

Human resource management in National Tourism Area Development: Evidence from Hoa Binh Eco-tourism Area, Vietnam

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Abstract:

This article discusses human resource management in tourism with the goal of increasing the quality of products and services to achieve higher economic efficiency in terms of competitiveness in the tourist market. Products and services in tourism are highly dependent on the quality of workers and the task of human resource managers is to ensure quality workers. Management activities encourage the ability to advance careers for maximum efficiency and retain high-quality human resources in the business. The contents in this article are based on the theoretical model of human resource management, through which it can be applied to improve the efficiency of high-quality tourism human resources in the context of post-pandemic recovery in Hoa Binh Lake National Tourist Area, Vietnam in the period of 2021-2025 with a vision to 2030.

Keywords: human resources, management, lakebed tourism, Hoa Binh, Vietnam

1. Introduction

Human resource management is all the activities of an organization to attract, build, develop, use, evaluate, preserve and preserve a workforce that matches the organization's job requirements both quantitatively and qualitatively. (Bratton et al., 2021) Any organization is made up of its human or human resource members. Therefore, it can be said that the human resources of an organization include all the workers working in that organization, while human resources are understood as the resources of each person whose resources include physical and mental strength. Physical fitness refers to the health of the body, it depends on the physique, health status of each person, standard of living, income, diet, working and rest regime, medical regime. Human fitness also depends on age, working time, gender ... Intellectual power refers to the power of thinking, understanding, the acquisition of

knowledge, talents, aptitudes as well as opinions, beliefs, personality ... of each human being. (Stewart & Brown, 2019)

As one of the basic functions of an organizational management system, Human Resource Management involves planning, organizing, commanding, and controlling activities to attract, employ, and develop people so that they can achieve organizational goals while meeting the needs and interests of individuals workers. The subjects of Human Resource Management are employees as individual officers and employees in the organization and issues related to them such as their jobs and their rights and obligations in the organization. (Ivancevich & Konopaske, 2013)

The basic goal of any organization is to effectively use human resources to achieve its goals. Human resource management aims to consolidate and maintain the quantity and quality of labor necessary for the organization to achieve the set goals. Human resource management helps to find and develop the best forms and methods so that employees can contribute more energy to the achievement of organizational goals, while also creating opportunities for continuous development of employees themselves. No organization's activities are effective without "Human Resource Management". Human resource management is an integral and indispensable part of Business Administration. Human resource management is often the cause of success or failure in production and business activities. However, not all production and business organizations are well aware of this problem. Some places have not yet put the problem into a policy, a measure to plan in production and business. Therefore, some organizations are often passive, meeting somewhere, chasing the situation. There are places where problems are seen, leaders are interested, functional departments are organized as staff, but the planning program is not synchronous. Although there are places of success in one field or another (such as selection, promotion, encouragement, etc.), but in general, they are sporadic, not bringing general effectiveness. Some places are still administratively managed, not managed scientifically. The essence of Human Resource Management is the management of people within an organization, the treatment of the organization towards employees. In other words, Human Resource Management is responsible for bringing people into the organization to help them do their jobs, remunerate their labor and solve problems that arise (Opatha & Jayewardene, 2009) (Stone et al., 2023) (Mondy et al., 2005)

2. Methodology

Human resource management plays a central role in establishing organizations and helping them survive and thrive in the market. The importance of Human Resource Management in organizations comes from the important role of people. People are the elements that constitute the organization, operate the organization and determine the success or failure of the organization. Human resources are one of the indispensable resources of organizations, so Human Resource Management is an important field of management in every organization. On the other hand, managing other resources will not be effective if the organization does not manage human resources well, because after all, all management activities are carried out by people. The philosophy of Human Resource Management first depends on the conception of the human factor in productive labor. So far, there are three conceptions of workers as follows: (Hendry, 2012)

Man is seen as a kind of labor tool. This notion circulated widely under F. W. Taylor in the late nineteenth century when capitalists in pursuit of maximum profit extended the labor day sometimes to 16 hours, making widespread use of women and child labor. This myth is that by nature most people don't want to work, they care more about what they earn, not the work they do. Few people want and can do jobs that require creativity, independence and self-control. Therefore, the management policy determines that: the manager (foreman) must closely supervise and inspect the servants, must divide the work into simple parts that are easy to learn. People can endure very hard, strenuous work when they are paid more and they can stick to set levels of output. As a result, scientific methods applied in labor norms and organization, labor productivity has increased, and the exploitation of workers is also associated with the name "sweating regime" of workers. (Legge, 1995) (Amos et al., 2009) (Mbernacle, 2021)

People want to be treated like human beings. This concept was developed by social psychologists in industrialized capitalist countries. They perceive pre-conceptions that are concerned with exploiting people without paying attention to the laws that govern people's attitudes as they work. This conception notes that the manager must create a good, democratic, informative atmosphere for the maids and listen to their opinions. Representing this notion is Elton Mayo. (reviews & 1999, 2003)

"People have potentials that need to be harnessed and made to grow." This concept says: Human nature is not unwilling to work, they want to contribute to the realization of goals, they have the capacity to be independent and creative.

Management policies must motivate and encourage people so that they can participate in common work. Extending their independence and self-control will be conducive to harnessing the potential in people. At the same time, there are also policies to negotiate agreements between owners and workers on certain points (Law & Law, 1995) . Corresponding to the conceptions of the working man there are theories X, theory Y of human management.

Figure 1: Comparison of theory X and theory Y of people management

Theory X	Theory Y
How to view and evaluate people	
<ul style="list-style-type: none"> • Humans by nature do not want to work. • What they do is not as important as what they earn. • Very few people want to work in a job that requires creativity, autonomy, initiative or self-examination. 	<ul style="list-style-type: none"> • People want to feel useful and important, want to share responsibility and assert themselves. • People want to participate in common work. • Humans have hidden abilities that need to be exploited.
Managing method	
<ul style="list-style-type: none"> • Managers need to closely check and supervise subordinates and workers. • Divide work into small, easy-to-do parts, repeat operations many times. • Apply a clear order system and a strict reward or punishment regime. 	<ul style="list-style-type: none"> • Subordinates must be allowed to exercise certain autonomy and personal control during work. • There is a relationship of mutual understanding and sympathy between superiors and subordinates.
Impact on employees	
<ul style="list-style-type: none"> • Makes workers feel scared and worried. • Accept even heavy and arduous, monotonous jobs as long as they are paid well and the employer is fair. • Abuse of health, physical damage, lack of creativity. 	<ul style="list-style-type: none"> • Seeing themselves as useful and important, having a certain role in the group, they have more responsibility. • Work voluntarily and voluntarily, taking advantage of your potential.

Source: Swanson, Eric S. "XYZ states: theory overview." AIP Conference Proceedings. Vol. 1735. No. 1. AIP Publishing LLC, 2016.

Socio-economic and technical-technological changes in the world have also led to changes in tourism and the development of modern tourism, from mass tourism to

hobby-specific tourism. Tourism, which is a work-intensive activity, has results largely dependent on the quality of human resources. Staying in order to achieve and maintain the optimum quality of work of people working in tourism needs to manage people and their relationships in an organizational work, motivate them to work, educate them and evaluate their results and achievements. Therefore, it is important to manage them properly and the management of all employees in a company or an organization, the funding factor is human resource management. (Pattanayak, 2020) (Joshi, 2015)

Human resource management in tourism is a complete system, integrating complex and interconnected task activities for the purpose of ensuring the number and structure of employees in line with the current development and strategic goals of the organization. The activities and tasks of human resource management in tourism activities should (i) ensure the promotion of human potential (planning, attraction, recruitment, selection, arrangement), (ii) maintenance of human resources (security and health, organizational culture, staff retention, etc services for employees), (iii) motivation and reward of human resources (monitoring and evaluation of work performance, motivation, reward, benefits), (iv) training and professional development (education and training, human resource development, career advancement, development of managers) (Durai, 2010)

The philosophy of human resource management is often at some point in the above model concepts, theories, so it is necessary to pay attention to the rationality of each model and school. This requires the knowledge of managing people and talents of each director, each economist and manager. No doctrine is one-size-fits-all. The experience of industrialized countries today uses a combination of these models and theories into selective human management. The Human Resource Management philosophy of the highest leaders in the organization and in the enterprise will affect or directly affect the way Human Resource Management of the managers below and of course affect Human Resource Management decisions. When making policies to manage people, it is necessary to pay full attention to the following points: (Nankervis et al., 2019)

- ° Respect and esteem employees.
- ° Create conditions for people to work with high labor productivity, ensuring the requirements of businesses.

- Pay attention to material and spiritual needs, especially the psychological and social needs of people.
- Make people increasingly valuable in society.
- Clearly see the impact relationships between technology, economy, law and society when solving problems related to people.
- Manage people in a civilized and humane way, making people more and more happy in work and in life.

These are not easy to implement but are still key requirements for managers in organizations and human resources professionals in the current era.

3. Results and findings

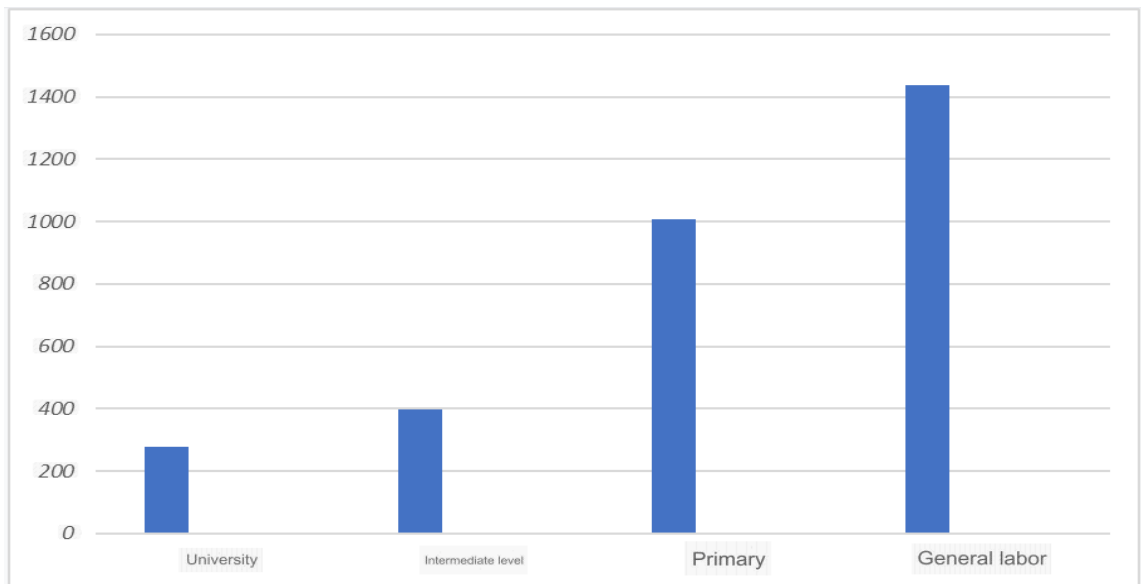
Tourism is one of the economic activities that creates the most jobs. Since the success and results of work in the field of tourism, much depends on human resources and workforce professionalism that will contribute to the success and competitiveness of the company. (T. Thi et al., n.d.)

According to a report of the provincial People's Committee, in 2021, the total number of tourists to Hoa Binh province is estimated at 1.55 million visitors, down 21.9% over the same period last year, equal to 45.1% of the year plan. In which, international visitors 60 thousand arrivals, down 76.8% over the same period last year, equal to 30% of the year plan; Domestic visitors reached 1.49 million, down 13.6% over the same period last year, equal to 43.3% of the year plan. Total revenue is estimated at VND 1,300 billion, down 31.1% over the same period last year, equal to 44.8% of the year plan.

Currently, in the province, there is Hoa Binh Lake tourist area with spiritual tourist spots, resorts and admire the natural landscape, poetic, attracting a large number of tourists. Guests can also visit high-quality eco-resorts such as: Serena Resort (Kim Boi), Hideaway Resort, Mai Chau Ecolodge, Ban Khan village Resort, Avana Retreat (Mai Chau). Amusement parks such as Vietnam Scientists Heritage Park, Dau Rong Mountain Cave Complex (Cao Phong), Phoenix Golf Course (Luong Son), Hilltop Valley Club Golf Course (Hoa Binh City) ... Or visit the community tourist spots of Lac village, Van village, Sach village ... Mai Chau district; Ngoi hamlet, Chien hamlet of Tan Lac district, Da Bia tourist spot, Hamlet Ke in Da Bac ... (Pham, 2003)

Tourism is an integrated economic sector with the participation of all levels, sectors, organizations and service enterprises. Hoa Binh province has many options to support and join hands with businesses. However, the quality of human resources in the tourism sector of Hoa Binh is not commensurate with the province's strengths. According to statistics of Hoa Binh Department of Culture, Sports and Tourism, in the whole province, there are currently 3,120 employees working in the field of tourism, including State management agencies, accommodation establishments, tourist zones and attractions, of which, direct employees 2,134 people, indirect labor 986 persons. In fact, the tourism sector of the province has more than 3,100 workers, of which 276 have university and postgraduate degrees; 399 people have intermediate and college degrees; 1,007 people have elementary degrees and 1,438 unskilled workers. (Figure 2)

Figure 2: Qualifications of Hoa Binh tourism human resources

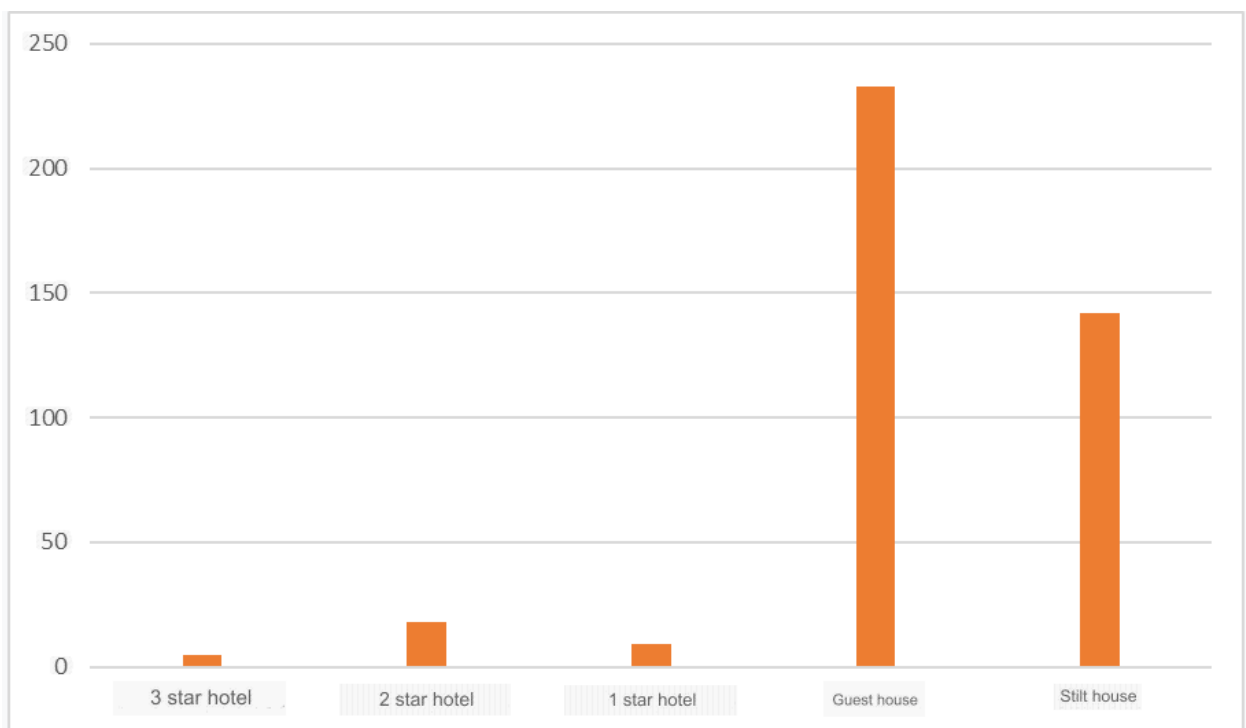


Source: Hoa Binh Department of Culture and Tourism Information, 2021

Since Hoa Binh Lake National Tourist Area was approved for planning, the training and fostering of tourism workers has been increasingly concerned, opening many classes for direct and indirect workers, managers, households doing tourism activities... step by step improve expertise, meet the requirements of professional activities. In the province, the community tourism model has been developed in most localities, concentrated in the districts of Mai Chau, Da Bac, Tan Lac ... The

peculiarity of the type is that the locals themselves do tourism. They are the ones who directly interact with visitors, if they have a good level of expertise, they will make an impression and satisfaction on visitors. Stemming from the diversity of tourist areas in the Hoa Binh lake bed area, up to now, the whole province has 407 tourist accommodation establishments, including 5 3-star hotels, 18 2-star hotels, 9 1-star hotels, 233 motels and 142 stilt houses. With a workforce of more than 2,000 direct workers in the industry, improving the quality of labor is always a matter of concern (Figure 3)

Figure 3: Quality of accommodation establishments in Hoa Binh province



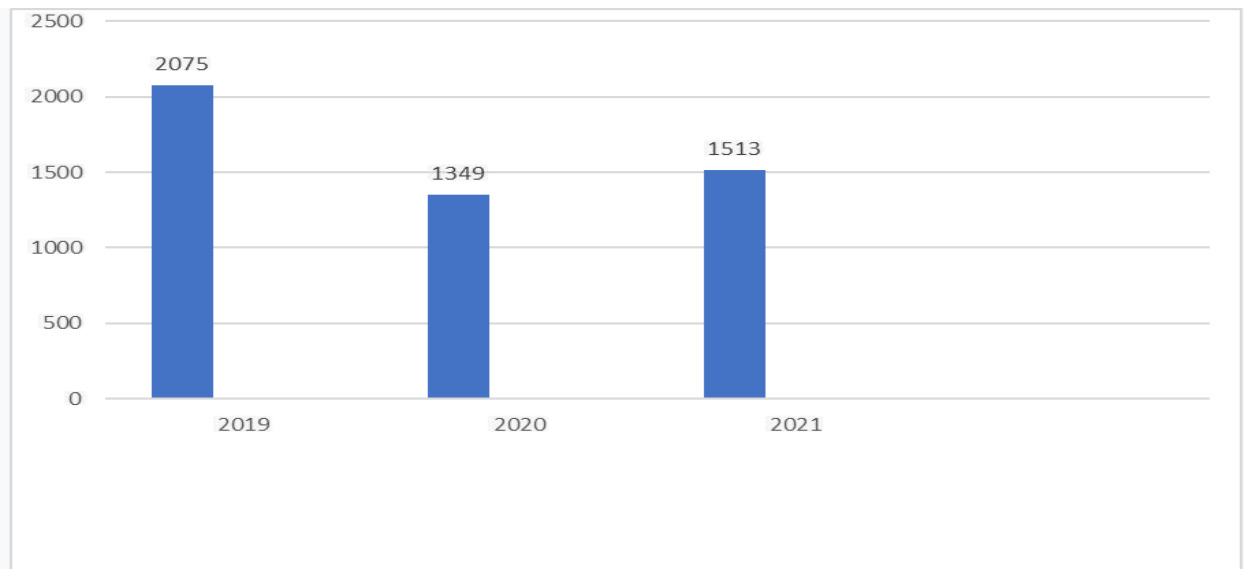
Source: Hoa Binh Department of Culture and Tourism Information, 2021

According to the Vietnam National Administration of Tourism, in the first 2 quarters of 2020, Vietnam's tourism industry lost about 6 to 7 billion USD because Chinese visitors alone decreased by 90% to 100%. In addition, the number of visitors entering Vietnam also decreased sharply because of the tightening of entry to prevent the Covid-19 epidemic. According to industry experts, the number of losses may be much larger than the estimated figure of the Vietnam National Administration of Tourism because the epidemic has a global scale and never ends. (T. T. Thi, 2021)

Tourism is an integrated economic sector, once severely affected, many other industries are inevitably affected, leading to many consequences. Tourism human resources are the most directly and severely affected. According to a survey by the Vietnam Tourism Advisory Council (TAB), the number of employees quitting their jobs at companies increased. Specifically, among surveyed enterprises, 18% have laid off all employees, 48% laid off 50% to 80% of employees and 75% have different forms of financial support for the number of employees who lost their jobs. In this context, revenue from tourism activities of Hoa Binh Lake National Tourist Area has also decreased compared to pre-pandemic times (figure 4)

Figure 4: Revenue from tourism activities in Hoa Binh province

Unit: billion VND



Source: Hoa Binh Department of Culture and Tourism Information, 2021

According to the plan, in 2022, the province strives to welcome 2.5 million tourists, including 50,000 international visitors; Total revenue reached over VND 2,400 billion. As the standing agency of the Provincial Tourism Steering Committee, the Department of Information and Tourism expects: In 2022, if the Covid-19 epidemic is controlled, the province will advise the province and organize many large-scale cultural, sports and tourism events such as: Dat Muong Festival, Mo Muong Cultural Festival, Hoa Binh Tourism Ambassador Contest, Hoa Binh Culture - Tourism Promotion Program in Hanoi ... to create opportunities for businesses to

promote products and welcome visitors to visit and explore local experiences. Along with that, synchronous and flexible implementation of policies to stimulate demand and recover domestic tourism. Enhance tourism promotion activities in key markets; actively propagating about culture and people of tourism resources in Hoa Binh province. Create a favorable environment, attract potential enterprises to invest in tourism and service activities in the province, especially large-scale projects, hotels, entertainment areas, high-class resorts ... for Hoa Binh tourism to continue to promote and raise the bar when the storm of the Covid-19 pandemic passes (Tế & 2016, 2016) (Nguyễn, 2014)

In this context, in order to prepare for the recovery in tourism activities of the province, the preparation for human resource training activities in the tourism sector has been paid attention to. The VH-TT & DL industry has opened many professional training courses for workers in the field of tourism. The industry has opened 9 tourism professional training courses for 742 trainees. Including 3 classes for vehicle operators and service staff on ships and boats transporting tourists with 290 trainees; 3 classes for 300 trainees who are officials and specialists in charge of tourism work of VH and TT Departments of districts and cities, commune cultural officers, owners of units and households doing tourism activities; 2 homestay tourism skills training courses for tourist accommodation business households at homestays; 1 class for car drivers and service personnel on cars transporting tourists. From the beginning of 2022 until now, the industry has opened 5 classes for 354 trainees on accommodation facility management, tourism operations, community tourism and tourism product development. (Pham, 2015)

Although Hoa Binh has actively improved the quality of human resources in socio-economic activities, there is still a shortage of high-quality labor for tourism workers in the province. According to the report of the Department of VH-TT & DL, the number of highly qualified workers is not much. At enterprises, hotels and resorts, only a few management positions are highly qualified workers, the rest of the workers are trained and certified to ensure operating conditions.

4. Discussion

In order to implement the project on tourism development of Hoa Binh lakebed in the period of 2021-2025 and the following years, Hoa Binh province has issued many directive documents to closely follow this task. Within the framework of the article, we propose some specific solutions as follows:

Continue to innovate thinking, raise awareness in the whole industry about the digital revolution with the tourism industry. Approaching and applying technological achievements of the digital revolution to the tourism industry is a common trend of global tourism that Vietnam is not out of that trend. Each worker in the industry needs to actively learn and improve their knowledge, professional qualifications and skills - especially knowledge and skills in using technology at work, ready to access and use new technology for their work. Tourism management agencies at all levels and mass media agencies promote communication and raise awareness of workers, tourists and the community about the digital revolution with the tourism industry; Strengthening training courses, fostering, organizing conferences and seminars on the digital technology revolution with the tourism industry are also positive measures to raise awareness and renew thinking for the workforce of the whole industry. (Linh, 2018)

Complete institutions, mechanisms and policies on human resource development in the tourism industry. Review, amend, supplement and promulgate new legal documents related to the digital revolution in the tourism industry in general and develop human resources of the tourism industry in Hoa Binh in particular to suit the new context and situation. Adopt policies to support and improve the training capacity of tourism vocational training institutions nationwide in association with the application of advanced technologies; Ensure harmonization between the policy of staff reduction and the policy of recruiting high-quality human resources for state management agencies in charge of tourism at all levels; There is a good remuneration mechanism and a mechanism to attract talents for the tourism industry. Create favorable working conditions and working environment for highly qualified human resources in the tourism industry. There is a mechanism to promptly encourage and reward employees in the industry who have innovative ideas, create, research and apply advanced technological achievements to improve productivity and quality at work. (Hàng et al., n.d.)

Enhance the application of advanced technology in tourism activities. For state management agencies in charge of tourism at all levels, it is necessary to complete and synchronously implement e-Government, implement e-administrative procedures, online public services, digitize and technologize professional management activities; for tourism businesses in Hoa Binh province, it is necessary to actively deploy e-commerce, promote online business types, form and attract the participation of the business community to the system of e-tourism trading

platforms; For tourists, it is encouraged to use online services, use smart software and utilities on smart mobile devices, use electronic payment methods. (LUÔNG et al., 2000)

Hoa Binh tourism industry needs to strengthen training, fostering, retraining and retraining for tourism human resources in order to equip knowledge and skills on the digital revolution with the tourism industry; improve the capacity of employees in the tourism sector to use information technology; improve workers' qualifications and understanding of source technologies, core technologies of the digital revolution and their applicability in the tourism industry. Innovate programs, methods and improve the quality of training at tourism training institutions throughout the country to ensure that human resources in the future (after learners graduate) can immediately meet job positions with requirements on qualifications and skills to use technology at work. (Salary, 2015)

Promote inter-regional and regional cooperation, strengthen interdisciplinary coordination in training and scientific research. Exchange experts, scientists, send students, students and employees to study, foster, improve their technological qualifications abroad, learn experience in applying advanced technologies to tourism development. Linkage and coordinate between the Department of Culture, Sports and Tourism and the Departments of Labor, War Invalids and Social Affairs, Education and Training, Science and Technology, and coordinate between tourism training institutions and enterprises in order to improve the quality of training and retraining, develop tourism human resources, ensure that human resources are both solid professional, professional skills in tourism and knowledge and skills in using technology at work. (Legge, 1995)

5. Conclusion

Human resource management in tourism activities is an important area of management in every tourism business organization. Managing other resources will not be effective if the organization does not manage human resources well. The main activities of Human Resource Management follow 3 main functions: Attracting (forming) human resources; training and development of human resources; maintaining human resources. Human resource management philosophy is the thoughts and views of senior leaders on how to manage people in the organization. Since then, organizations have measures and policies on Human Resource Management and those management measures and methods have a certain effect on

the efficiency, morale and working attitude of employees. Human resource management is a system of knowledge, principles and scientific methods that have been drawn and tested through practice to perform human resource management functions, managers must know how to flexibly apply knowledge and management methods to suit each person in each case. In the current context, human resources have a direct impact on the development of the tourism industry and the business efficiency of enterprises operating in the field of tourism. Along with the increase of visitors and invested facilities, Hoa Binh tourism industry has been focusing on improving the quality of human resources, overcoming limitations, creating professionalism towards sustainable development, realizing the goal of making tourism a key economic sector according to the objectives of the project approved by the Provincial People's Committee.

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