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Opportunities and Challenges for Quality of Human Resources in Vietnam Logistic Industry in the Current Concept of International Integration

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Abstract

With the increasing import and export activities of goods on an increasing scale, Vietnam's logistics services are now having conditions to expand to regional and international levels. According to the World Bank (WB) in 2021, within the past three years, Vietnam has increased 3 rankings compared to 2020, ranked 8th in the top 10 countries to top the Emerging Market Logistics Index 2021. Vietnam has a very favorable geographical position for building transshipment centers of Southeast Asia with infrastructure of warehouses, transportation systems, seaports, airports... Vietnam is also considered an effective country. The logistics service rate is much better than other markets with

similar income levels. It is forecasted that in the next decade, the development of the logistics industry will help Vietnam quickly become a new production center in the region, with the potential and capacity to boost exports and develop the economy. trade on a large scale. Facing a great opportunity to strongly develop logistics activities in Vietnam, but also facing many challenges that is to meet the requirements of human resources. This study will deeply analyze the current situation of the quality of human resources in the logistics industry in our country, facing opportunities and challenges in the context of international integration.

Keywords: Human Resources, Logistics, International Integration

1. Introduction

According to the WB, Vietnam in the context of extensive international economic integration, with the application of open economic policies, our country currently has many advantages to develop the transport and logistics industry such as: the volume of global commercial exchange is increased; promoting the successful signing of Free Trade Agreement (FTAs), most recently are the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the EU-Vietnam Free Trade Agreement (EVFTA). In addition, during the US-China trade war (2018), in addition to the adverse effects, there is also an advantage that is the global supply chain has shifted some production and supply addresses to Vietnam with considerable volume. Besides, Vietnam has a favorable geographical position to build transshipment centers of Southeast Asia with infrastructure of warehouses, transportation systems, seaports, airports, etc. improved. In general, Vietnam's logistics activities are currently expanding, along with the increase in import and export activities of increasing scale. According to the announcement of the World Bank (WB) in 2020, Vietnam is ranked at 39/160 countries with a significantly improved LPI (Logistics Performance Index) score (reached 3.27 points) – ranked 3rd in ASEAN, just behind Singapore (ranked 7th) and Thailand (ranked 32nd). In terms of operation management, Vietnam is considered a country with better logistics service performance than markets with similar income levels. In the next decade, the development of the logistics industry will create conditions for Vietnam to quickly become a new production center in the region, with potential and capacity to boost exports and develop a commercial economy on a large scale. In this study, the authors analyze the opportunities and challenges from the perspective of Vietnamese human resources, on that basis, suggesting some development solutions.

According to the General Statistics Office (in 2021), Vietnam is in the period of "golden population", so the labor force of Vietnam is quite abundant, from 15 years old and above reaches 50.5 million people. Approximately 58% of the total population. Of these, 49 million people are engaged in economic activity. Although the process of urbanization in Vietnam has been taking place strongly, so far, labor distributed in rural areas is still considered a large number, accounting for about 66.1%

of the labor force. The structure of labor in economic sectors is still unequally distributed: labor in agriculture currently accounts for 28.9% of the total labor force, labor in the construction industry accounts for 33.2% and in the service, industry accounts for 37.9%. In recent decades, the technical qualification of the labor force has made certain improvements, especially in the technical and service sectors, but in general the supply of quality labor is still low, there are many problems. According to the General Statistics Office, in the sixth quarter of 2021, the trained workforce with diplomas and certificates only accounted for 26.1% (laborers with university degrees or higher accounted for 10.82%; college graduates accounted for 3 0.82%; intermediate accounted for 4.65% and elementary accounted for 3.08% of the total labor force). The number of trained workers is only 1/3 of Korea, Taiwan, Singapore, while in many countries, the training rate of workers has reached over 50%.

Table 1: Number and structure of human resources with technical expertise participating in economic activities in the period 2010 – 2019

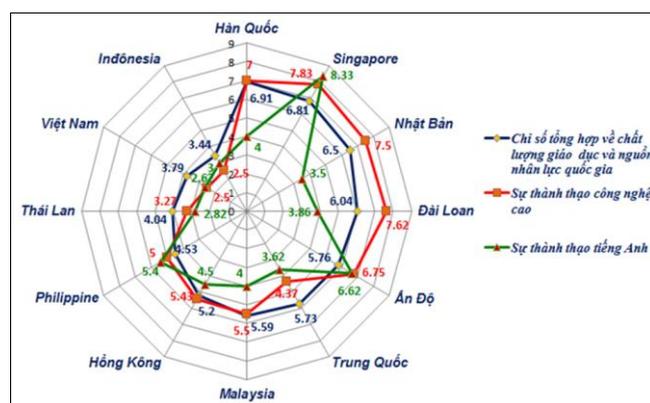
	2010	2015	2018	2019	2020	2021
1. Scale (million people)	7.44	10.96	12.36	12.70	13.20	13.32
In there:						
Elementary occupations	0.91	1.66	1.91	1.93	2.585	3.082
Intermediate	2.48	2.74	2.98	2.59	2.420	2.144
College	0.95	1.53	2.05	2.05	2.090	1.781
University, above university	2.73	4.38	5.43	5.91	6.105	8.845
2. Rate in total labor force (%)						
Elementary occupations	14.63	20.29	21.5	22.37	24.00	26.10
Intermediate	1.89	3.27	3.25	3.08	4.70	6.04
College	5.12	5.39	5.32	4.65	4.40	4.20
University, above university	1.97	3.01	3.33	3.82	3.80	3.49
University, above university	5.65	8.62	9.60	10.82	11.10	17.34

Source: Proceedings of the International Scientific Conference, Productivity and Innovation of Vietnam's Economy, (2017); General Statistics Office (2020, 2021).

Actual situation of labor structure in Vietnam: in general, the structure of labor according to qualifications in Vietnam is seriously lacking, especially for professional and technical workers with college and intermediate degrees. In other words, Vietnam has a large surplus of highly qualified workers (from university and above), which reflects the seriousness of the situation of "too many masters, too few laborers" and the imbalance in trained labor structure between vocational education and higher education in Vietnam today. The quality of Vietnamese labor force is still very limited; in which the percentage of trained laborers is still low, there is a shortage of skilled workers who have met the needs of the labor market and integration; The gap between vocational education and the needs of the labor market is widening. When considering the issue of unemployment in terms of professional and technical qualifications, the unemployment rate tends to increase among highly qualified workers. When assessing the quality of human resources in Vietnam today, the World Bank (WB) said that Vietnam is lacking in skilled workers and high-level technical workers. The foreign language proficiency of Vietnamese workers is not high, so they face many difficulties in the integration process. Research by the Institute of Labor and Social Sciences (2016) also shows that the level of responsiveness in skills due to technological changes of workers in enterprises is still very low. The

ability to work in groups, professionalism, and the ability to use foreign languages in communication and working are still limited. In the past years, although the labor force has increased rapidly, the scale of highly qualified and technical workers is still very small compared to the requirements of the process of industrialization, modernization and international integration. Workers with professional and technical qualifications, even workers with high professional qualifications tend to have good theoretical knowledge, but have poor practical capacity and adaptability in the competitive industrial environment. In addition, the current professional education and vocational training programs still have many shortcomings. The quality of the schools' curricula is still low, and they have not been able to train skilled workers to meet actual requirements.

In fact, with the training programs of universities, students graduate in Vietnam often lack of experience, lack of soft skills. The training content is not directly associated with the requirements of enterprises. In terms of training programs, teaching methods and contents are still backward and have not been updated with new modern technologies being used in the world. In schools, curriculum content development lacks practical programs, leading to lack of opportunities for students to apply their acquired knowledge to specific and practical problems of society.



Source: Authors drawing based on data: Proceedings of international science and technology, Productivity and innovation of the Vietnamese economy, (2017)

Fig 1: Comparison of the human resource training quality index of Vietnam with some East Asian and Southeast Asian countries in 2017

2. The current situation of human resources in the logistics industry in Vietnam

Logistics industry in our country in recent years, due to "hot" development, human resources of this activity are facing many shortcomings. Domestic logistics service enterprises are still young, operating capacity is weak in quality and lacking in quantity of enterprises. The main reason is that this is a relatively new field of operation, so it is limited in many aspects: in terms of business size, capital, experience and management level. Most logistics enterprises don't have the ability to apply information technology as well as the level of human resources that meets the requirements of international-level activities. According to the assessment of the Ministry of Industry and Trade, the capacity of logistics enterprises is uneven, lacks professionalism, their activities are scattered and not systematic, so it has not been able to convince goods owners to choose to use logistics services. The fact also shows that,

at present, the logistics industry is facing the main problem of human resources. Because of strong and fast development to adapt to the integration requirements of the economy, human resources have not changed up to the development requirements of industry. The difficulty in human resources of this industry has been further revealed when Vietnam recently joined the ASEAN Economic Community and joined the new generation of Free Trade Agreements (FTAs). According to managers, sources of Vietnam logistics labor are not only lacking in quantity but also weak in quality.

With the advantage of having a coastline of over 3260 km running along the East Sea, attached to the seaport system distributed from Van Don to Phu Quoc, convenient for international maritime exchanges, Vietnam has all the favorable conditions to become the logistics center of the region and the world. However, the problem Vietnam is facing is the lack of logistics human resources in terms of quantity, weak technical expertise, low professionalism, and along with training programs to develop human resources are still patchy spontaneity, has not been focused on methodical development. According to a recent survey by the Ho Chi Minh City Development Research Institute surveying and assessing the limitations of human resources in the logistics industry in Vietnam, opinions from experts, managers and enterprise leaders have made the following

assessment:

- + 24.21% believe that there is a shortage of high-quality human resources.
 - + 35.28% assessed that the professionalism of human resources in the logistics industry was not high.
 - + 18.96% think that universities do not have a major in logistics training.
- Also, through the survey results, for the leaders of logistics enterprises in Vietnam, the responsiveness and quality of the logistics human resources team also recorded and evaluated the following:
- + 30.0% of businesses have to retrain employees.
 - + 53.3% of enterprises lack of staff with professional qualifications and knowledge in logistics.
 - + Only 18.7% of enterprises feel satisfied with their staff's expertise.

Another study from the Research and Development Institute of the National Economics University, shows that currently up to 80.26% of human resources in logistics enterprises are trained through daily tasks; 23.6% of employees participate in domestic training courses; 6.9% hire foreign experts to train and attend training courses abroad is 3.9%. Up to 80.26% of logistics industry personnel receive informal professional training through directly performing daily work.

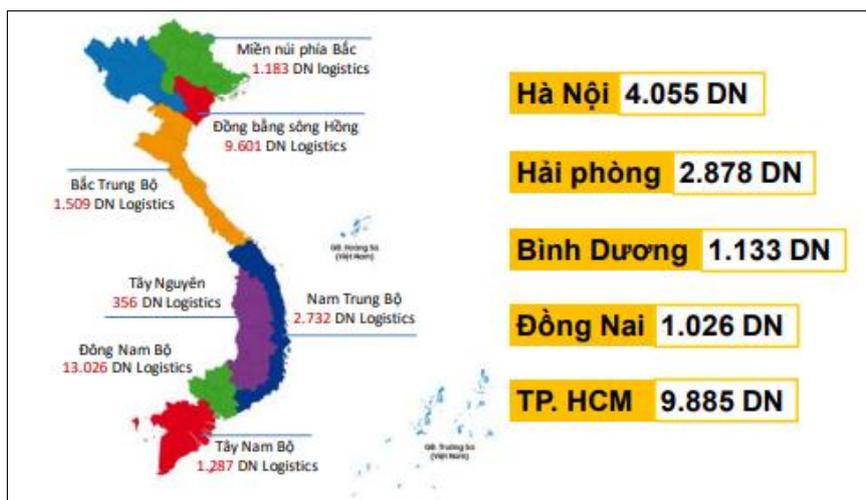


Fig 2: Distribution of logistics workers and businesses by geographical region (Source: Vietnam Logistics Report 2021)

Evaluation of the qualifications and quality of logistics human resources: According to the Ministry of Industry and Trade, through two online surveys using questionnaires for two groups of subjects conducted in August 2021, including: 128 enterprises employ logistics human resources and 63 universities and colleges with logistics training/specialization/occupation throughout the country. Through the survey results of logistics enterprises in Vietnam, it shows that logistics human resources with senior personnel always requires higher professional qualifications to meet job requirements. Specifically, for administrative - executive personnel, up to 67.5% of personnel have university degrees; 15.1% have a university degree; At the same time, 3.2% of staff at this level have achieved international professional certificates. However, the survey shows that 14.3% of the administrative staff have college degrees or less. Most of them are owners of private businesses or have been promoted through their experience

in the profession. For coordinators - supervisors, most of them are trained at university level or higher with 61.1% of university degrees and 3.2% of postgraduate degrees. There are 0.8% of supervisors in the surveyed enterprises achieving international certificates in the profession. The number of supervisory coordinators with a college degree or below is much larger than that of management and administration personnel with 34.9%. Administrative and office staff at logistics enterprises are now evenly distributed at intermediate, college and university degrees with the rate of 48.4%. A few have elementary education (2.4%) and postgraduate qualifications (0.8%). Technical staff - field professionals mainly have intermediate degrees (41.3%) and college degrees (25.4%); the rest have elementary degrees (19.8%) and university degrees (13.5%). According to the Vietnam Logistics Business Association (VLA), currently, logistics human resources can only meet about 40% of the industry's needs. Indeed, according to the

Vietnam Maritime Administration, in 2014, Vietnam has about 1,200 enterprises operating in the field of logistics out of a total of 300,000 enterprises providing logistics-related services, most of which are in the group of small and medium-sized enterprises, except for state-owned and joint-stock enterprises with relatively large scale (from 100 to 300 employees), the rest have an average of less than 50 employees, with limited operations. According to preliminary estimates, there are only about 6,000 professional employees out of a total of nearly 1 million people operating in the logistics field in Vietnam today. Regarding the quality of human resources, because the logistics industry is an economic industry associated with specific and diverse technical expertise, it is in great need of human resources with high and deep technical expertise. According to VLA, companies are very focused on areas such as supply chain (38.3%), international transport (36.7%), management of information systems (35%). Besides, world experience shows that human resources for logistics activities are mostly trained from universities and academies specializing in logistics, but in our country the training comes from many different sources. Many managers are trained and re-trained and mainly accumulate knowledge from business experience from other training specialties, so there is a lack of methodical and quality, and

work efficiency also is affected. Professional staff directly perform jobs related to logistics, most of them graduated from university with majors outside logistics.

Regarding the training of the logistics workforce from the school, currently only focus on a few large centers such as Hanoi (Vietnam Maritime University, Foreign Trade University, National Economics University, Hanoi University of Transport ...) and Ho Chi Minh City (Ho Chi Minh City University of Transport, Ho Chi Minh City University of Economics, RMIT University Vietnam, ...) mainly on multimodal transport, insurance in foreign trade, sea freight forwarding, logistics management and supply chain... Most of them are trained quickly and short-term at training centers on logistics. But because there is no unified and specific strategy, the number of annual training sessions for each institution only provides a very small number of graduates to the market. In addition, the current training programs, improving logistics skills in Vietnam are not methodical and in-depth. If some universities have logistics training programs, most only provide basic knowledge about foreign trade, freight forwarding, and goods supply management. Even professionally and systematically trained systematic specialists in this field are still far behind the evolving development requirements of the industry.

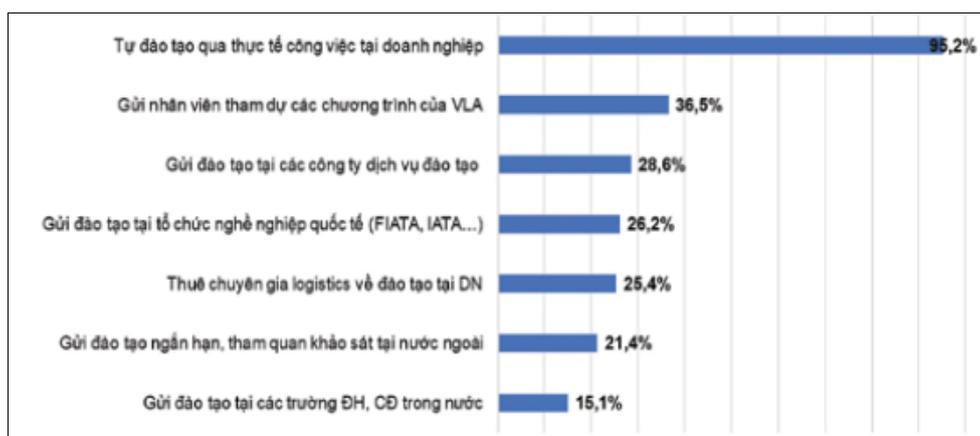


Fig 3: Logistics training methods of enterprises (Source: Vietnam Logistics Report 2021)

According to the Ministry of Industry and Trade, with an average growth rate of 30% per year, logistics personnel is still a headache for business leaders in the industry. With a service industry is estimated to have an operating scale of up to 22 billion USD, accounting for 20.9% of the GDP of the country, the annual growth rate is from 20-25% (data of World Bank, 2015), the balancing of human resources for logistics is facing a very difficult problem for our country's labor market.

3. Opportunities for human resources in logistics industry in Vietnam

- According to the report of the World Bank in 2021, the Logistics Performance Index (LPI) assessment of Vietnam is ranked 39 out of 160 countries participating in the study, up 25 places compared to 2018 and rising in the ranking compared to 2020, ranked 8th in the top 10 countries leading the Emerging Market Logistics Index 2021. This has been Vietnam's best result since the WB made the LPI ranking in 2007. In addition, according to Technasia.com, when considering the internal advantages and dynamic trends of

the international market along with the geo-economic position, Vietnam has been rated as one of the four countries in the Southeast Asia region has the potential to develop both infrastructure and logistics systems. Through the general assessment, it can be seen that Vietnam's logistics field has many development opportunities and can participate more deeply in the world logistics field in the near future.

- With the advantage of wide development, along with the strong development of science and technology and the trend of globalization, logistics activities throughout from production to consumption play an increasingly important role. for the competitiveness of the manufacturing and service industries and of the whole Vietnamese economy. Meanwhile, according to the Vietnam Logistics Business Association (VLA), the development speed of the logistics industry in Vietnam in recent years reached about 14-16%, with a scale of about 40-42 billion USD/year. With the advantage of being located on a convenient maritime trade axis, Vietnam has favorable conditions to become a center for transshipment of international sea freight. To promote

the advantages, many Vietnamese seaports have been invested and built on a large scale, capable of receiving ships with a tonnage of over 100,000 tons; there are 70 international routes... very advantageous to develop logistics service activities.

- Through the fact that the intervention of information technology (IT) in the operational structure of enterprises has shown that it is IT that has created great changes in the way businesses are organized and managed. These transformations have completely changed traditional business concepts, putting customers at the center of the business and looking for a difference from service provision activities. Under this impact, there is a rapid increase in infrastructure, the growth of competitive pressure in many fields and the shortening of product life cycles. The rapid and widespread development of e-commerce has pushed the demand for freight forwarding to increase not only in quantity but also in quality. Statistics of Armstrong & Associates Company (USA) show that, in the next decade, it is expected that e-commerce will account for about 7.2 - 7.5% of total world logistics revenue. In addition, experts also forecast that cross-border e-commerce will have a scale of 1 trillion USD by 2020; about 1 billion people around the world will become "international consumers" by purchasing foreign goods over the Internet. Inevitably, this trend will bring opportunities for cross-border e-commerce logistics (CBEL).

- On February 14th 2017, the Prime Minister signed Decision No. 200/2017/QĐ-TTg on "Action plan to improve competitiveness and develop logistics services in Vietnam to 2025". This has shown the government's interest in a very important sector of the economy, aiming to take advantage of the existing advantages and opportunities to turn the logistics sector into a spearhead economic sector of the country. In addition, recently in Resolution No. 02/2020/NQ-CP dated January 1st 2020 of the Prime Minister, directing the continued implementation of key tasks and solutions to improve business environment, improving national competitiveness in 2020, has set one of the basic goals to raise the ranking of logistics efficiency in the coming time to 5-10 levels. This is also an opportunity for the logistics industry to have a leap forward to improve their service activities in the near future.

- According to the forecast of the Vietnam Logistics Business Association, in the next 3 years to maintain the average growth rate of 15%/year. In terms of human resources, logistics service enterprises need about 18,000 more workers. Production, trade and service enterprises need more than one million personnel with logistics expertise. Logistics service companies in Vietnam are short of highly qualified human resources. Meanwhile, currently, the supply of labor for the logistics service industry only meets about 40% of the actual demand. This is a positive factor in labor demand that promotes the development of our country's labor market.

4. Challenges for logistics human resources in Vietnam

- According to VLA, Vietnamese logistics enterprises are formed mainly on a small scale, up to 90% of enterprises when registered have capital of less than 10 billion VND (lower than the average registered capital of enterprises nationwide). 1% has capital over 100 billion VND, 1% has capital from 50 to 100 billion VND, 3% has capital from 20 to 50 billion VND, and 5% has capital from 10 to 20 billion

VND. Up to 2,000 logistics enterprises are single shareholder limited company, of which only about 10% join the VLA, this also shows that the linkage to support the system is still limited and lacking of linkage to build a general human resource training strategy of the industry in a methodical and long-term stable manner.

- Due to the recent rapid development of the logistics service industry, Vietnamese logistics enterprises lack of preparation for organizing human resource arrangement in a methodical, long-term manner, lack of initiative in the process of approaching the labor market. The current human resources work is still very situational, there is no periodic recruitment plan and usually only recruits when needed, the job requirements are unknown and the professional factors have not been put on the top, there is no appropriate salary and bonus regime, leading to the logistics industry not attracting many high-quality human resources. This makes the workforce in the industry not really strong, professional quality is still limited, lack of competitiveness. Scale of logistics human resources by type of service and geographical area according to the General Statistics Office, in terms of human scale, the vast majority of logistics enterprises in Vietnam are micro and small with 40.22% of enterprises with less than 5 employees; 31.67% of enterprises have 5 - 9 employees; 24.42% of enterprises with scale of 10 - 49 employees and 3.17% of enterprises with scale of 50 - less than 300 employees. The number of large-scale enterprises accounts for only 0.52% of the total of more than 29,694 enterprises in the industry.

- Current human resources are trained and come from many different sources. The majority of professional workers have graduated from universities, but from majors outside of logistics. The lack of experienced management team is being trained and re-trained by enterprises to meet management needs. Most of them lack of business knowledge and experience, are rarely updated with management knowledge and new technologies, and their leadership and management styles do not meet the requirements. In addition, the direct labor force such as loading, unloading, driving, inventory counting, most of them have low education level, have not been trained in professional working style, only 1-2% workers of this workforce is recognized for its professional and well-trained training.

- The context of the whole society approaching the industrial revolution 4.0 has a strong impact on logistics service provision. According to international experts, under the impact of the 4.0 technology revolution, logistics activities in the third decade of the 21st century will have stronger development steps, especially focusing on some trends such as big data, blockchain, urban logistics, logistics centers, global supply chains, value-added services (VAS - Valued Added Service),... This revolution will lead to huge changes in the employment structure of the logistics sector, requiring logistics human resources to meet the new requirements of businesses. Associated with the transformation of the digital economy, creating major changes in the way products are marketed and managed in the Vietnamese and global markets. Previously, most of the products that wanted to enter the market were based on the supply chain, but now with Blockchains, IoT interaction and Big Data, businesses have a digital-based supply network with many integrated channels.

In this trend, transparency, flexible management, and technology application will be inevitable. In which, transparency means an integrated shipping information system from the sending warehouse to the receiving warehouse, allowing all stakeholders to capture cost information and quickly control the condition of goods. According to international experts at the International Conference on Asian Shipping and Logistics (ICASL 2019 - hosted by RMIT University Vietnam), commented: "Technology creates a driving force for change in operations. Therefore, Vietnam urgently needs to invest in infrastructure and digital technology in the logistics field, and quickly prepare well in training high-quality human resources to adapt if it really wants to develop the logistics industry to regional and world level".

- According to the report of the Ministry of Industry and Trade and VLA, the logistics industry has a high growth rate of about 15-16%. The number of transport and logistics enterprises is currently about 3,000 enterprises, including road, railway, sea, inland waterway, air... Logistics human resources are facing many shortcomings when they are both lacking and weak, especially in foreign languages, deep technical skills and management capacity. In the period 2015-2030, the whole country needs up to 200,000 employees, but the ministries are training logistics personnel at 3 levels of university, college and intermediate level, only has an annual meeting scale of 3,500 - 5,000 students and about 10,000 - 15,000 turns of people at elementary levels and short-term training under 1 month.

- According to VLA, the efficiency in logistics service provision of Vietnam compared to other countries in the region is still limited, logistics costs in Vietnam are nearly twice as high as in developed countries and higher than that of developed countries. The global average is 14%. The ratio of logistics costs to GDP of Vietnam accounts for 20.9%, much higher than that of countries in the region such as China, Malaysia, Philippines, Thailand and Singapore. With service costs still not competitive, the quality of some services is not high, in the current conditions of Vietnam, labor productivity in the industry is still low and competition in the labor market is still weak. In the face of the current international and regional labor shift, there is a high level of competition in attracting human resources, leading to fluctuations in the supply market. The labor shift occurs in the domestic market and the regional market. Currently, there is a trend that high-quality labor resources tend to seek better working environments, where remuneration and social security policies are more attractive in the domestic and foreign labor markets, in which the labor market is more attractive. The narrow field of human resources in the logistics industry is no exception. Many experts are concerned about the risk of "brain drain" because this trend is a threat to the already lacking logistics workforce, facing the risk of shifting to high-quality human resources. Enterprises that want to develop strongly and sustainably must have policies to attract talented people and have a commensurate compensation mechanism to "retain" them.

5. Suggest solutions

- First, businesses need to proactively train their workforce in the direction of upskilling to keep up with the rapid changes that are taking place, mainly due to advances in technology and increasing integration. In addition, international training institutions need to be invested more,

raising awareness among young workers about the skills needed in the logistics industry. Regarding training content, more emphasis is placed on guiding how to approach the market, creating practical job opportunities so that students who are studying or fresh out of college have the opportunity to approach businesses, local and international entrepreneurs so that they can receive more training, share and support their knowledge, and gain more practical experience.

Also support more content in the online English training program because logistics is a global industry and English is the global business language.

- Secondly, in terms of development policy, it is necessary to focus on reforming the state management in the field of logistics services, it is necessary to make clear and perfect the legal system, develop the market for the logistics industry, and create conditions for Vietnamese logistics service enterprises to quickly rise up and catch up with the development level of the world. Specifically, it is necessary to have appropriate and synchronous development orientations for the logistics service sector, including a plan for human resource development; supplementing sub-law documents to concretize the concept of logistics services in the Commercial Code. In addition, the State needs to develop professional standards for logistics, support schools to invest in facilities and equipment in the field of logistics... renovate the organization, operation, and mechanisms and policies on investment and construction of transport infrastructure, trade infrastructure, and information technology infrastructure, commensurate with and in line with the practical requirements of today's logistics activities. In which, it is necessary to review the planning and build logistics centers that effectively connect with seaport systems, domestic and regional roads, creating convenient and highly efficient freight transport routes and flows. On a foundation of high and stable development of specialized economy, it will organically link the reasonable distribution of human resources in both size and proportion, contributing to promoting sustainable development of logistics service activities in the near future.

- Thirdly, focus on investing and supporting a number of universities, colleges and vocational schools, institutes and short-term training institutions to improve the quality of specialized training in logistics. It is necessary to continue promoting the role of medium and short-term training programs conducted by institutes, centers, associations and training companies with international links,... Besides, it has strengthened joint ventures, linkages between domestic enterprises and cooperation with international logistics companies to exchange experience in management and training. At the same time, agree with ASEAN countries on the framework of training and retraining programs, towards the recognition of diplomas and vocational certificates in logistics in order to both contribute to the development of high-quality human resources in the locality and to be able to participate in the training exchange program, international division of labor serving the domestic logistics industry in particular and the region in general.

- Fourthly, businesses need to have a plan to actively develop human resources for their units. In addition to domestic training content, organize to send people to visit and study abroad, have a good and worthy remuneration policy for good professional and technical staff. In particular, it is necessary to closely coordinate between

specialized agencies and enterprises in order to accurately identify labor needs, training and recruitment. Cooperate with training institutions, develop early and periodical recruitment plans in order to recruit qualified people with suitable occupations in the right major or near major. Attaching the organization of students to interns at the company, large logistics service companies need to have an internship support program to attract students to their company so that there are many choices of suitable personnel.\

- Fifthly, employees should also clearly define their job position, have a job orientation right from the time they are in the process of training, need to be active in the process of finding and accessing jobs at logistics service companies. In order to quickly adapt to the job, in addition to accumulating practical experience, it is necessary to actively learn and improve professional skills and working skills to be able to meet professional job requirements. For the subjects who are direct workers, attaching the responsibility of the management unit, the training direction is not only working skills but also mental training, attitude to work as well as attitude to comply with labor discipline.

6. Conclusion

In today's fierce competition, in order to achieve the development goal of Vietnam's logistics industry with a growth rate of 15-20%, the proportion of contribution to GDP from 8-10%, ranking of energy index national force of 50 or more... by 2025 as outlined in the Government's Decision No. 200/2017/QĐ-TTg. In the context of the Industrial Revolution 4.0 taking place strongly with breakthroughs in the field of artificial intelligence, integrating artificial intelligence with modern management tools is changing the entire perspective of the world logistics industry in general and Vietnam logistics industry in particular. Vietnam's logistics service industry can apply the experience of other countries to "take a shortcut" to improve competitiveness and achieve a commensurate business position in the global logistics supply chain. The lesson of Singapore's outstanding success shows that it is necessary to focus on investing in technology and people. With the research analysis from the perspective of human resource supply above, the authors would like to share a few small ideas in the sustainable development of the logistics service industry in our country in the coming period.

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