key positions of their company.

The tourist areas, tourist destinations and hotels in Dong Nai were established in the early days, some of them were built 40 years ago, while the others have been in operation for 10 years. As time passed, the development needs of industrial areas, tourist areas as well as the number of people going to Dong Nai for work, seminar and vacation have been increasing; therefore, more hotels and tourist attractions were opened to supply the demand of customers.



The development of tourist destinations and hotels result in a huge demand for workforce. Over the years, tourist areas, hotels and tour operators have been constantly upgrading their facilities and improving their human resources quality.

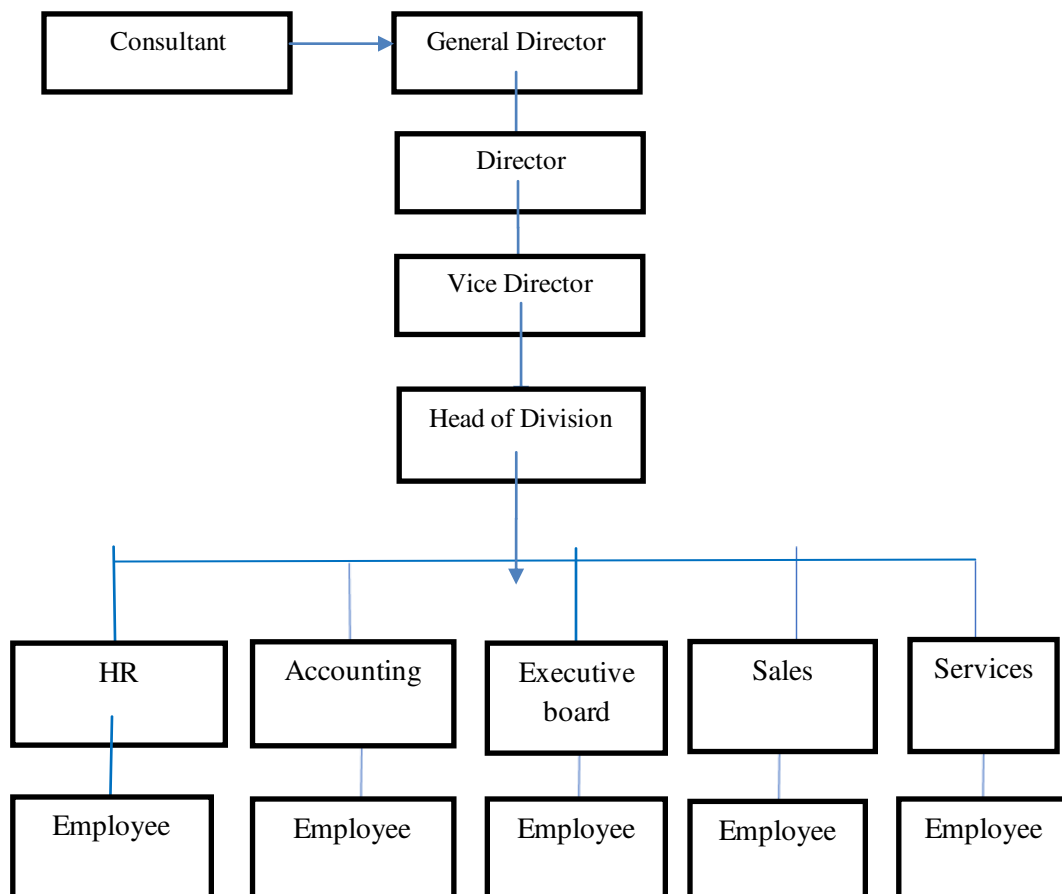
Dong Nai's tourism labor force is divided into three fields, namely hotels, tourist areas and tour operators. The tourist areas' workforce account for 60% of the total of Dong Nai's tourism labor force.

In some large tourist areas, a majority of employees receive better training. In the smaller ones, the employees are not well-trained, the majority of them belong to family-owned business; therefore, the customer service has not been taken into serious consideration.

### 2.3 Tourism industry organizational chart

The human resources of hotels, tourist companies and tourist operators in Dong Nai have the same operational structure as other businesses. The structure comprises General Manager (in case of hotels and large tourist destinations), small hotels and tourist destinations only require a Director, Head of Division and Employees.

#### Organizational chart of tourist areas, hotels and tour operators



#### ❖ Workforce details

- General Director: 1 person
- Consultant: 2 - 4 people



- Director: 2 people
- Vice Director: 2 - 4 people
- HR Department: 4 - 5 people
- Executive board: 4 people
- Sales Department:
  - Sales business: 20 people
  - Online sales: 6 people
- Service Department: 10 - 100 people (according to the demand of each hotel, tourist area and tour operator)

- Accounting Department: 2 - 3 people

❖ **Job description:**

- **General Director:**
  - Directly managing and leading the company
- **Consultant:**
  - Including consultants on government relations, diplomacy and strategic advisors for tourist areas, hotels and tour operators

- **Chief Customer Officer:**
  - Proposing business strategy programs and managing operations of tourist areas, tour operators and hotels under the direction of General Director

- **PR Officer:**
  - Responsible for diplomacy and customer relations, servicing guests and bringing customers to tourist areas, tour operators and hotels

- **Vice Director:**
  - The Vice Director helps the Director to direct and handle the works of the tourism areas, tourist agencies and hotels as assigned by the Director. The Vice Director has the authority as the Director when it comes to handling the assigned tasks and is responsible to the Director and the law for their decisions.

- Direct the units to conduct the assigned missions, development plans. Inspect and urge the units to organize the implementation of the Ministry's direction, suggesting and organize the implementation of assigned tasks. Directly direct, administer and monitor units under financial management; ensure income, basic salary fund, balance and decide union fund, welfare, health examination, foreign and international cooperation, etc. of the assigned units. Each individual Vice Director will be responsible for one field, particularly, they will monitor, synthesize, guide and direct on that work segment.

- When performing the tasks, if there is a problem related to the task by other Vice Directors, the Vice Directors must coordinate to resolve. In case of conflict, they must report to the Director to consider and decide. Beside the assigned work, the Vice Directors are responsible for monitoring the overall activities of the Center in order to coordinate and undertake other tasks assigned by the Director.

- **Sales Department:**



- This department plays a significant role in the hotel business. Their duties are to do market research, develop business strategies and promotion to attract travellers to hotels, tourist areas and tour operators.

- Coordinate with the executive board to conduct a large number of promotions. Find customers and reach them. Build products based on customer needs.

- Sign contracts with brands, travel companies, agencies, domestic and international organizations when they would like to stay in Dong Nai for work, joining large seminars, training and travelling.

- **Executive board:**

- Sales department employees will carry out the work to ensure the implementation of hotel products.

- Sign contracts with suppliers annually to update data for the Sales department. Negotiate with partners to provide good service price and qualified customer service for the customer.

- Design the programs and FIT (Free Independent Traveller) price

- Deploy the whole operating programs

- Support the Sales department to meet bidder

- Build price quotation

- Monitor the implementation of programs and services for customers staying at the hotel, coordinate with the accounting department to make a payment with travel companies, agencies, units and individual guests staying at the hotel.

- Quickly handle unusual situations occurring during the process of conducting travel programs.

- **Accounting Department:**

- This department is responsible for statistics and financial planning as well as record income statements for the company monthly. Their tasks also include monitoring and reporting on the use of capital and assets of the company.

- **Human Resources Department**

- Their role is to act as a counsellor for the board of directors when it comes to duties at tourist areas, hotels and tour operators. Particularly, the ones that related to compensation, recruitment and encouraging employee performance. Besides, the Human Resources department also helps other departments in terms of human resources management as well as being an intermediary between directors and employees.

- **Service Department:**

- This department is responsible for helping customers when they need to book flights, cars to travel, find restaurants as well as other services.



### **III. RECOMMENDING TO IMPROVE THE EFFICIENCY OF TOURISM HUMAN RESOURCES MANAGEMENT OF DONG NAI**

#### **3.1 Business objectives and orientations 2021-2024:**

- Based on tourist attractions and hotels' demand, there should be more recruitment for professional employees in order to provide better quality services.
- Utilizing the available human resources to train and improve the qualifications of employees at every stage in order to ensure the professionalism and enthusiasm of employees which lead to the satisfaction of the guests when visiting Dong Nai. This also helps to get repeat customers and attract new customers.
- Training and improving employee professional competence will result in the efficient operation of business activities for the tourism system
- Organizing and managing employees, setting new standards for manager promotion, focusing on professional experiences
- Cooperating with domestic and international organizations to create more labor for the tourism industry
- Coordinate with Department of Culture, Sports and Tourism to organize training programs every quarter and year to enhance human resources quality

#### **3.2 Strengths and Weaknesses of Dong Nai tourism human resources**

##### **Strengths:**

- According to Le Kim Bang - manager of Dong Nai Department of Culture and Sports, two to three professional trainings for tourism are conducted in order to enhance the quality of human resources for tourist areas, hotels and tour operators. The aim is to help tourism companies to become more professional and attract more tourists come for a vacation or entertainment which will result in the increasing in business sales as well as the development of province's tourism field.
- Tourism business should keep up with the demand of customers so as to develop training programs that meet the customer expectation of tourist attractions, hotels or tour operators in Dong Nai.
- Board of directors should have judicious leadership with suitable management policies. As a result, the employee productivity will be increased.
- Always reward those who have excellent work performance in order to increase the level of performance at work in the tourism field.
- Always encourage them to commit so they could show continuous improvement and contribution.
- For the past few years, the Dong Nai tourism industry has built solidarity and encouraged employees to stick with their job and contribute to it.



- The tourist attractions, hotels and tour operators define that having high-quality human resources is an essential element in the tourism development process. Therefore, those businesses should recruit applicants with great enthusiasm, creativity in order to keep up with customer demand. Tourism workers should be friendly, hospitable, be able to understand customers and help them when needed.

- Each tourism business should develop a website to introduce their business and update their latest information. Besides, it is a channel to promote their tourist attractions, hotels and tour operators as well as influence customer's decision-making process and encourage them to visit those places.

- Tourism business should always update policies that meet the customer trends and demands so as to have more training programs that specifically dedicate to inform customer trends to employees so they can provide customers with satisfied experiences.

- Board of directors should have judicious leadership with suitable management policies. As a result, the employee productivity will be increased

- The board of directors, who have plenty work experiences, often give advances and direct the work to employees.

- The board and consultants should predict human resources evaluation of all business to have the suitable training and recruitment that meet the demand of each tourist attractions, hotels and tour operators

- The strong collegueship in which employees often assist each other with their work to improve their business and enhance customer's satisfaction.

### **Weaknesses:**

According to the Department of Culture, Sports and Tourism of Dong Nai, even though there has been a huge investment in training human resources, the quality did not match with the requirement of business. At the moment, many hotels and tourist attractions have not paid much attention to recruiting a professional workforce. Many family-owned tourist attractions and hotels still neglect the professionalism in customer services.

### **3.3 Solutions:**

In order to resolve the lack of human resources, some solutions are given

#### **3.3.1 Training:**

- Tourism business should continue to improve the qualification and political level of all employees. It is also crucial to develop work ethic, level of education and professional competence to provide the guests with the best experiences.

- Arranging capital resources for each quarter and year to train and improve tourism employees' professional skills



- Department of Culture, Sports and Tourism coordinate with tourism enterprises, tourist destinations and hotels to organize training courses so as to people who work in tourism industry can meet and gain more knowledge related to their jobs. Moreover, competitions should be held to honor tourism employees to bring the pride and career commitment as well as encourage them to learn and improve professional skills.
- Based on the demand of each tourism attraction, hotels and tour operators, the employees will be sent to domestic or international refresher courses to enhance customer services quality.
- At the moment, Dong Nai tourism employees' foreign language skill still needs improvement to be able to communicate and assist foreigners when they visit Dong Nai.

### **3.3.2 Employee management:**

- There should be a close examination in employee's manners and work attire. In particular, late for work, distraction at work and inappropriate work attire are not allowed.
- Employees should be in the positions that match with their specialization. Tourism businesses should not put their employees in the wrong position for the sake of saving money.
- Tourist attractions, tour operators and hotels should give reasonable amount of work as well as often reward to those who have excellent work performance within a department and company. Furthermore, Having fair reward and punish policies is also essential.
- Companies should pay attention to all solutions to increase productivity but should not forget to always save costs to avoid wastage.
- Employees holding key positions in hotels should be trained to have high professional knowledge and skills.
- Encourage employees to commit to stay for a long time

### **3.3.3 Improving tourism products and services:**

- Heavily investing in infrastructure and cooperating with other businesses to supply services when the guests demand. Hotel's employees should be experienced and professional to handle sudden issues and avoid causing confusion to the guests.
- Organizing training courses for employees to work and provide better services for customers
- Service team members should learn some foreign languages to communicate with foreign customers
- On-site personnel training with versatile knowledge and understanding.
- Communication skills and customer retention
- Understand customers' needs. Consultants should be qualified, be able to work under pressure and handle guest's issues with polite manners.

### **3.3.4 Expanding venture and connection:**

- Expanding venture and cooperating with domestic and international business to train the tourism workforce. Learn managing and training experiences from experts from other countries.
- The number of travellers is increasing while companies also expand their business so the demand for accommodation while travelling is also rising. This is an opportunity for tourist

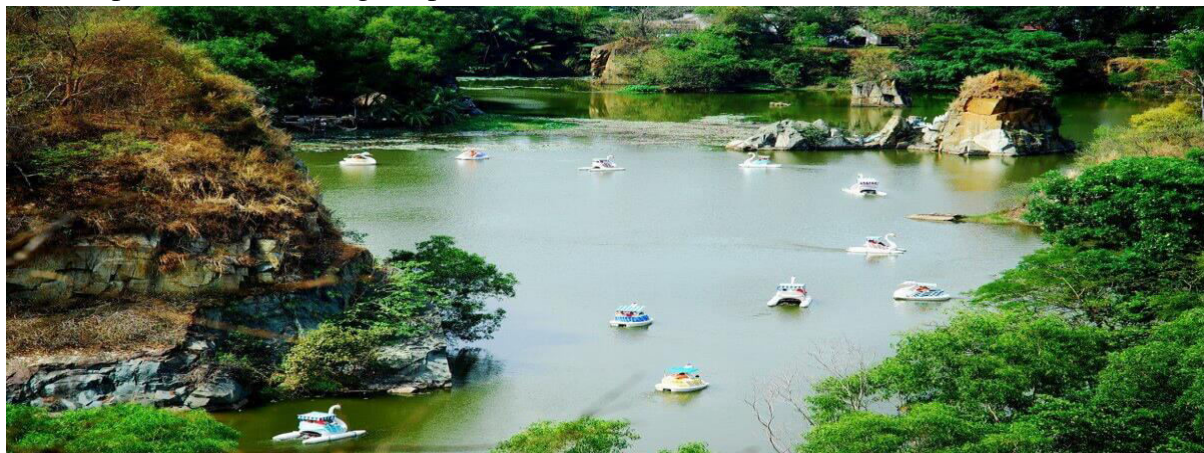


attractions, tour operators and hotels to attract customers and gain more revenue. However, hotels should provide customers with satisfaction by improving the service quality.

### **CONCLUSION:**

Dong Nai's tourism industry has many opportunities to develop in the future. As Long Thanh International Airport is currently under construction, the province will put more emphasis in turning Long Thanh into an airport city that connects will other areas within the province. Projects regarding commerce and tourism will be conducted in areas surrounding the airports. Especially, Dong Nai will invest in establishing 5 industrial areas and more than 20 industrial clusters to attract domestic and international businesses to invest in manufacturing business. Besides, the province also plans to construct more than 20 other large tourist areas. For that reason, one of the most important criterias in the development of the province is to improve the quality of human resources. Despite having invested in traffic and tourism infrastructures and hotels, the lack of human resources or low quality of workforce will have negative impact on the development of tourism industry. Since the customers have high expectation for tourism facilities and services, particularly, the destinations have to be scenery, the staff customer service attitudes should be professional. Having high quality of human resources will provide Dong Nai better opportunities to improve its tourism industry.

The investment for tourism training programs so the employees become more professional, enthusiastic and hospitable so that the tourism businesses can establish their brand reputation as well as get repeat customers and attract new customers.



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