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Recruitment of logistics and construction industry workers in Vietnam post-Covid-19 era

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Abstract

When globalization becomes an inevitable trend, the Logistics and Supply Chain industries are also constantly expanding. With a growth rate of up to 30% per year, this is considered one of the fields with the strongest growth. However, when the Covid-19 pandemic broke out, this growth was severely affected. Former Deputy Director of the Import-Export Department of the Ministry of Industry and Trade of Vietnam, Mr. Tran Thanh Hai affirmed: "This is the first time since World War II that the world economy has encountered a crisis related to faults. supply chain". Covid-19 disrupted the global supply chain. In the context that all countries have transitioned to a state of "no domestic

exports, no foreign imports", production activities of the importing countries seem to be frozen or switched to a moderate level because they cannot find raw material sources. The situation is similar in exporting countries because they cannot distribute goods and raw materials. Not only in terms of production, Covid-19 also directly affects consumer behavior. The demand for direct sales of goods has decreased, and activities on e-commerce exchanges have taken the throne due to the government's social distancing measures. All these changes have been causing businesses in the field of Logistics and Global Supply Chain to suffer.

Keywords: Covid-19, VCCI, logistics and Construction Industry

1. Introduction to the research problem

Labor recruitment is a social phenomenon arising from the natural needs of the labor process. In terms of socio-economic aspects, labor recruitment manifests itself in the selection and use of laborers to serve human needs in the working process. The recruitment of labor is considered as a premise for the process of using labor. From a legal perspective, labor recruitment is understood as a system of legal provisions, which is a necessary basis for the subjects to perform the act of recruiting workers. Thus, legally, a general definition of labor recruitment can be given as follows: Labor recruitment is a process of selecting and employing labor by State agencies, enterprises under all economic sectors, organizations and individuals regulated by the State, in order to meet the needs of their employers.

Recruiting logistics workers in Vietnam in the post-covid-19 period also has many changes, and the program Australia and Vietnam Human Resource Development (Aus4Skills) has built a quick report on "The impact of the covid-19 pandemic on the future." skills needs for workers and human resource training activities for Vietnam's logistics industry The report has pointed out the impact of the epidemic on logistics services in APEC economies From short-term analysis In the long term, the authors analyzed the impact on human resource training for the Logistics industry in Ho Chi Minh City and made recommendations for each specific affected group. A member of the Board of Directors of Gemadept Joint Stock Company - Chairman of the Logistics Training Advisory Board (LIRC), commented: After the epidemic occurs, it is necessary to adjust the labor supply and demand as well as skills will change according to the situation. Therefore, training activities, skills forecasting, reporting on the impact of the COVID-19 pandemic will be very important. t necessary. Vice Chairman of the Vietnam Chamber of Commerce and Industry (VCCI), cum Branch Manager of VCCI in Ho Chi Minh City, Mr. Vo Tan Thanh, said that: The analysis in the report has timely pointed out new challenges. about the human resources that logistics enterprises are facing as well as the necessary requirements in changing the form of training to ensure the quality to meet the needs of the market.

2. Theoretical basis

Human resources in the logistics industry in Vietnam are both lacking and weak. The development rate of the logistics industry in Vietnam in recent years has grown by about 14-16%, with a scale of about 40-42 billion USD/year. Although infrastructure, management technology and policy environment have been improved, it still needs to be promoted to catch up with the

development level of partner countries and competitors in the region.

At the Forum conference "Human resource development for logistics industry and trends in Vietnam" was held in Ho Chi Minh City. Mr. Dao Trong Khoa - Vice Chairman of Vietnam Logistics Association (VLA) affirmed that " *Human resources is one of three difficult problems for logistics companies in their business activities* ". That affirmation once again clearly shows that there are 3,000 logistics enterprises in Vietnam and it is expected that by 2030, the demand for logistics human resources will be over 200,000 people. Besides, logistics enterprises are operating in Ho Chi Minh City. Ho Chi Minh accounts for 54%. Meanwhile, the ability to meet the demand for logistics human resources only meets about 10% of the market's demand. In addition, the Vietnam Logistics Service Enterprise Association (VLA) in collaboration with the Vietnam Logistics Research and Development Institute (VLI) conducted a survey of human resource needs for the logistics service industry on important issues. The survey results show that the human resource scale of logistics enterprises in Vietnam is small (less than 50 employees) accounting for a proportion of the industry. The large proportion is about 32.4% and the large-scale enterprises (over 1000 employees) account for a small proportion of only about 10.8%.

The context of the COVID-19 pandemic has brought unprecedented challenges and significant negative impacts not only affecting the development of Vietnam's economy but also changing the global business environment. Faced with that situation, the emergence of many new trends has changed thinking and views on the traditional way of doing business, raising many big questions for human resource planning and development to meet the needs of human resources. enterprise demand. As a co-organizer, Vietnam Logistics Research and Development Institute (VLI) actively conducted an in-depth survey of logistics enterprises during July-August 2021, thereby creating a basis for the premise to assess the current situation, propose solutions and recommendations to improve the capacity of Vietnamese logistics human resources to be able to adapt to changes and risks. Speaking at the seminar, Mr. Tran Thanh Hai - Deputy Director of the Import-Export Department (Ministry of Industry and Trade) welcomed and highly appreciated the fact that the Australian Embassy, the Vietnam Logistics Service Association (VLA) and the Research Institute Logistics Research and Development Vietnam (VLI) has cooperated to organize the Workshop. Mr. Tran Thanh Hai assessed, the workshop has important content, which is a place for domestic and international experts to discuss, exchange, and agree to propose new initiatives and ways of thinking, contributing to promoting the development of new technologies. the development of human resources for Vietnam's logistics service industry to adapt to fluctuations and risks of the domestic and international operating environment, especially in the context of the Covid-19 epidemic, which is still complicated by many developments. complex as it is today. According to Mr. Tran Thanh Hai, along with policy institutions, infrastructure, enterprise capacity and technology, human resources are a fundamental and fundamental aspect in the development of sustainable logistics services. In the context of globalization and the strong industrial revolution 4.0, the requirements for quality, professional qualifications and

skills of logistics human resources increasingly need to be improved to meet the requirements of the times. especially human resources with specialized knowledge of the industry, foreign language skills, information technology application, communication skills, marketing, negotiation, implementation, etc. This will be the weak point. key, important and urgent factors to help improve the competitiveness of enterprises. In the long run, human resources will be a decisive factor to help Vietnamese logistics enterprises quickly catch up with other countries, improve competitiveness, and expand markets in both domestic, regional and international markets.

The government pays special attention to the development of human resources in the logistics industry in Vietnam. Decision No. 200/QĐ - TTg dated February 14, 2017 of the Prime Minister promulgating the action plan to improve competitiveness and develop logistics services in Vietnam until 2025, amended and supplemented by Decision No. Decision No. 221/QĐ-TTg dated 22/02/2021 has dedicated a section on training and improving the quality of Logistics human resources.

3. Research method

The main methods used in the thesis include: document analysis method such as: qualitative method is a method of collecting information and data in the form of 'non-numeric' to obtain detailed information. details about the object of study, survey or investigation for the purpose of analysis or in-depth assessment. This information is usually collected through interviews, direct observations or focus group discussions using open-ended questions, and is often applied in the case of a small, concentrated sample. Find out the basic ideological content of the document, find out the problems related to the research topic and determine the problem to be solved. Documents, articles, interviews or scientific journals related to the issue of "the role of human resource management in international business of foreign companies in Vietnam", because they are data secondary should be a lot of related documents, so we need to filter to get the most accurate document for the problem. And quantitative method is a method of collecting information and data in the form of arithmetic and statistical data to obtain basic and general information about the research object for statistical purposes. statistics, analysis; In other words, quantification of data collection and analysis. Information and data are usually collected through surveys using a large-scale questionnaire and are often applied in the case of a large sample. Quantitative method seeks to group signs and find cause and effect in groups of objects", based on the literature and research sources of the qualitative method so that we can highlight the important roles of human resource management, and answer the question of why such companies fail when it comes to human resource management in the host country, and companies succeed in the host country. Secondary data collection method, this method is based on available sources, so when applying this method, it requires specificity, meaning it must be clear, consistent with research objectives, accurate. of data and current. And the method of comparison and contrast to find the most accurate documents on the research problem as well as reliable sources of information from the internet.

In addition, there are methods such as comparing and contrasting research results, comparing the terms "business" and "international business", comparing Vietnamese

enterprises with foreign enterprises to clearly see the role of human resource management to provide good solutions to help foreign enterprises successfully invest in Vietnam. Because when foreign enterprises successfully invest in Vietnam, it not only boosts the economy in Vietnam but also attracts foreign investment into Vietnam, helping Vietnam move faster on the path of international integration in the future. The current industrial age 4.0, creating favorable conditions for Vietnam to advance quickly on the road to becoming a developed country in the future.

And incorporate more methods using primary data, such as using a survey, so that businesses can share their experiences with young businesses in the field of business in the host country. Or now, when the internet is very developed, we can use the online survey method, to collect the most information quickly and save money on the issue of "the role of human resource management in international business". of foreign enterprises in Vietnam".

4. Research results

In order to meet the human resource needs, both in terms of scale and quality, to serve the logistics industry well in the coming period, according to Mr. Tran Thanh Hai, the delegates focused on discussing the following issues:

Firstly, promote linkages and training cooperation between Vietnam and other countries, take advantage of support resources from developed countries, and have strengths in training human resources in the logistics industry to train and build a team. State management staff, high quality Vietnamese teaching staff for domestic teaching work. Coordinate in organizing training programs for high-quality students and trainees and leaders and senior managers of enterprises. Second, focus on improving the quality of the existing training program content in an in-depth direction, ensuring the scientific, systematic and interconnectedness between training levels. Focusing on the skills necessary to access and use new technologies, focusing on improving foreign language skills and the ability to apply international trade laws and practices to help workers in the logistics field adapt more effectively with practical needs, especially in an international working environment. Third, strengthen cooperation between education and training institutions with each other and with enterprises using human resources, and promote the connection between universities and vocational colleges with short-term training blocks. Cooperation in faculty, facilities, curriculum materials, management experience, teaching, promotion of scientific research, promotion of joint training and mutual recognition of credits. In addition, enterprises using logistics human resources also need to be attracted and facilitated to participate more actively in the process of training, internship guidance, increasing practical access for students. Fourth, continue to maintain and further promote communication, career counseling support, etc. to attract quality human resources into this specialized field. This is not only the task of management levels and training institutions, but also needs the active participation of businesses and organizations in providing information, building many forms of encouragement such as education level. scholarships, support means of teaching and learning. Fifth, Encourage and create conditions for learning, training, fostering and improving professional and professional capacity for employees at enterprises. The representative of the Import-Export Department hopes that the Vietnam

Association of Logistics Service Enterprises and the Vietnam Logistics Human Resources Development Association need to promote their roles as an "extension arm" of the business community, coordinating Closely cooperate with state management agencies and training institutions to have an accurate assessment and assessment of the current situation of Vietnam's logistics human resources as well as the needs of enterprises for logistics human resources both in terms of logistics and logistics. quantity as well as the necessary knowledge and skills. Sharing at the seminar, the representative of the organizing committee, Assoc. Prof. Dr. Ho Thi Thu Hoa, Director of the Vietnam Logistics Research and Development Institute (VLI-VLA) - International University, Vietnam National University, Ho Chi Minh City, pointed out the current situation of Vietnam's Logistics human resources in the current context in combination with building a research model to identify the necessary skill groups to equip Logistics human resources. On that basis, propose a number of solutions for training and developing Vietnamese logistics human resources towards adapting to fluctuations and risks such as: Firstly, perfecting the occupational skill set (OS, OSS) with the participation of constructive comments from both schools and businesses. Second, a training institution in general should pay attention to training and improve the quality of lecturers, especially in the field of logistics, through short-term training programs such as the FIATA Diploma in International Freight Management or the FIATA Diploma in International Freight Management. FIATA Higher Diploma in Supply Chain Management or training programs of AFFA. Thirdly, it is necessary to have the cooperation of Three Houses: State - School - Entrepreneur. Fourth, it is necessary to focus on training human resources to adapt to fluctuations and risks. Commenting on the need to recruit human resources in the near future, the representative of the business, Mr. Vu Duc Thinh, General Director of Lazada Logistics Vietnam shared his perspective on human resource needs in the field of E-Logistics for E-Commerce; Ms. Tang Thi Phuong Anh Human Resources Director, Gemadept Joint Stock Company shared her perspective on human resource needs in the field of ports and logistics services.

In addition, regarding the importance of criteria for recruiting personnel in the logistics service industry, the criteria of skills (communication, persuasion) still play an important role with the rate of 89.2% and specific points. The current highest achievement of logistics human resources is about 3.41 points and the lowest is only about 2.84 points, which is quite modest out of a total of 5 points. Next is the criterion of knowledge with 81.1% and especially with the criterion of salary proposed by the candidate, it does not seem important when the rate is only about 37.8%.

In addition, the survey also showed that the demand for the job position of logistics staff in enterprises, the highest percentage is still the customs declaration officer (Customs Broking) with the rate of 70.3%, followed by the second. is the position of general freight forwarder (Forwarder) with the rate of about 59.5% and especially a new position in the logistics industry appears as an online marketing officer (E-commerce online marketing officer) accounting for the proportion. 32.4%. Thus, the demand for human resources in the field of customs declaration and forwarding still accounts for the highest proportion and we also need to pay

attention to newly developed industries related to the 4.0 technology era.

In that situation, Mr. Dao Trong Khoa also proposed some solutions to develop human resources logistics in Vietnam. First, for businesses, it is necessary to contribute to the training program according to the development trend of the industry, set aside a budget for staff training, receive interns to support students in the process of applying knowledge. knowledge learned on the job. For state management agencies, it is necessary to supplement the list of logistics professions (CV 346/TCGDNN-KNN dated March 7, 2019) and invest in building an online logistics training platform (E-platform). For training institutions, it is necessary to actively design courses according to business needs (Tailor-Made), connect lecturers from enterprises and need to adjust the internship time frame to suit the business.

Besides, Mr. Dao Trong Khoa also realized that VLA has orientations for the development of logistics human resources such as: VLA can be the focal point to build OS (Logistic career skills); VLA cooperates with Aus4skill, VCCI, LIRC, experienced members participating in the development of OSS (Vocational Skills Standards) and especially coordinating with VLI to deploy international training programs according to FIATA standards., AFFA in Vietnam to improve the quality of logistics human resources (in which: FIATA - International Federation of Freight Forwarders Associations, has up to 40,000 members in the world, is headquartered in Switzerland and FIATA is implementing certification. Worldwide valuable vocational training courses for qualified organizations such as VLI) and short training courses such as: Multimodal Transport Organization, Dangerous Goods, Supply Chain Management, etc. meet the recruitment needs of enterprises. The Vietnam Import and Export Report is the official document of the Ministry of Industry and Trade on the import and export situation of each commodity group, market, taking advantage of opportunities from the FTA and the management of import and export activities. provide analysis and forecast for the next period. Import-Export reports over the years have provided transparent and systematic information that is interested, trusted and appreciated by management agencies, enterprises, associations, research and training organizations.

According to the Vietnam Import-Export Report 2021 published on the morning of April 28, the country's export turnover reached 336,310 billion USD, up 19.0% compared to 2020. In which, 10 provinces lead the country. Export turnover includes: Ho Chi Minh City, Bac Ninh, Binh Duong, Thai Nguyen, Hai Phong, Dong Nai, Bac Giang, Hanoi, Hai Duong, Phu Tho. Prominent among these, despite being ranked 10th (up 3 places compared to 2020) in the ranking of leading localities, Phu Tho is the locality with the highest proportion, reaching 91.5% compared to last year. 2020 with a value of \$8.2 billion.

Meanwhile, although it is still the locality with the leading proportion in the country reaching 44,902 billion USD, but Ho Chi Minh City only achieved an increase of 1.2% compared to 2020. Particularly, Hanoi capital stood at the position. 8th position (down 1 place compared to 2020, behind Bac Giang) of the whole country, reaching 15.5 billion USD but also increasing only 2.2% compared to 2020.

Besides, the 10 provinces with the lowest import-export proportion in the country (from top to bottom) include:

Tuyen Quang, Ha Giang, Cao Bang, Dak Nong, Ninh Thuan, Bac Kan, Son La, Lai Chau, Dien Bien. In which, Dien Bien is the province with the lowest export proportion in the country, reaching only 15,702 million USD, a negative growth of 60.3%, down 3 places compared to 2020. Notably, in the provinces at the bottom of the "ranking", Bac Kan only reached \$41,248 million, but had a growth rate of 276.6% compared to 2020, up 3 places by rank. Although the group of provinces such as Son La and Lai Chau still have an increased growth compared to 2020, the statistical rank of export turnover still "stays" at 61st and 62nd positions compared to the whole country.

Through these figures, it can be seen that in 2021, despite being heavily affected by the Covid-19 pandemic, the proportion of exports increased by 19.0%. These impressive results must be attributed to the efforts, flexibility in administration of the Government, the timely advice of ministries, sectors such as Industry and Trade, Finance, etc., and of localities when "responding", adapting in the context of a complicated pandemic.

In 2021, although Ho Chi Minh City and Hanoi are still in the top "top", the growth rate is not high, the capital Hanoi is still ranked 8th after Bac Giang. This can be explained because in the past year, these are two of the localities that have suffered the most damage by Covid-19.

As for Phu Tho, in 2021, this locality has "climbed" 3 places on the rankings when it has a growth rate of up to 91.5% compared to 2020. With this result, it must be recorded. Accepting the efforts of all levels, branches and localities of Phu Tho, Phu Tho has drastically implemented solutions such as: Orientation and support for businesses to promote trade; regularly hold dialogues with businesses; implementing policies to support and create conditions for enterprises to access loans to invest in production machinery and equipment.

5. Discussing the results of the study

Currently, Vietnam has favorable conditions to become a center for transnational sea freight. Vietnam's ports have been invested in scale with the ability to receive ships over 100,000 tons. Vietnam has more than 70 international routes, very convenient to develop logistics services, the demand for human resources is huge.

Logistics can be considered as an important service industry in the overall structure of the national economy, playing the role of supporting, connecting and promoting socio-economic development, contributing to improving the competitiveness of the country. the country's economy. Available labor for logistics services currently only meets about 40% of demand in Vietnam. Most logistics service companies in Vietnam are facing a shortage of human resources with high levels of skills, specialized knowledge and specialized English. Most workers in this field have not been properly trained. Therefore, enterprises need to invest a lot of time and money to retrain staff, not to mention the problem of "brain drain" of human resources into foreign-invested enterprises.

It is forecasted that in the next 3 years, logistics service businesses will need about 18,000 more workers, while manufacturing, trading and service businesses will need more than one million employees with logistics expertise. Logistics service companies in Vietnam face a shortage of highly qualified human resources. Managers are often key people, trained and retrained; however, they lack business

knowledge and experience, rarely update their knowledge, and their leadership style has not kept up with demand.

Research data has shown that Vietnam's logistics human resources are not only lacking in quantity but also weak in quality, which is very unreasonable for a service industry with a scale of up to 22 billion USD. accounting for 20.9% of the country's GDP, the annual growth rate is always high in the region. The main human resource is becoming the most difficult problem of the logistics industry today. The industry's difficulty in human resources is further multiplied when Vietnam joins the ASEAN Economic Community and participates in a series of new-generation free trade agreements.

If our country's human resource growth rate stays at 7.5%/year in the 2016-2030 period, about 117,532 people will need to be trained. If we count the workforce at shipping companies, land, sea, air, ports and freight terminals, there are about 200 companies. Each company has an average of 400 people with a training rate of 50% and a growth rate of 5% per year. As a result, at least 100,000 more people will need to be trained over the next 15 years.

6. Conclusions and recommendations

Planning and implementing well the human resource strategy, boldly recruiting young workers, even without a job to train them. Understand and clearly identify the advantages and disadvantages that HR officers in your business are facing, capture their thoughts and aspirations to promptly encourage, encourage and support them. Clearly define the close and logical link between the development strategy of production and business activities and the human resource strategy; between human resource strategy and other strategies such as investment, finance, etc. Identify and plan in human resource activities such as organizational structure, staffing, recruitment and use of personnel ... Have a clear and specific plan and budget in training and human resource development. There should be appropriate investment for this work, especially the preparation of resources and adjacent personnel, especially management personnel. It is necessary to promulgate and implement the personnel evaluation system, the remuneration regime for employees, the regime for attracting and employing talents, and the arrangement of cadres, especially paying attention to the spiritual life, social activities of employees. Promulgating policies, rules and regulations closely associated with production and business activities, characteristics of enterprises, in line with trends and the labor market. There should be policies and regulations on decentralization and decentralization, clearly defining the functions, duties and powers of management levels, departments/units. Having a good plan and implementation of building management systems and processes in the enterprise, boldly applying and seriously implementing advanced management processes such as ISO, 5S.

With the development trend of the Logistics industry and the era of the industrial revolution 4.0, new logistics services have increased, requiring higher requirements for quality and creative human resources. Therefore, the Vietnam Association of Logistics Service Enterprises, the Logistics Training Advisory Board and the General Department of Vocational Education need to issue requirements on occupational standards and vocational skills standards. With the combination of enterprises and schools, vocational standards and vocational skills standards need to be

appropriately developed, periodically updated and meet the human resource needs of Vietnam's logistics industry.

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