

**MINISTRY OF EDUCATION AND TRAINING  
DUY TAN UNIVERSITY**

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**HUMAN RESOURCE DEVELOPMENT  
IN HOSPITALITY ENTERPRISES  
IN KIEN GIANG PROVINCE**

**Major: Business Administration**

**Code: 9340101**

**SUMMARY OF DOCTORAL THESIS IN BUSINESS  
ADMINISTRATION**

**Danang, 2021**

The research work was completed at Duy Tan University

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## **INTRODUCTION**

### **1. THE NECESSSITY OF THE RESEARCH**

As one of the two key areas of the tourism industry, there is a remarkable development in both the number of accommodation establishments and rooms in hotels in Kien Giang province. However, human resources for hospitality enterprises are not enough to meet both quantity and quality in Kien Giang (KG) province. Therefore, the topic "Human resource development (HRD) in the hospitality enterprises in Kien Giang province" was researched in order to provide solutions to meet human resource requirements for hospitality enterprises in KG province in the coming time.

### **2. THE RESEARCH TARGETS AND THE RESEARCH QUESTIONS**

#### **2.1. The General Target**

The general target of the thesis is to complete the persuasive basis for HRD in enterprises, to conduct practical research on HRD in hospitality enterprises in KG province, thereby providing solutions to meet human resource requirements for hospitality enterprises in the coming time.

#### **2.2. The Concrete Targets**

- Completing the theoretical basis of HRD in enterprises.
- Researching on the current situation of HRD in hospitality enterprises in KG province.
- Determining factors affecting HRD in hospitality enterprises in KG province.
- Proposing solutions to develop the HR in hospitality enterprises in KG province.

#### **2.3. The Research Questions**

- The definition of HRD? The details of human resource development in hospitality enterprises?
- The current situation of HRD in hospitality enterprises in KG province? The current level of response in terms of quantity and

quality of hospitality staff?

- The influences on human resource development in hospitality enterprises in Kien Giang province?

- The solutions for HRD in hospitality enterprises in KG province in the coming time?

### **3. THE RESEARCH SUBJECT AND RESEARCH AREA**

**3.1. The Research Subject:** HRD in hospitality enterprises in KG province.

**3.2. The Research Area:** The multiple level of 3- star and over of Hotels and accommodation facilities in KG province in the period 2015-2019.

### **4. RESEARCH METHODOLOGY**

On the basis of research data on factor impacts on HRD in hospitality enterprises, factors constituting quality of human resources in hospitality in KG province, research on building survey checklists for enterprise managers, employees and tourists. Then, using statistical methods to process the data and check the hypotheses raised from the qualitative research.

### **5. NEW ASPECTS IN THIS THESIS**

#### **5.1. Theoretically, the thesis**

- Connecting between theories on HRD and factors affecting HRD in enterprises.

- Supplementing research on cultural characteristics of people in KG into the factors affecting HRD.

- Demographics according to local conditions were also included in the study.

- The supplement shows the difference in organizational structure of hospitality in 3-star, 4-star and 5-star in KG province.

#### **5.2. In fact, the research**

- Combining modern trends in the development of hospitality to affect the HRD of hospitality in KG province.

- Combining the trends of globalization, including the ASEAN economic community to affect the HRD of the hospitality enterprises

in KG province.

- Implement the research on HRD in specific business in KG province.

## **5. LIMITATION IN THIS THESIS**

There isn't in-depth research for each hotel group by star rating and no specific analysis of the human resources of each career in the hotel.

## **6. THESIS COMPOSITION**

Chapter 1: Research overview

Chapter 2: Theoretical basis of HRD in the enterprise

Chapter 3: The current situation of HRD in hospitality enterprises in KG province.

Chapter 4: The solutions and recommendations for HRD in hospitality enterprises in KG province.

# **CHAPTER 1**

## **RESEARCH OVERVIEW**

### **1.1. THE RESEARCHES IN AND OUTSIDE THE COUNTRY**

#### **1.1.1. Human Resource Development**

The fundamental theory of human resource development is formed from economics presentations, behavioral theory, theoretical and philosophical systems.

#### **1.1.2. Quality of Human Resource**

The authors have provided many different criteria to evaluate the quality of human resources, including physical factors, professional competence, ethical qualities, Foreign language ability - Informatics, other soft skills. Particularly in the tourism business field, including hospitality, the quality of human resources is highly appreciated through soft skills, especially foreign language ability.

#### **1.1.3. Factors affecting human resource development**

HRD are affected by two basic groups: The external factors in enterprises: Internationalization, State policies related to labor, education system and training quality, demographics. The internal

factors in enterprises: Strategy of training and developing human resource in enterprises, policies of attracting and treating employees in enterprises, education and training of human resource in enterprises, development activities.

#### **1.1.4. Solutions of human resource development**

The researchers focused on two basic groups of solutions: Group of solutions external enterprises: Focus on developing economic conditions; education - training system; the State's policy system on job creation, labor encouragement; improve the quality of training at vocational training institutions. Group of solutions internal enterprise: Focusing on the company's strategy on human resource development; policies on attraction and treatment in enterprises; working conditions and environment in enterprises; training and retraining employees; relationship with superiors and colleagues; enterprise culture.

### **1.2. WEAKNESSES IN RESEARCH**

There is no one deeply research on HRD in enterprises in KG province and no research specifically mentions the quality of human resources in hospitality from the factors of human resource quality. There is no deeply research on the components, factors in HRD in enterprises in this field.

## **CHAPTER 2**

### **THEORETICAL BASIS OF HUMAN RESOURCE DEVELOPMENT IN THE ENTERPRISE**

#### **2.1. THE HUMAN RESOURCE IN THE ENTERPRISE AND THE HUMAN RESOURCE IN HOSPITALITY ENTERPRISE**

##### **2.1.1. The general notion about human resource**

Human resource is a resource that people can participate in production activities to create material and spiritual values for society in the present time and in the future.

##### **2.1.2. The notion about human resource in the enterprise**

Human resource in the enterprise is understood as all employees, all individuals involved in production and business

activities in the enterprise. These individuals are linked to each other according to their assigned functions, roles and positions in the enterprise to ensure the set goal in the enterprise.

### **2.1.3. The human resource in hospitality enterprise**

#### **2.1.3.1. The notion about hospitality business.**

Hospitality business is a business activity to provide accommodation, food and other services to meet the needs of tourists.

**2.1.3.2. *The characteristics of hospitality business:*** Depends on tourism resources, requires large investment capital, uses a lot of labor, and is seasonal in tourism.

#### **2.1.3.3. *Classification of hotel.***

**2.1.3.4. *The characteristics of human resource in hospitality business:*** Use a lot of labor, unstable jobs and high levels of “job hopping”, unskilled or semi-skilled labor, weakness of the domestic labor market, limited gender division of labor, transformation of labor skills, disparity of staff level between departments.

**2.1.3.5. *Classification of labor in hospitality:*** Depending on the selection criteria, employees in the hotel are divided into different categories.

**2.1.3.6. *Quality of labor in Hospitality:*** In this research, the author focuses on researching the quality of human resources through the following criteria: Health, capacity, behavior and attitude of employees, appearance of employees, other soft skills.

## **2.2. HUMAN RESOURCE DEVELOPMENT IN ENTERPRISES**

### **2.2.1. The notion of HRD in enterprises**

HRD is an activity that orients human resource development on the basis of forecasts and strategic goals in enterprises, including ensuring quantity, quality and structure for enterprises’ operations.

HRD in hospitality is expressed through the following roles: Ensuring enterprises’ operations take place continuously, meeting the needs of serving guests, improving the competitiveness of hotels from upgrading the quality of human resource and increasing business efficiency in enterprises through increasing labor productivity.

HRD in hospitality is an enterprise's operation to ensure human resource in quantity, quality and structure to meet the business needs in the present and in the future, especially during the business seasons.

**2.2.2. The content of human resource development in enterprises:** Training and Development, Performance management; Organization development; Career development.

**2.2.3. Connotation and evaluation criteria for HRD in enterprises:**

HRD in enterprises is assessed through: terms of scale and structure, quality and productivity of employees in enterprises

### **2.3. FACTORS AFFECTING HRD IN THE ENTERPRISES.**

**2.3.1. External factors:** Including economic environment, socio-cultural environment, labor policies, policies on training, science and technology, competition of enterprises in recruitment...

**2.3.2. Internal factors:** Including policy factors to attract, train and treat employees; to arrange position of human resource; work environment; Technology level in enterprises:

Thus, the research proposes a model of factors affecting human resource development in enterprises in KG province with the assumptions:

**H1:** There is a positive relationship between the trend and demand of tourism development and training of hospitality enterprises.

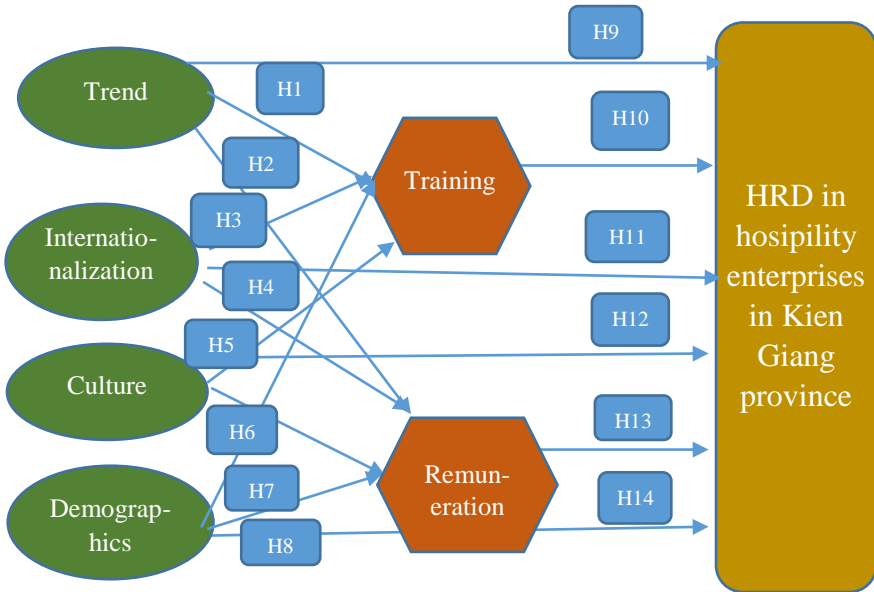
**H2:** There is a positive relationship between the trend and demand of tourism development and the remuneration policy in the enterprises.

**H3:** There is a positive relationship between internationalization and training in the enterprises.

**H4:** There is a positive relationship between internationalization and the remuneration policy in the enterprises.

**H5:** There is a positive relationship between the cultural characteristics of the employees in KG and the enterprises' training .





**Picture 2.1: Model of factors affecting human resource development in hospitality enterprises in Kiên Giang province**

**H6:** There is a positive relationship between the cultural characteristics of the employees in KG and the remuneration policy in the enterprises.

**H7:** There is a positive relationship between demographics and enterprises' training.

**H8:** There is a positive relationship between demographics and the remuneration policy in the enterprises.

**H9:** There is a positive relationship between the trend and demand of tourism development and HRD in hospitality in KG province.

**H10:** There is a positive relationship between the enterprise's training and HRD the hospitality in KG province.

**H11:** There is a positive relationship between labor

internationalization and HRD the hospitality in KG province.

**H12:** There is a positive relationship between the cultural characteristics of the employees in KG and HRD in hospitality industry in KG province.

**H13:** There is a positive relationship between remuneration policy in the enterprises and HRD in hospitality industry in KG province.

**H14:** There is a positive relationship between demographics and the hospitality enterprises in KG province.

### **CHAPTER 3**

#### **THE CURRENT SITUATION OF HUMAN RESOURCE DEVELOPMENT IN HOSPITALITY ENTERPRISES IN KIEN GIANG PROVINCE.**

##### **3.1. THE ECONOMIC – SOCIAL SITUATION IN KIEN GIANG PROVINCE**

In the period of 2015-2020, KG province has have the quite good economic growth rate, people's living standards and incomes have improved. Many works and projects have been implemented, contributing to improving the conditions of facilities, creating favorable traffic conditions.

##### **3.2. THE HOSPITALITY BUSINESS SITUATION IN KIEN GIANG IN PERIOD 2015-2019**

###### **3.2.1. The number of visitors and income in hospitality enterprises**

###### **3.2.1.1. The number of visitors in period 2015-2019**

In the period 2015-2019, the whole province welcomed 14,845,822 visitors, including 2,056,900 international visitors.

###### **3.2.1.2. The income of hospitality enterprises in Period 2015-**

2019

In the period 2015-2019, hospitality enterprises in Kien Giang province had a total income of 18,076.82 billion VND. The average revenue growth rate for this period is over 20% per year.

### **3.2.2. The hospitality enterprises in Kien Giang province**

#### ***3.2.2.1. Number***

By December 2019, the whole province has 29 hospitality enterprises of 3 - star or more, of which there are 12 5-star enterprises, 9 4-star enterprises and 8 3-star enterprises.

#### ***3.2.2.2. Rooms' number***

In the period 2015-2019, hotels with 3-star or more in Kien Giang province increased 7,643 rooms, of which 5-star rooms increased by 6,768 rooms, which is 89% of the number of additional rooms.

#### ***3.2.2.3. The location of hospitality enterprises***

The hospitality enterprises in Kien Giang province are unevenly distributed, mainly focusing on Phu Quoc island district and Rach Gia city.

## **3.3. SITUATION OF HUMAN RESOURCE DEVELOPMENT IN HOSPITALITY ENTERPRISES IN KIEN GIANG PROVINCE**

### **3.3.1. Number and structure of employee**

#### ***3.3.1.1. Number of employees in hotels of 3 stars or more in Kien Giang province in period 2015-2019.***

The total number of employees working at hotels of 3- star or more in Kien Giang province by the end of 2019 is 6,909 people.

#### **3.3.1.2. Structure of employee**

##### ***a. According to functional departments in the hotel:***

The higher the star hotels, the more functional parts they have

to serve the needs of their guests

**b. According to gender:** The average labor rate by gender in the period 2015-2019 is 52.85% female and 47.15% male.

### 3.3.2. The quality of labor

#### 3.3.2.1. According to qualification

By December 2019, the total number of employees in the hospitality enterprises of 3 stars or more was 6,909 people, the employees with graduate degrees was 0.33%, university degrees was 23.95%, college degree was 13.88%, intermediate level was 17%, the rest with other qualifications were 44.84%

#### 3.3.2.2. According to education

The educational level of employees in hospitality has improved significantly. The number of people with primary education increased slightly, while the number of employees with high school qualifications increased fastest

#### 3.3.2.3. According to the requirements of service quality in the hospitality enterprises

| Evaluation Criteria  | Enterprises |             | Tourists |             | Employees |       |
|--|-------------|-------------|----------|-------------|-----------|-------|
|  | GT<br>TB    | Level       | GT<br>TB | Level       | GT<br>TB  | Level |
| The employee performs the job competently                      | 4.05        | Pretty good | 4.18     | Pretty good | 4.39      | Good  |
| The employees with good health can do jobs at enterprises      | 4.21        | Good        | 4.19     | Pretty good | 4.47      | Good  |
| The knowledge level of employees about the work they are doing | 4.14        | Pretty good | 4.12     | Pretty good | 4.33      | Good  |
| The confidence of employees in work                            | 4.21        | Good        | 4.18     | Pretty good | 4.30      | Good  |

| Evaluation Criteria  | Enterprises |             | Tourists |             | Employees |             |
|--|-------------|-------------|----------|-------------|-----------|-------------|
|  | GT<br>TB    | Level       | GT<br>TB | Level       | GT<br>TB  | Level       |
| Foreign language level of employees                                | 3.70        | Not good    | 3.52     | Not good    | 3.80      | Not good    |
| Informatic level of employees                                      | 3.84        | Not good    | 3.63     | Not good    | 4.05      | Pretty good |
| Responsibility of employees towards customers                      | 4.27        | Good        | 4.19     | Pretty good | 4.32      | Good        |
| Employees' willingness to serve guests                             | 4.26        | Good        | 4.28     | Good        | 4.44      | Good        |
| The understanding of employees for customers' needs                | 4.09        | Pretty good | 4.14     | Pretty good | 4.20      | Pretty good |
| Polite, courteous, respectful and friendly attitude towards guests | 4.33        | Good        | 4.43     | Good        | 4.33      | Good        |
| Polite uniform   | 4.29        | Good        | 4.45     | Good        | 4.41      | Good        |
| Communicate with colleagues, superiors and customers               | 4.28        | Good        | 4.18     | Pretty good | 4.30      | Good        |
| Work in group skills   | 3.84        | Not good    | 3.82     | Not good    | 4.05      | Pretty good |
| Conflict resolution skills   | 3.79        | Not good    | 3.89     | Not good    | 4.11      | Pretty good |
| Work arrangement skills  | 3.82        | Not good    | 3.85     | Not good    | 4.17      | Pretty good |
| Decision Skills  | 3.83        | Not good    | 3.85     | Not good    | 4.05      | Pretty good |
| Level of ability to withstand pressure at work                     | 4.08        | Pretty good | 4.19     | Pretty good | 4.30      | Good        |

| Evaluation Criteria | Enterprises |             | Tourists |          | Employees |       |
|---------------------|-------------|-------------|----------|----------|-----------|-------|
|                     | GT<br>TB    | Level       | GT<br>TB | Level    | GT<br>TB  | Level |
| Other skills        | 4.13        | Pretty good | 3.80     | Not good | 4.47      | Good  |

### **3.4. SITUATION OF FACTORS AFFECTING HUMAN RESOURCE DEVELOPMENT IN KIEN GIANG PROVINCE**

#### **3.4.1. Trends and needs of tourism development**

KG with the potential and advantages of tourism development, in 2019, the tourism industry in KG also has many breakthroughs. The income of hospitality enterprises reached VND 15,908 billion, up 11.99%. KG including Phu Quoc city is forecasted to become an attractive tourist destination for world tourists in the near future.

#### **3.4.2. Internationalization of labor in the tourism industry**

The mutual recognition of professions among ASEAN economic community countries in the field of tourism has created favorable conditions for the development of the tourism industry. The percentage of foreign employees working at hotels in the KG province fluctuates depending on the star level of the hotel. The higher the star rating, the higher the rate. Most foreign employees work in management positions.

#### **3.4.3. Demographics**

According to statistics, the Southern Delta has 190 students/ten thousand people (240 students/ten thousand people nationwide), the rate of trained employees is 13.6% (23 percent nationwide), the right high school enrollment rate in correct age is 50% (60% nationwide), this affects the quality of human resource.

#### **3.4.4. Cultural features**

KG employees always have a friendly attitude, when employees

accept the job, they do their best. They rarely voice their opinions in meetings and conferences but will react to quitting if they are not treated fairly and properly.

#### **3.4.5. Training at enterprises**

Orientation education for employees when they first get a job, training for employees in the form of tutoring, self-organizing training by department heads, in collaboration with training institutions.

#### **3.4.6. Remuneration, attraction and position arrangement policies in enterprises**

The recruitment in hospitality enterprises in KG province is not the same among each one in different star levels from recruitment planning and recruitment standards. In order to attract employees, hospitality enterprises, especially those in Phu Quoc district, have offered many preferential regimes for employees. Employees in hospitality enterprises in KG province are assigned jobs according to the position they applied for. After that, employees are transferred to another department or take higher positions in the same department.

### **3.5. RESEARCH RESULTS OF FACTORS AFFECTING HRD IN KG PROVINCE**

#### **3.5.1. Description of research form**

379 survey samples were eligible to be included in the research. The survey on the quality of employees in the hospitality enterprises, there were 111 satisfaction questionnaires in the whole 120 tourists, 379 samples from managers and employees at the hospitality enterprises in Kien Giang province.

#### **3.5.2. Measure audit**

The analysis results show that all 34 observed variables have a total correlation coefficient greater than 0.5 and the Cronbach Alpha coefficient of each factor group is greater than 0.6.

### **3.5.3. Exploratory factor analysis**

Based on the factor matrix table after rotation, there are 07 factors affecting human resource development in hospitality enterprises in KG province, which are named Trend, Internationalization; Cululture; Demographics; Training; Remuneration; and PTNNL.

### **3.5.4. Confirmatory Factor Analysis**

The results of the confirmatory factor analysis showed that:

- The evaluation coefficients Model fit all meet the satisfactory level according to Hair et al (2010), the GFI coefficient in some researches can be accepted at the level from 0.8 to 0.9. The results show that the model fits the market data.

- The correlation relationship between observed variables with factors and between groups of factors are guaranteed at the significance level of P value lower than 0.05.

### **3.5.5. Analysis of linear structural model SEM:**

The results of Analysis of linear structural model SEM showed that:

- The model has  $CMIN/df = 2.293 (\leq 3)$ ,  $GFI = 0.841$  (range 0.8 to 0.9),  $TLI = 0.915 (\geq 0.9)$ ,  $CFI = 0.922 (\geq 0.9)$  and  $RMSEA = 0.059 (\leq 0.08)$ , showing that the model fits the market data.

- There are relationships between factors: Demographics and PTNNL, Internationalization and PTNNL, Cuture and PTNNL, Training and PTNNL, Remuneration and PTNNL, Demographics and Training, Internationalization and Remuneration, Trend and training, Trend and Remuneration, Cuture and Remuneration.

- There is not enough evidence to confirm other relationships.

- The relationship between the factors in the model is as follows:



| <b>Factors</b>           | <b>Trend</b> | <b>Internatio<br/>nalization</b> | <b>Cutre</b> | <b>Demog-<br/>raphics</b> | <b>Training</b> | <b>Remune<br/>ration</b> |
|--------------------------|--------------|----------------------------------|--------------|---------------------------|-----------------|--------------------------|
| <b>Training</b>          | 0.332        | -                                | -            | 0.146                     | -               | -                        |
| <b>Remuner<br/>ation</b> | 0.244        | 0.130                            | 0.153        | -                         | -               | -                        |
| <b>PTNNL</b>             | -            | 0.095                            | 0.138        | 0.242                     | 0.115           | 0.142                    |

### **3.5.6. Compare the research model with the proposed model and other researches**

Comparing the results of the research model with the original proposed model shows that: The predictions about the impact relationship between the factors in the model are similar to the original research proposal. However, there is no correlation between: demographic factors and remuneration policies in the enterprises, internationalization of labor and training activities in the enterprises, cultural characteristics and the enterprises' training, trends and needs of tourism development and the results of human resource development in the enterprises.

Compared with other researches, it shows that: There is a similarity between the author's research on: the impact of the factors "Training at enterprises", "Policies of treatment, attraction and use of employees in the enterprises, internationalization, the cultural environment, demographic factors on HRD in enterprises.

Comparing with previous researches, this research has some new findings as follows: The factors inside and outside the enterprise have a direct impact on HRD in the enterprise, and at the same time, the external factors also affect the internal factors in the enterprise. Cultural factor of KG people is considered as a new point introduced in the research. Internationalization of employees in the enterprises is concretized in line with the trend of regional economic community

integration, and at the same time clearly shows the demand for high-quality human resources of hospitality enterprises in Kien Giang province in the present.

### **3.6. THE KEY REASONS OF LIMITATIONS ON HUMAN RESOURCE DEVELOPMENT IN HOSPITALITY ENTERPRISES IN KIEN GIANG PROVINCE**

**3.6.1. The internal reasons of the enterprises:** Not attaching importance to the planning and development of human resource in the enterprises; Income policy is not attractive; The propaganda and promotion of the enterprises about working conditions and development of employees is not effective; The working environment is not really attractive; The evaluation of work results has not really encouraged employees; The capacity of the training and development department is not up to par, and has not advised managers well in human resource development in the enterprises; The training and development in the hotels are not really professional; The coordination with training institutions in training and recruiting is not smooth.

**3.6.2. The external reasons of the enterprises:** The geographical location of Kien Giang province is far from major cities of the country, so the traveling and living conditions do not meet the needs of the employees well; Human resource in the locality Kien Giang is not enough to supply the demand for human resource of hotels in the province; The quality of training in the training institutions of the professions in the hotel has not met the current customer service requirements; The mindset of the employees who do not want to work for the hotels for many reasons; There is no effective policy to encourage and support apprentices in this area.

## **CHAPTER 4**

### **THE SOLUTIONS AND RECOMMENDATIONS FOR HUMAN RESOURCE DEVELOPMENT IN HOSPITALITY ENTERPRISES IN KIEN GIANG PROVINCE.**

#### **4.1. THE SOLUTIONS BASED ON SCIENTIFIC**

##### **4.1.1. The context of tourism development in the near future**

- In KG province, tourism is still oriented as a spearhead economy for socio-economic development. In the Resolution on tourism development in KG province to 2020 and orientation to 2030, the following objectives are set forth:

- By 2020: Attract 650 – 700 international visitors and 8.4 million domestic tourists; growth of international and domestic tourists is 12%/year. By 2030: Attract 1,667 million international visitors and 22 million domestic tourists; growth of international visitors is 10%/year, domestic is 10%/year.

- Hospitality facilities: to meet tourism development needs by 2020, 21,200 rooms are required; by 2030 there should be 54,600 rooms; average growth rate of 9.92%.

- Create jobs for 14,000 direct employees in 2020 and 36,000 indirect employees in 2030.

##### **4.1.2. Identifying opportunities - challenges, strengths - weaknesses affecting human resources development in Kien Giang province until 2030**

*4.1.2.1. Opportunities:* KG, especially Phu Quoc Island has been and will become a tourist destination attracting domestic and foreign tourists; The free movement of employees between countries in the ASEAN economic community; Society's perception of the shortage of human resources in hospitality; The change in the perception of employees about the profession of hospitality;

Cooperation between training institutions and enterprises in training and supplying human resources.

**4.1.2.2. Challenges:** The shortage of human resources in terms of quantity, quality and structure; Job hopping of employees between enterprises; High source of funding for human resource development activities; Competition among enterprises in attracting human resources; The limitation in laborers' physical facilities, medical care and educational enjoyment.

**4.1.2.3. Strengths:** Attitudes of employees toward tourists; Awareness of enterprises in human resource development; Regulations and procedures for serving guests in the hotels; System of conditions for attracting and retaining employees in the enterprises; There is free time to foster and train employees.

**4.1.2.4. Weaknesses:** The foreign language level of the employees is low; The ability to work under pressure is limited; The nature of the service industry; The location on the island.

#### **4.1.3. The impact of factors on HRD in hospitality enterprises in KG province.**

Through research, human resource in the hospitality enterprises in Kien Giang province is currently lacking in quantity, not guaranteed in structure and limited in quality. Therefore, in order to develop human resource, hospitality enterprises in KG province in the period of 2020-2030 need to focus on solutions to promote training activities, appropriate policies to attract, reward and use their own employees with actual local conditions in KG.

#### **4.1.4. Objectives to be achieved to develop human resource in hotels in Kien Giang province by 2030:**

- Number of employees: Ensuring the number of employees to serve the needs of guests staying, achieving the ratio of labor: hotel

room is 1.5: 1.

- Labor structure: Ensuring the labor structure for enterprises, focusing on recruiting new occupations that are in great demand such as: bartenders, health care staff, beauty care staff, security...

- Quality of employees:

- + Regarding professional qualifications: 100% of employees have professional certificates in Primary Vocational level or higher. 100% of the employees are trained in orientation and professional training at the assigned position.

- + Regarding foreign languages: At least 50% of employees are fluent in English; 10% of employees can use languages: Chinese, Korean and Japanese in communication.

- + Regarding Informatics: 100% of employees proficiently use hotel management software at their assigned positions.

- + Regarding soft skills: 100% of employees are trained and practiced in communication, teamwork, Conflict resolution, work organization and decision skills.

- Engagement of employees: Ensuring the quit rate of employees ranges from 10 to 15% per year.

#### **4.1.5. Proposing framework solutions and petitions for HRD for hospitality enterprises in Kien Giang province in the coming time:**

The solutions for development of human resource for hospitality enterprises in KG province

| <b>Goals</b>  | <b>Solutions</b>  | <b>Performance conditions</b>  |
|---|---|--|
| Meet the number and structure of human resource for enterprises | Develop strategies and plans for human resource development in the enterprises. | The attention of enterprises' leaders to human resource development. |

| Goals  | Solutions   | Performance conditions  |
|--|---|---|
|  | Promote and innovate human resource recruitment.                | Financial resource  |
|  | Coordinate with training institutions to train human resource.  | The cooperation between training institutions.  |
|  | Develop and improve the salary and bonus policy for employees.  | Financial resource and capacity of the human resource department.                                     |
| Responding to the employees' quality in the enterprises. | Maintain and develop the training department in the enterprise. | The determination of enterprises' leaders in human resource development.                              |
|  | Establish and develop training programs.                        | Competence of the human resource department.  |
|  | Evaluate the learners after training.                           | Competence of the human resource department.  |
|  | Establish a training fund in the enterprises.                   | Financial resource  |
|  | Coordinate with training institutions to train human resource.  | Financial resources, efforts of employees.  |
|  | Increase employees' ability to withstand pressure               | Financial resources, cooperation with training institutions, passion for the profession of employees. |
| Improving foreign languages ability for employees in     | Teach foreign languages for the employees.                      | Financial resources, efforts of employees.  |

| <b>Goals</b>   | <b>Solutions</b>  | <b>Performance conditions</b>   |
|--|---|---|
| the enterprises  |   |   |
| Improving informatics ability for employees in the enterprises | Teach informatics for the employees.                                    | Financial resources, efforts of employees.                                    |
| Improving soft skills ability for employees in the enterprises | Train and practice soft skills for employees in the process of working. | Financial resources, efforts of employees.                                    |
| Reduce the rate of employees quit jobs                         | Arrange jobs in accordance with major and occupation.                   | Competence of the human resource department.                                  |
|  | Complete the evaluation of the employee's work results.                 | Competence of the human resource department.                                  |
|  | Develop promotion and promotion policies for employees.                 | Competence of the human resource department.                                  |
|  | Establish a friendly, positive and multicultural working environment.   | Leadership in enterprises   |
|  | Promote other welfare and remuneration policies.                        | Financial capacity and interest in human resource development in enterprises. |

**Petitions for development of human resource for hospitality enterprises in KG province.**

| No. | Petitions  | Bases  |
|-----|--|--|
| 1.  | Promote Kien Giang tourism   | Attract tourists   |
| 2.  | Develop transport infrastructure.                                    | Create favorable conditions for tourism development.               |
| 3.  | Promote support policies for hospitality apprentices.                | Encourage employees to participate in vocational training.         |
| 4.  | Scale-up and improve the quality of hospitality vocational training. | Ensuring the quantity and quality of employees in the enterprises. |

**4.2. THE SOLUTIONS FOR DEVELOPMENT OF HUMAN RESOURCE FOR HOSPITALITY ENTERPRISES IN KG PROVINCE**

To develop human resources in the coming time, hotel businesses in Kien Giang province need to focus on a number of solutions such as: Establish strategies and plans for human resource development; Promote and innovate human resource recruitment; Develop and improve the policy on salary and bonus payment for employees; Establish recruitment criteria for each job position; Maintain and develop the training department in the enterprises; Establish and develop enterprises' training programs; Evaluate the learners after training; Establish a separate fund for training and development of human resources; Coordinate with training institutions to train human resources; Teach foreign languages, informatics and soft skills for the employees; Increase employees' ability to withstand pressure at work; Arrange jobs in accordance with major and occupation....



### **4.3. PETITIONS FOR DEVELOPMENT OF HUMAN RESOURCE FOR HOSPITALITY ENTERPRISES IN KIEN GIANG PROVINCE.**

#### **4.3.1. For The People's Committee Of Kien Giang Province**

- Promote Kien Giang tourism to international tourists.
- Develop transport infrastructure connected to Kien Giang.
- Promote policies to support the apprentices in hospitality.

#### **4.3.2. For Training Institutions**

Scale-up and improve the quality of vocational training in hospitality.

#### **4.3.3. For Employees**

First, it is necessary to determine the ideology and psychology when deciding to work in the hospitality area.

Second, in addition to learning about expertise, employees need to equip themselves with knowledge of foreign languages and skills in using information technology.

Third, it is necessary to orient yourself in professional development.

Fourth, limit the frequent change of workplace.

## **CONCLUSION**

Human resource and human resource development are decisive factors for the existence and development, especially for service enterprises such as hospitality enterprises. Although there are many efforts in human resource development to meet the human resource needs for the tourism industry in general and the hospitality industry in Kien Giang in particular, human resource in the hospitality enterprises in Kien Giang province is still quite large lacking in quantity and structure, limited in quality of human resource. The

research shows that, in the coming time, hospitality enterprises need a large number of human resources and higher quality requirements on human resources. However, with the current situation, it is difficult for Kien Giang province to supply enough human resources according to the requirements of enterprises. The research also shows that human resource development in hospitality enterprises in Kien Giang province is directly affected by factors of internationalization, cultural characteristics, demographics, training and remuneration policies in enterprises. At the same time, the research also shows that external factors such as tourism development trends and needs, internationalization and cultural characteristics impact on the remuneration policy in enterprises. Factors Trends and needs of tourism development, Demographics impact on training activities in enterprises. On that basis, the author has proposed solutions such as focusing on developing training programs, spending money on training activities, developing specialized training departments, evaluating learning outcomes of employees, etc. In addition, the enterprises need to focus on salary and bonus policies, arrange jobs for employees, evaluate employees' work results, and establish a friendly and positive working environment. Recommendations for stakeholders such as the State Administration, employees and training institutions such as promoting Kien Giang to tourists, development of transport infrastructure, and vocational training in hospitality.

In order to well implement human resource development for the tourism industry in Kien Giang in general and the hospitality industry in particular, it is necessary to have the cooperation of many sides: State management, enterprises, training institutions and employees. Solutions need to be implemented quickly to meet the speed of the development in Kien Giang province in the current and coming time.

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