
SOLUTIONS TO IMPROVE THE HUMAN RESOURCE QUALITY OF COMMUNITY-BASED TOURISM IN THANH HOA NOWADAYS

Le Thanh Ha

Thanh Hoa University of Culture, Sports and Tourism

Email: lethanhha@dvttdt.edu.vn

Received: 04/11/2021

Reviewed: 09/11/2021

Revised: 12/11/2021

Accepted: 15/11/2021

Released: 20/11/2021

Thanh Hoa province possesses potentials and strengths in eco-tourism and community-based tourism. According to statistics, in the 2016-2020 period, community-based tourist attractions received over 2.3 million visitors as estimated, accounting for 5.5% of the total number of tourists in the province, 2.0 times higher than in the 2011 - 2015 period. The average growth rate reached 25.6% per year. Apart from the achieved results, community-based tourism in Thanh Hoa also faces many difficulties. All that matters first and foremost is that the human resource quality of community-based tourism must be improved. The article analyzes the current situation of community - based tourism human in Thanh Hoa province and proposes solutions to this problem

Key words: The human resource quality; Community-based tourism; Solution; Thanh Hoa tourism.

1. Introduction

Thanh Hoa has great potential for tourism development with specific characteristics, especially in terms of culture - history, natural landscape. The important geographical position and cultural history have brought Thanh Hoa many valuable heritages, especially tangible and intangible cultural heritages, with over 1535 historical and cultural relics, famous cultural heritages. There are clusters of relics of high value in terms of historical significance as well as in Vietnamese art and architecture. With 11 mountainous districts, covering an area of more than 8,000 square kilometers, accounting for three-quarters of the area, Thanh Hoa possesses rich and diverse natural resources, including forests, lakes, mountains, caves, waterfalls and forests. This is also an area with potentials and strengths in ethnic minority culture associated with festivals, ... creating favorable conditions for the development of community-based tourism.

Recognizing the potential and advantages of tourism, in recent years, Thanh Hoa has focused on tourism development, especially defining the goal of developing tourism into a spearhead economic sector (in Decision No. 492/ Decision - People's Committee dated February 9, 2015 on approval of "Strategy for tourism development in Thanh Hoa province to 2025, vision to 2030") to create driving force to promote socio-economic development; step by step bring Thanh Hoa to become one of the localities with the leading developed tourism industry in the country. Accordingly, in order to realize the above goal, Thanh Hoa province has issued many programs and plans to promote the province's tourism industry to develop commensurate with the available potential such as: Thanh Hoa tourism development program in the second half of the year. 2016-2020 period, Action plan to implement Resolution No. 08 - NQ/TW of the Politburo on developing tourism into a spearhead economic sector (Decision No. 1554/QD-UBND dated 11/5/2017) ,... Especially, on June 9, 2017, the Provincial People's Committee issued a decision approving the project "Developing spearhead tourism products of Thanh Hoa province to 2025, vision to 2030" which identifies key tourism products as marine tourism, tourism products with strengths as eco-tourism associated with community-based tourism and spiritual-cultural tourism [11] and specifically affirms in the tourism development program in Thanh Hoa for the period 2021 - 2025 (Decision No. 623 - QD/TU, July 23, 2021 of Thanh Hoa Provincial Party Committee). Developing tourism products in the direction of diversifying types, improving value and quality, including: sea tourism; spiritual cultural heritage tourism; community eco-tourism; shopping tourism, entertainment, health care; tourism combined with events; agricultural, rural tourism, three types of products with strengths, including sea tourism; community eco-tourism; cultural and spiritual heritage tourism is prioritized for the development” [10].

In recent years, in order to promote the potential and strengths of community eco-tourism, Thanh Hoa Provincial People's Committee has approved and focused on directing the implementation of many projects to develop community-based tourism products in localities as in Tri Nang commune (Lang Chanh district); Cam Luong commune (Cam Thuy district) and districts: Ba Thuoc, Nhu Thanh, Vinh Loc, Nhu Xuan, Thuong Xuan, Quan Son, Quan Hoa. On that basis, tourist sites and routes have been formed, and community tourism products have been created to attract tourists such as Nang Cat village (Lang Chanh district), Hieu village, and Don village (Ba Thuoc district).), Hang village (Quan Hoa district), Ngoc village (Cam Thuy district),... [12].

In the 2016-2020 period, community-based tourist attractions are estimated to welcome over 2.3 million visitors, accounting for 5.5% of the total tourist arrivals in the province, 2.0 times higher than in the 2011-2015 period; the average growth rate reached 25.6%/year [12].

Besides the achieved results, community-based tourism in Thanh Hoa also has many difficulties and limitations in terms of planning, infrastructure, facilities, product

diversification,... In which, the problem that needs to be solved in the immediate and long term is the training and development of human resources for tourism.

On the other hand, the experience of the previous localities shows that, besides diversifying tourism products, the issue of developing professional and high-quality tourism human resources is one of the factors that help raise the profile of the tourism industry. position and competitiveness of Thanh Hoa tourism as well as the ability to form international tourism destinations.

2. A research overview

In recent years, the development and improvement of the quality of tourism human resources have been mentioned through many published scientific studies.

Hoang Van Hoan (2002), Tran Son Hai (2012), Hoang Thi Lan (2012), Nguyen Van Luu and Doan Manh Cuong (2013), Nguyen Thi Thu Ngoc (2016), Vu Van Vien (2017),... paid much attention to the improvement of the quality of tourism human resources.

Besides, there are a number of tourism development plannings, strategies, projects, research projects that have been approved and implemented by Thanh Hoa province, specifically: "Tourism development strategy of Thanh Hoa province to 2025, vision to 2030"; Project "Improving the quality of the team of guides and narrators in Thanh Hoa province"; Project on foreign language training for employees of Thanh Hoa tourism industry; The project "Development of community tourism in Ba Thuoc district until 2020, vision to 2030"... This is an important document to the improvement of the quality of tourism resources for Thanh Hoa, especially the improvement of the quality of human resources for community –based tourism.

The above studies all emphasize the importance of improving the quality of human resources in tourism and offer solutions to this problem. However, they only mentioned the general problems of improving the quality of tourism human resources in Vietnam. A number of studies have studied the development of tourism human resources in some tourist areas, but there has not been a complete and comprehensive study on the development of tourism human resources in Thanh Hoa in general and on the improvement of the quality of human resources in service of tourism. developing community-based tourism in particular in the context of Vietnam's extensive international integration and tourism development orientation of Thanh Hoa. These are the gaps that require a specific study to provide solutions and recommendations to improve the quality of tourism human resources in accordance with the characteristics of Thanh Hoa and the goal of developing community-based tourism in the coming time.

3. Methodology

To complete this article, we used many different research methods simultaneously. Besides statistical methods, comparison, analysis and synthesis, sociological investigation and in-depth interviews with managers and human resources serving community-based tourism in Thanh Hoa province. used throughout the article. Accordingly, we conducted a sociological

investigation of leaders of Culture and Information Department of 27 districts, towns, cities and 02 specialized departments. In addition, there is a direct survey of community tourism business households and managers of community tourism villages and hamlets.

4. Content

4.1. Community – based tourism human resources and the improvement of the quality of community tourism human resources

4.1.1. Human resources for community - based tourism

Community-based tourism is a concept with many different interpretations. Many people believe that developing community-based tourism means mobilizing the local community in a tourist destination to participate in tourism with the goal of preserving, protecting and promoting tangible and intangible cultural values. protect the ecological and social environment in order to develop sustainable tourism.

According to the 2017 Law on Tourism, community-based tourism is a type of tourism developed on the basis of the community's cultural values, managed, exploited and benefited by the local community [9].

From the above concept, it can be seen that the human resources directly involved in the management, organization, exploitation and provision of services for tourists are indigenous communities including: villages, tourist villages; Managers and operators in tourist villages; Guides for tourists; Households provide meals and accommodation services for visitors. The people directly involved in this type of tourism are fundamentally different from the human resources of other types of tourism. While human resources of normal types of tourism, before being recruited, are basically trained in tourism knowledge and skills. As for the residential community, they only have the strength of understanding the local culture, customs, practices and lifestyle, while the biggest limitation is knowledge, skills, and attitudes in service. travel. Tourism workers need to be trained and equipped with basic tourism knowledge and skills as follows:

- For residents in tourist villages, it is necessary to clearly define and ensure professionalism in the process of participating in the creation of products and services and the process of serving tourists. For households providing accommodation and food services, it is necessary to make them aware and create favorable conditions for them to participate in providing tourism services to serve tourists in the best way.

- For managers and administrators in villages and tourist spots, they need to be equipped with knowledge about administrative management, environmental protection and tourism product development, cultural behavior in tourism activities. tourism action.

- For tour guides of tour operators who bring guests to community-based tourist destinations, they need to be coordinated and trained in depth on ecological, historical, and geographical values, especially the culture of tourists. local customs and culture of the people.

- For the guide, these are indigenous people, they have the advantage of being very knowledgeable about local culture and familiar with the terrain. Therefore, it is necessary to have training courses in foreign languages and professional guides so that these people can participate in the work of guiding tourists [2].

4.1.2. Improving the quality of human resources for community-based tourism

The quality of human resources is the combination of knowledge, skills, behaviors and attitudes that contribute to the effectiveness of each person's work.

For tourism human resources in general and human resources for community-based tourism in particular, there are requirements on the capacity and performance of employees in the tourism industry. These standards are attached to each human resource title in the tourism industry. Including criteria according to professional qualifications and training levels of tourism human resources, thereby seeing whether the quality of tourism human resources has met the set requirements or not.

Accordingly, improving the quality of human resources for the development of community-based tourism is an improvement in quality in the following aspects: the level of satisfaction of job requirements, professional knowledge, professional skills, physical fitness, etc. quality and spirit, working attitude, ... by training and fostering activities to suit the requirements of socio-economic development and tourism development of the locality.

Besides, with the characteristics of tourism activities, tourists who want to enjoy products and services must make a trip to service providers. The process of producing and consuming tourism products and services takes place at the same time, through the direct service team, so the quality of human resources determines the quality of tourism products and services. High quality tourism human resources is vital to the tourism development of each country and region.

Developing tourism human resources both in terms of qualifications and quality by implementing, building and organizing training courses, improving capacity, professional skills, foreign languages, working skills, and health of human resources.

Therefore, the basic and important requirements for improving the quality of tourism human resources are: (1) Being properly and sufficiently equipped with knowledge, professional technical processes, professional skills, skills communicate; (2) The spirit of attentive and dedicated service attitude; (3) Having foreign language and computer skills to meet job requirements (4) Having good health.

However, in our opinion, the contents of improving the quality of human resources for community-based tourism should be classified as follows:

- Be equipped with correct and sufficient knowledge, professional technical processes and professional skills.
- Excellent communication skills, attentive service attitude and dedication.
- Having foreign language ability.

4.2. Overview of the current status of human resources for community-based tourism in Thanh Hoa province

4.2.1. In terms of tourism quantity

In 2016, the entire tourism industry of Thanh Hoa province had 20,800 employees, by 2020, the whole province has 40,600 direct employees, an increase of nearly 200% compared to 2016. This shows that the human resources of the tourism industry in Thanh Hoa province is growing rapidly.

However, there is also a significant difference in tourism labor between regions, regions and localities in the province, whereby, labor is mainly concentrated in coastal areas, big cities, tourist areas. key calendars such as Sam Son beach, Hai Tien beach, Thanh Hoa city,...; labor in ethnic minority areas and mountainous and rural areas is still very modest.

Table 1: Qualification structure of tourism labors in Thanh Hoa province in the period 2016 - 2020

Year	Quantity	Qualification			
		Undergraduate	College and intermediate level	Vocational training	Untrained
2016	20.800	1.730	5.480	8.200	5.390
2017	24.300	2.070	6.690	9.550	5.990
2018	28.400	2.500	8.000	11.000	6.900
2019	33.500	3.150	10.200	13.050	7.100
2020	40.600	4.000	12.900	15.400	8.300

Source: Thanh Hoa Department of Culture, Sports and Tourism

4.2.2. In terms of quality

The level of tourism labor has increased sharply and with better quality. According to the report of Thanh Hoa Department of Culture, Sports and Tourism, in 2020, the province has about 40,600 tourism workers. The number of trained and retrained workers is 32,200 people. In which, workers with university degrees or higher are 4,000 people; workers with college and intermediate level are 12,900 people; The number of trained and fostered workers is 15,400 people. However, the number of untrained tourism workers also accounts for a large number, in 2016 it was 5,390 people, by 2020 this number of employees will be 8,300 people, accounting for 20%. The lack of training, lack of professional knowledge, weak skills, and lack of foreign language skills greatly affects the quality of tourism services as well as the image of business establishments in the province. . [12]

4.2.3. About community - based tourism human resources

In the past time, although the work of improving the quality of human resources in community tourism has been paid attention by Thanh Hoa province, the budget has been

concentrated and many training courses on community tourism have been organized in key tourist areas. Specifically, in the 2016-2020 period, 09 training courses on community-based tourism were organized in key tourist areas; 01 training course on ecotourism skills in buffer zones of nature reserves [12]. However, as implementing these training courses, the lecturers involved in teaching only rely on their own strengths to build teaching content, not based on the training background and needs of the labors.

According to the actual survey, the community-based tourism resource in Thanh Hoa province has a low starting point, mainly the community in mountainous and rural areas. The localities have strengths on exploiting community-based tourism such as: Ba Thuoc, Quan Hoa, Lang Chanh, Thuong Xuan, Quan Son [1].

According to Thanh Hoa Department of Culture, Sports and Tourism, in recent years, tourism human resources have had many positive changes but still have not met the increasing requirements of tourism development. The direct tourism industry has had rapid growth in quantity and changes in quality, but compared with the development trend and the increasing demand for human resources, the professionalism of Thanh Hoa tourism labors is still limited (behavior, service, management level, foreign language...). In particular, human resources working in community-based tourism still have many limitations and inadequacies in tourism awareness and service skills. [12]

Table 2: Survey results of management agencies on the quality of community tourism human resources in Thanh Hoa province¹

TT	Contents	Review (%)				
		1	2	3	4	5
1	Knowledge of community-based tourism	13,7	34,4	10,3	10,3	10,3
2	Communication skills and tourists' psychology	13,7	41,3	13,7	17,2	13,7
3	Skills in organizing and welcoming tourists	10,3	51,7	20,6	10,3	6,8
4	Accommodation service for community-based tourism	0,0	0,0	34,4	51,7	13,7
5	Food processing profession for community-based tourism	0,0	0,0	51,7	41,3	6,8
6	Catering service for community-based tourism	0,0	24,1	51,7	15,2	6,8
7	Tourist guide profession	17,2	27,5	34,4	17,2	3,4
8	English for community-based tourism	34,4	41,3	17,2	6,8	0,0

¹ The evaluation scales are studied according to 5 levels including: 1-Poor, 2-Weak, 3-Medium, 4- Fair, 5-Good. CWith the sample size of interview selection is 29 subjects belonging to department-level managers (Thanh Hoa Department of Culture, Sports and Tourism, Thanh Hoa Department of Labor, Trade and Social Affairs) and 27 districts' Department of Culture and Information. exams, cities to evaluate the quality of community tourism human resources in the province.

TOURISM

9	Organizing art performances	17,2	13,7	41,3	24,1	3,4
10	Developing community - based tourism products	24,1	27,5	34,4	13,7	0,0
11	Organizing and managing community-based tourism activities	13,7	20,6	51,7	13,7	0,0

Table 2 shows us that one of the major limitations for human resources engaged in community-based tourism in Thanh Hoa province today is the knowledge of community-based tourism (34.4% is still weak), communication and behavior skills and tourists' psychology (41.3% are still weak); Food service skills are assessed at an average level (51.7%). One of the most appreciated skills is accommodation service skills of community tourism service business households (51.7% consider it good). English is also one of the issues that need to be focused on improving in the coming time, 41.3% was still weak and 34.4% was still very poor).

The results of the capacity survey of nine community-based tourism households in Nang Cat village, Tri Nang commune, Lang Chanh district also gave similar results to the assessment of the management agencies. Those are households with basic skills in serving accommodation and meals for tourists. According to business households, the limitation here is communication skills, behavior, and reception. However, unlike Lang Chanh, the survey results of community-based tourism households in Thanh Son commune, Ba Thuoc district are completely different. Accordingly, only foreign language (English) is the weakest skill, the rest skills in reception, accommodation service, organization of art performance, etc. are all used by the households. The above results demonstrate that the human resources engaged in community-based tourism in Ba Thuoc district have been trained in many training courses.

On the other hand, tourism in Thanh Hoa is heavily influenced by seasonal factors, making the number of employees unstable. This is affecting and causing difficulties in recruiting, training, fostering and updating knowledge for employees. In addition, employees' self-awareness in self-study and professional skills improvement is still limited. Meanwhile, many businesses have not really appreciated the role and importance of human resources for the development of enterprises to have appropriate training and use strategies...

4.3. Proposing some solutions to improve the quality of human resources for community-based tourism in Thanh Hoa in the current period

From the above situation and in the context of domestic and international tourists coming to Thanh Hoa more and more, especially the community tourist spots in the province, in addition to investing in infrastructure development, technical materials, developing specific and high-quality tourism products and types, improving the quality of human resources for community-based tourism is the most significant factor. Therefore, in the coming time, Thanh Hoa province needs to do well the following solutions:

4.3.1. In terms of state management agencies in tourism

It is necessary to organize a review and survey on the quantity and quality of tourism human resources in the area to serve as a basis for making statistics and developing plans for training, retraining and fostering long-term tourism human resources. According to the roadmap of each period and development stage of the industry, priority should be given to fostering skills and professionalism in community tourism, and cultural behavior with tourists. Regularly organizing training courses to improve professional skills for community-based tourism human resources; increasing investment and mobilizing all resources to organize training courses to raise awareness about sustainable tourism development, responsible tourism, professional qualifications and professionalism of the staff..

The districts such as Hoang Hoa, Sam Son, Nghi Son, Tho Xuan, Ba Thuoc, Lang Chanh, Nhu Xuan, Quan Son, Quan Hoa annually coordinate with Thanh Hoa Department of Culture, Sports and Tourism; Thanh Hoa University of Culture, Sports and Tourism to hold training courses on state management of tourism activities in the hope of increasing awareness about community tourism.

4.3.2. In terms of local residents

Enhancing propaganda and education activities to raise awareness of each person about the characteristics of the tourism industry, emphasizing the advantages in community-based tourism development; specifying difficulties and challenges of the profession (working on days, breaks, intensity of work,...). It is necessary to promote propaganda to raise awareness of the community, sectors and levels about the role of tourism in the local socio-economic development so that everyone can be responsible for local tourism activities.

In addition, authorities at all levels need to uphold the role of people as owners, which means that attracting local people to participate in and benefit from tourism activities is a very important and necessary issue. This not only means improving income sources and improving the living standards of a part of people, reducing pressure on natural resources, but also helping people to expand their knowledge, calculate business and understand know more about the outside world, contribute to gender equality and create momentum for the next socio-economic development.

Accordingly, it is necessary to carry out synchronous solutions as follows:

- + Support the community in capital to be able to invest in material, business accommodation, food and transportation services.
- + Support the community with tourism skills and expertise by opening training courses on community-based tourism so that people can well take on the role and work of tour guides, and operate tourist facilities. accommodation, restaurants, cultural performances, local arts.

4.3.3. In terms of training institutions

Based on the current situation of human resources working in community-based tourism, training institutions need to research and develop training and retraining programs suitable for each specific employee. Accordingly, the author proposes the training and retraining program for each subject as follows:

Objective	Content
Human resources for community-based tourism	Theme 1: Overview of community-based tourism and development trends in Vietnam today Theme 2: Communication skills, behavior and psychology of community-based tourists Theme 3: Welcoming community-based tourists
Households providing food and accommodation services	Theme 4: Food hygiene and safety in serving tourists Theme 5: Food processing in community-based tourism Theme 6: Catering service in community-based tourism Theme 7: Accommodation service in community-based tourism
Tour guides at community-based tourism villages	Theme 8: Tourguiding at community-based tourism sites Theme 9: English Tourguiding at community-based tourism sites
Managers and operators at community-based tourist sites	Theme 10: Organizing art performances Theme 11: Developing community -based tourism products Theme 12: Organizing and managing community-based tourism activities

4.3.4. In terms of training activities

Localities in the region need to cooperate with training institutions in Thanh Hoa to conduct training for business households, residential communities, guides, and managers and administrators at tourist attractions. local communities in the following forms:

- On-the-spot training: invite lecturers and experts of training institutions to train in the profession and profession of community tourism right at the places where people live. The location can be a cultural house, a village hall, a village for people to attend classes.

- Combined training through sending children of local people to tourism training institutions in the province. After finishing the course, they can return to the locality to work and disseminate and communicate to everyone in their families and communities.

- The management and administration board signs contracts with training institutions according to the reality of human resources serving community tourism in the locality or organizes short-term training classes for people according to the characteristics and requirements. of each part. Besides, organizing survey tours to learn experiences in local tourism models at home and abroad to help people better understand the homestay model and make effective community tourism. [5].

5. Discussion

On the basis of the general assessment of the current status of tourism human resources and the current situation of human resource development serving community-based tourism in Thanh Hoa province, the author proposes a number of solutions for tourism agencies, management agencies, local authorities, community residents to improve the tourism quality in the coming time. However, these are only preliminary studies. Accordingly, in order to have a long-term solution, we think it is necessary to have more specific assessments about the successes and limitations of team development in the past time. Besides, after implementing training and retraining, it is necessary to evaluate the content of training and retraining programs, the achievements and limitations; standards on the capacity of the tourism workforce in general, and community-based tourism workers in particular to develop a training program suitable to the characteristics of Thanh Hoa... These issues will be discussed for further studies.

6. Conclusions

Thanh Hoa has many advantages for tourism development. It is also a destination for both domestic tourists and foreign tourists. Accordingly, in order to develop community-based tourism to become an attractive product for tourists in the coming time, localities in the province need to focus on developing teams, improving the quality of human resources, and considering the following tasks: Improving the quality of human resources is a decisive factor. Some of the solutions the article gives are suggestive ideas for leaders of departments and relevant organs in the province to have orientations and strategies for Thanh Hoa tourism to develop commensurate with its inherent and appropriate potential.

References

- [1]. Decision No. 492/QĐ-UBND dated February 9, 2015 of Thanh Hoa Provincial People's Committee approving the "*Strategy for tourism development in Thanh Hoa province to 2025, with a vision to 2030*".
- [2]. Vu Van Cuong (2014), *Research and development of community tourism in Pu Luong Nature Reserve, Thanh Hoa province*, Master thesis, University of Social Sciences and Humanities - Vietnam National University, Hanoi.
- [3]. Tran Son Hai (2011), *Human resource development for tourism in the South Central Coast and Central Highlands*, PhD Dissertation, National Academy of Public Administration, Hanoi.
- [4]. Hoang Van Hoan (2002), *Improving state management of labor in tourism business in Vietnam*, PhD Dissertation, National Economics University.
- [5]. Nguyen Thi Viet Hung (2021), *Research on building a model of community-based tourism in the coastal area of Thanh Hoa province for sustainable socio-economic development*, provincial –level scientific research project.

- [6]. Hoang Thi Lan (2012), *Solution to improve the training of tourism human resources in Thanh Hoa province, a collection of conference reports "Thanh Hoa tourism in Vietnam's tourism development strategy"*, Thanh Hoa.
- [7]. Nguyen Van Luu & Doan Manh Cuong (2013), *Promoting tourism human resource development - A decisive solution for tourism development in the Mekong Delta region*, Southern Department of Work - Ministry of Culture and Sports Sports and Tourism.
- [8]. Nguyen Thi Thu Ngoc (2016), *Improving the quality of human resources in the tourism industry - Solutions for sustainable tourism development, Proceedings of the international scientific conference "Sustainable tourism development: The role of the State , enterprises and training institutions"*, National Economics University Publishing House, Hanoi.
- [9]. National Assembly of the Socialist Republic of Vietnam (2017), *Law on Tourism*, Hanoi National Political Publishing House.
- [ten]. Thanh Hoa Provincial Party Committee (2021), *Thanh Hoa tourism development program for the period 2021-2025*.
- [11]. Thanh Hoa Provincial People's Committee (2017), *Project "Development of Thanh Hoa spearhead tourism products to 2025, vision to 2030"*.
- [12]. Thanh Hoa Provincial People's Committee (2020), *Report on assessment of the implementation of Decision No. 290-QD/TU dated May 27, 2016 of the Provincial Party Committee on the issuance of the tourism development program Thanh Hoa province, 2016-2020 period and expected main goals, tasks and solutions to implement Thanh Hoa tourism development program in the period of 2021-2025*.
- [13]. Vu Van Vien (2017), *Human resource development of tour operators in the Northern coastal region*, PhD Dissertation, University of Commerce, Hanoi.