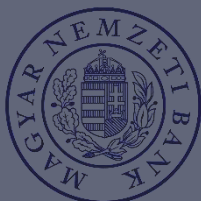




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Sopron, 2021. november 4.
4 November 2021, Sopron



**PANDÉMIA – FENNTARTHATÓ GAZDÁLKODÁS
– KÖRNYEZETTUDATOSSÁG / PANDEMIC
– SUSTAINABLE MANAGEMENT – ENVIRONMENTAL AWARENESS
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How to Recover the Labor Force of the Tourism Industry after the Global Health Crisis? – A Study in Vietnam

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Abstract

This research concerns the huge damage already caused by the health crisis to the tourism industry – and the future risks, especially in respect of the labor-force, as this is seen as the prime factor in determining the success of a service industry. This study attempts to clarify the vital objectives: (1) Synthesizing the immediate responses of governments and enterprises in the way they protect, support, and retain the tourism workforce across countries; (2) Ways to improve the training strategy of educational institutions and how tourism businesses develop a resource consolidation strategy to respond to sensitive markets and crises similar to the current one. Experts participating in a semi-structured interview include principals of the largest universities and leading tourism enterprise managers. The main results include a comprehensive set of solutions to deal with future crises, risk management in the tourism industry; universities focus on numerous innovations in curriculum and training quality, a diverse set of solutions to protect, maintain and strengthen human resources from tourism businesses, which focus on increasing insurance packages for employees, downsizing the personnel apparatus in the back office, increase multi-skilled, improve skill to work from home.

Keywords: labour force, recover, innovation in training, emerging labor skills for the tourism industry

JEL Codes: A12, I12, J00, O10, Z32

1. Introduction

In many countries, tourism accounts for a major component of the gross domestic product (Mahadevan et al., 2017; Mustafa et al., 2017; Salifou–Haq, 2017). Specifically, the tourist industry in Vietnam is today considered one of the three important economic sectors, attracting greater investment from both the government and from abroad, and increasing its active contribution to the national economy over time (Duc Toan et al.). Tourism development encourages the growth of economic sectors such as transportation, post and telecommunications, insurance, financial services, lodging, and food services (Moore–Donaldson, 2016). Tourism leads to the establishment of a big commodity consumption market, resulting in the rapid growth of the gross national product. It also benefits the country by attracting foreign investment money, increasing local export activity, and increasing foreign currency revenue (Tecel et al., 2020). Furthermore, the growth of international tourism contributes to the strengthening and development of economic connections with countries all over the world, as well as the growth of international traffic (Alhawaish, 2016).

One of the most important sector, tourism, is inextricably linked to the Vietnamese economy. Yearly, the tourism business brings Vietnam a large profit due to its attractiveness to both domestic and foreign tourists; as a result, Vietnam’s tourism sector grew at a rate among the top ten in the world from the end of 2019 to the beginning of 2020. At this time, Vietnam’s tourism industry is seeing tremendous growth, with a significant increase in foreign tourist arrivals (Tung, 2020). During the 2016-2018 period, the average annual growth rate of international tourists was 12.8 percent. Vietnam’s tourist competitiveness has risen steadily in the World Economic Forum rankings, from 75/141 in 2015 to 67/136 in 2017 and 63/140 in 2019.

The following are the index groups that have seen the biggest growth: in comparison to 2017, international openness increased by 15%, pricing competitiveness increased by 13%, and aviation infrastructure increased by 11%. Vietnam was voted as “Asia’s leading tourist destination”; “Asia’s leading cultural destination”; “Asia’s leading culinary destination”; Hoi An was voted as “Asia’s Leading Cultural City Destination” and many other prestigious awards at the 2019 World Travel Awards (Vietnam National Administration of Tourism, 2020).

The global tourist sector has been brought back to 1990 levels as a result of the Covid-19 epidemic, with visitor numbers falling by 72 percent in the first ten months of 2020 (Škare et al., 2021a). In 2020, the global tourist business will lose \$1300 billion. For more detail, 20% of jobs were lost; Small and Medium-Sized Enterprises (SMEs), which make up 80% of all global businesses in the sector, being particularly affected; this decrease has disproportionately impacted SMEs, women, youth, and minorities who used to benefit a lot from tourism activities; 40% of all employed women work in the hardest-hit sectors, compared to 36.6% of employed men (World Bank, 2021).

According to the UNWTO-2021 report, the COVID-19 pandemic has almost cost the global economy about 2.4 trillion USD due to the collapse of the international tourism industry. Among them, the countries with the highest GDP reduction due to the drop in the tourism industry because of the COVID-19 pandemic are Turkey (-9.1%), Ecuador (-9%), South Africa (-8.1%), Ireland (-5.9%) (The World Travel & Tourism Council, 2021).

Since March 2020, Vietnam has stopped welcoming international visitors, relying only on the domestic market. The number of international visitors in 2020 was 21% of that in 2019. The number of domestic tourists also decreased by nearly 50%. 95% of international travel businesses stopped operating, 80% of domestic travel businesses have switched industry, 40% of large and medium-sized hotels have stopped operating permanently, 70% of tourism industry personnel have changed jobs and have no intention of returning. The number of students entering the tourism industry has decreased significantly. Vietnam has already lost 23 billion in tourism revenue, and 60% of jobs were cut (Vietnam National Administration of Tourism, 2020, 2021).

It is clear from the aforementioned studies that tourism enterprises face numerous challenges during the recovery period, particularly in terms of staffing shortages (Coordinator, n.d.; Škare et al., 2021b; Uğur–Akbiyık, 2020). As a result, rapid action and strategy analysis is required to assure the foundation for the tourism economy’s recovery while preserving its status as a significant economic sector of the country. The research is conducted on the vast risks and losses caused by the Covid-19 pandemic to the tourism industry from at the onset and future, especially to the labor force which is seen as the first factor determining the success of the service industry. The main objectives were set: (1) How have Governments and Enterprises immediately responded to protect, support, and retain the tourism workforce across countries? (2) How will Vietnamese tourism enterprises develop a resource consolidation strategy to respond to sensitive markets and crises? (3) How will tourism training schools change or improve the curriculum in the face of pandemic challenges and occupational risks?

The research aims at innovation in thinking and acting in improving the quality of human resources in the tourism industry after experiencing a short but shocking period of response to the Covid-19 pandemic. This is a great chance for training institutions and enterprises to look back at their operations, key resources (strengths, weaknesses, opportunities, and threats), and look towards innovations to help the industry’s workforce become more flexible, have more skills to protect themselves, thereby minimizing risks and losses when encountering similar crises in the future. The research paper is structured as follows: the next section is the theoretical foundation for developing research objectives. Section 3 discusses the research methodologies utilized to obtain the results. The conclusion and policy recommendations are the last sections.

2. Theoretical Framework

2.1. The role of tourism in socio-economic development

Tourism generates millions of employment for many workers, particularly women and people in rural regions, and contributes to positive social development by raising people's living standards and improving women's status (Nooripoor et al., 2020; Perdue et al., 1990; Pizam, 1978; Stefânia Cabral de Medeiros Santana et al., n.d.). Tourism also contributes to reducing the degree of urbanization and negative impacts from the urbanization process when it helps to rebalance the population distribution and infrastructure system from urban to rural areas in the process of tourism development (Stuetzer et al., n.d.). Tourism development aids in the dissemination of cultural values and images of Vietnam and its people to foreign friends, as well as the expansion of investment prospects in a variety of industries (Quang et al., 2020).

Tourism promotes and creates opportunities for the exchange of cultures around the world; helps people understand each other and connect better (J. Chen et al., 2017). On the other hand, tourism also plays an active part in preserving cultural heritage and promoting cultural activities of scale and quality (Ibanescu et al., 2018). The birth of the tourism industry is a historical turning point for the development of the whole world. The tourism industry not only creates a premise for the birth of many new service industries, but it also improves the quality of life in both spiritual life and material life (C. C. Chen–Petrick, 2014).

2.2. The role of human resources in tourism economic development

In order to develop a full tourism product, human resources are regarded as a significant component of the product's quality, in addition to the elements of resources, infrastructure, and amenities (Ankomah, 1991; Baum, 2015). Human resources play an indisputable impact on tourist psychology, emotions, and contentment. As a result, in addition to knowledge and abilities, friendliness, sophistication, professionalism, and tourism culture are all desirable attributes in a visitor (Hwang et al., 2012; Liu–Var, 1986).

Tourism human resource is a concept that refers to “the labor force involved in the tourism development process, including both direct and indirect human resources” (Eslami et al., 2019). In which, direct human resources are those working in state management agencies in charge of tourism; tourism non-business units; tourism service businesses, and establishments. Indirect human resources are human resources working in industries and processes related to tourism activities such as culture, customs, traffic, immigration, agriculture, industry, commerce, and services. Public, environment, post and telecommunications, residential community. Obviously, tourism human resources have relatively wide coverage and its quality not only affects and plays a decisive role in tourism development but also contributes significantly to the development of tourism industries. industry and other related fields (Baum, 2015).

The quality and effectiveness of human resources in the tourism business are represented in a management capacity, professional qualifications, and professional abilities. Furthermore, it is represented in the values that people bring, as well as the quality of services given, in order to meet the needs of tourists and satisfy them (Baum, 2007).

Human resources in tourism play a critical role in transforming prospective tourism development resources into reality. Forecasting, generating, directing, and guiding the community to become a force creating new tourism values, not just an object of exploitation and enjoyment, is the responsibility of tourism human resources. The tourism workforce is also a pioneering force, assisting and guiding people to better understand and apply science and technology to their work; actively participate in poverty reduction, create jobs, improve people's intellectual and physical well-being, foster integration, and contribute to the development of a just and civilized society (Kusluvan et al., 2010).

2.3. The role of universities in tourism development

Training institutions are divided into specialized, application-oriented, multi-disciplinary, multi-field, highly integrated (Musadad, 2018). Specifically, the university is a training, research, and technology transfer facility in the field of multidisciplinary services, techniques, and technologies. Some prominent roles and responsibilities of the university can be mentioned: (1) Developing human resources capable of fostering creativity while also addressing the country's socio-economic development and integration needs. (2) Conducting applied scientific research for local and regional socio-economic development organizations, businesses, and practices. (3) Using competitions and scientific research conferences to foster the capability and new thinking. (4) Implementing ground-breaking solutions; prioritizing investment in the quick and long-term development of several essential industries. (5) Working with government and business to design training and provide high-quality resources that meet society's demands.

Furthermore, the institution plays a significant role in the growth of the local and regional economies (Filho, 2011). Particularly noteworthy contributions to guidance and criticism of the Party's and State's policies in terms of short- and long-term economic development strategies. Many Vietnamese colleges play a vital role in the development of specific economic sectors in the country, such as tourism, agriculture, and health care. Since then, we've been able to bring together many different training universities at various levels in one region, providing a steady supply of diversified and high-quality human resources. The university serves as a policy adviser for the locality in planning and developing innovative activities, in addition to offering human resources and technology inventions to increase operational efficiency. Universities play a vital part in the community's socio-economic growth (Doyle, 2010).

2.4. The role of enterprise in tourism development

All parties involved, including authorities, communities, enterprises, and tourists, are responsible for ensuring sustainable and high-quality tourism development (Aquino et al., 2018). However, it is vital to emphasize that tourist enterprises have the primary responsibility because they are the driving force behind the tourism economy and the primary factor determining the industry's performance (Daye et al., 2017).

Some key roles of enterprises in developing tourism activities, specifically:

- 1) Enterprises determine tourism products suitable to resources and resources, conduct market research and based on tourism planning, field surveys, community consultations, etc., to make the right orientated Investing in developing unique tourism products, ensuring sustainability and attractiveness for each tourist market
- 2) Enterprises cooperate with universities in human resource training. The first is to provide the infrastructure for practice and practical knowledge. The second is to perfect the training programs to suit the actual conditions, improve the quality of human resources and reduce the unemployment rate as well as working in the wrong profession
- 3) Enterprise collaborates with universities and the government in developing human resource targets and plans. This coordination helps economists to build reasonable and effective economic and human resource development policies and plans.

From the above theories and relationships, the restoration of tourism resources for the time to recover and reopen in the coming time depends greatly on the actions of the government, schools, and businesses. More importantly, this coordination, learning, and continuous improvement are to meet all the challenges of the risks and rapidly changing tourism market.

3. Methodology

Using the qualitative research method (Creswell, 2007; Marvasti, 2018), the survey sampling form comes from the author's judgment based on the business information of the Statistics Office – Vietnam, then applies the snowball method (Johnson, 2014; Naderifar et al., 2017) to figure out the next respondents who meet the research objectives. The results of the survey

sample participating in semi-structured interviews included 20 individuals from travel businesses and accommodation in 6 tourist centers: Hanoi, Ho Chi Minh City, Hue, Da Lat, marked from S1-S20. The number of subjects to be surveyed is not limited, just towards the amount of information that needs to be collected, analyzed, and answered the research question (Palinkas et al., 2015; Tongco, 2007).

Table 1: Profile of Respondents

Respondent	Place of work
<i>Principal</i>	S1. University of Social Sciences and Humanities -Hanoi S2. National economics university – Hanoi S3. Da Nang University of Technology S4. Huế University S5. Yersin University of Dalat S6. Hoa Sen University – Ho Chi Minh city S7. International university – Ho Chi Minh city S8. Ton Duc Thang University – Ho Chi Minh city S9. Van Lang uUniversity – Ho Chi Minh city S10. Mo University – Ho Chi Minh city
<i>Senior Director</i>	S11. Saigon tourist – travel agency S12. Ben Thanh tourist – travel agency S13. Vietravel – travel agency S14. Fidi tour- – travel agency S15. Four season – travel agency S16. Mường Thanh hotel S17. InterContinental Hanoi Landmark Hotel S18. Premier Havana Nha trang hotel S19. JW Marriott Phu Quoc Emerald Bay S20. Park Hyatt Saigon hotel

Source: Author

The interview questionnaire is developed and revised by leading experts in the tourism industry.

Questionnaire for tourism enterprises:

1. How did businesses take action to “immediately” support the workforce when they had to suspend operations during the prevention of the spread of the health crisis?
2. Facing the job change of a relatively large proportion of workers in the tourism industry at this time. What activities do businesses do to retain them?
3. How will the business work with training institutions and the government restore and engage the workforce for the upcoming reopening?

Questionnaire for university which training tourism sector:

1. What initiatives does the university have to help businesses recover in the next years?
2. What changes will the university make to the training program to provide high-quality resources and satisfy future needs?
3. In the face of a decrease in the number of students enrolled in 2020 and 2021. What has the university been doing to attract students to study this department to meet the demand for personnel in the near future?

4. Findings

4.1. Timely responses of the government

At the onset of the pandemic: Vietnam was one of the countries affected by the Covid pandemic more than 6 months later, so the government has observed and learned from many countries’ experiences. During this time, the government has developed short-term and long-term scenarios and action plans. As of February 2020, when the first case was detected, the government

issued an order to restrict entry and immediately implemented the action plan that has been developed for the management agencies, and travel enterprise. The Government especially requires agencies to plan to support businesses to handle difficulties such as financial and policy support. The work of cleaning, disinfecting and testing has been enhanced. The medical system is always ready. In addition, the local management agency develops a plan and implements financial support for tourism industry workers depending on the extent of their impact and damage from the pandemic. In severely damaged areas, it is necessary to immediately implement the tax elimination for tourism businesses, offering open loan packages with extremely low-interest rates to help businesses maintain operations. These operations ensure the survival of the operators (Grech et al., 2020; Škare et al., 2021b). In parallel, the Vietnamese government researched the vaccine and put it into testing.

At present: Vietnam is fortunate to receive medical help from many countries, including medical equipment and vaccines. Vaccination also follows the order of susceptibility. The service industry workforce is among the priority. Employees in the tourism industry when they have two doses of vaccines will be able to return to work. Based on the actual situation in Vietnam, many accommodation facilities are used as isolation and treatment areas. This combination partly supports some businesses financially. During this period, the government increased financial support for businesses that still have enough resources to recover. In addition, the government works with local authorities to develop a flexible strategy for each region based on predicted tourism trends for the recovery period. This is also a golden time to strengthen the tourism industry ecosystem. These activities revive the activity of the tourism industry (Kowalczyk-Anioł et al., 2021; Zheng et al., 2021).

For re-opening: The government focused on developing a response plan, specifically a crisis risk management system to minimize damage. In this regard, the most important priority is the health system, the infrastructure for treatment, the information system to control and spread information accurately and quickly in the hospital similar epidemics. The government needs to continue to improve the health system from urban to rural areas to ensure the safety of destinations. Furthermore, the information about the destination needs to be updated continuously and accurately, building a variety of program packages for tourists to be flexible in deciding the destination. In terms of policies related to human resource training schools, to completely assess and analyze the system of tourism training institutes in accordance with industry development requirements, the government should increase coordination with relevant authorities and units. Furthermore, it is vital to look at the training systems in developed tourism countries to verify that the structure of tourism training at all levels is reasonable and consistent with regional and international standards. The focus should be placed in the strategy on methods and policies that stimulate and prioritize investment in tourist education, training, and vocational training. These activities ensure sustainable development (Clough, 2020; Robina-Ramírez et al., 2021).

4.2. The response and actions of tourism enterprises

Systematizing benchmarking results in a diverse set of solutions to protect, maintain and strengthen human resources in tourism businesses:

Increasing insurance packages for employees: This is an action aimed at bolstering the protection of employees' rights. Workers will be more committed to their jobs if their rights are strengthened (Sobaih et al., 2021a). Increases in the value of insurance packages will be linked to corporate profits, but in the long run, when the workforce is stable, additional risks will be eliminated, such as the cost of re-employment, retraining, and lost expenses owing to highly specialized workers (Hynes et al., 2020). Furthermore, when a crisis occurs, the insurance company shares financial support for the staff, lowering the strain on enterprises.

Creating trust, reassurance, and positive motivation for personnel in the industry: this is a psychological issue and a decisive factor in returning and sticking to work. Along with financial support packages, businesses need to develop training programs to improve their profes-

sional qualifications, risk awareness, and handling of situations. Activities that create motivation and confidence for the workforce can be mentioned as spreading the specific and feasible recovery plan; multi-skill training program; future tourism development trends, business development plans in the short and long term; the enterprise's risk management system, which focuses and specifically illustrates solutions to protect the workforce. This result is also found in the studies of (Bhaskara–Filimonau, 2021; Sharma et al., 2021; Sigala, 2020)

Training “multi-skilled”, “multi-task”: This activity improves the workforce's skills and knowledge. Multitasking allows employees to be more adaptable in a variety of scenarios by allowing them to accomplish several jobs or, in other words, occupy multiple roles. Employees with this talent are less likely to be fired during a crisis. It is expected that the tourism industry's human resources will be oriented in this direction in the next years. One of the hallmarks of the tourist business is the increasing demand for professional qualifications, as tourism demand continues to rise. Multitasking is also shown in the fact that tourist employees are not only experts at their jobs but also have a strong understanding of information technology. This ability aids employees in performing a variety of complex and productive professional responsibilities. If employees are momentarily unemployed due to this multi-skill equipment, they will be able to readily locate new occupations to maintain their lives most conveniently (Sharma et al., 2021; Sven Smit et al., 2020).

Enhancing access to online training: This activity helps employees to easily access training programs during the break due to the pandemic. Training through online classes both retains employees, creates opportunities to improve professional qualifications, and creates career motivation in the future. These programs strengthen information technology skills and up-to-date career status information. In addition, when businesses return to normal operations, the workforce is also equipped with updated knowledge and skills to match the new period and new trends (Sven Smit et al., 2020).

Equipping additional disinfection machines to protect staff and visitors: This device not only protects the personnel but also gives visitors confidence in the destination's safety. This is one of the reasons for choosing a tourist destination in the near future. Information regarding amenities and safety measures should also be given in the information of accommodation places, travel agencies, and attractions (Adams–Walls, 2020).

Downsizing the personnel apparatus: In the future, the tourism enterprise system will be oriented toward a neat and efficient personnel apparatus. Human resources must be provided with multitasking abilities, the ability to learn and constantly innovate, as a result of actual demand. Employee productivity is the most important factor in determining the success of a business (Stafford et al., 2002). Businesses that do not have the features of a lean human resource structure will face unemployment or will not have the financial resources to support people and recover when faced with the devastating impact of the pandemic.

4.3. Responses and actions of training institutions

The world's development is turning to a new page with breakthrough achievements, in which the factor that plays a central role in determining the qualitative change of the economy is high-quality human resources. High-quality human resources are the most basic element of every process because other factors can still be obtained if there is knowledge, but knowledge does not appear naturally but must be through an educational process, training, and practical activities. Today, the competition between countries and businesses is mainly about the content of gray matter, that is, the content of knowledge crystallized in products and services thanks to quality human resources. Therefore, in the industrial revolution 4.0, in order to have a high and sustainable development rate, countries around the world all focus on developing high-quality human resources, an urgent issue of great importance. Strategy and survival in the context of world economic globalization.

Over 30 years of innovation, Vietnamese higher education has achieved important achievements. The system of legal documents on higher education is gradually perfected, which is a legal corridor for higher education to develop, in line with the Party's renovation policy

and orientation. In particular, many new policies have been planned and implemented, namely, promoting autonomy for higher education institutions. By 2020, the whole country has 149 higher education institutions, 110 tourism training schools with all levels of study. In a positive light, the pandemic has provided universities with the opportunity to evaluate their training and curriculum. Facing the pandemic's widespread impact, which resulted in several changes in the labor structure, universities in Vietnam have taken specific actions as innovation activity:

Collaborating with the government in predicting workforce shifts and planning the target resources for the coming years: This is the first thing that universities in Vietnam have done. Many seminars have taken place with the large and serious participation of leading experts, educational administrators, and the government. The content is aimed at developing a recovery plan for the tourism industry, orienting changes in products and services for the „new normal” period, and especially developing a workforce recovery plan. In the plan to restore resources, universities discuss and share many solutions to improve the quality of resources and create positive motivation for long-term career commitment. Human resources determine the success of all economic activities, the service industry is the first illustration. However, under the prolonged and severe influence of the epidemic, tourism workers have become more sensitive because of many risks in the future. The development of targets and training plans need to be accurately calculated to ensure there is enough supply for the market that is about to return in the near future.

Hand-in-hand with enterprise in coaching and recruitment. Human resources in Vietnam are trapped by the story of “waiting for the train at the airport”, which means that schools and businesses have not met each other. Demand and supply “divert” when employers have one need but are looking for students from one school to train for another need. Or employers want fresh graduates to be able to work immediately, while that bachelor is trained in a different direction and needs a delay to get used to the new job. Universities need to adjust their training strategies accordingly, have a strong connection, and be strategic partnerships with businesses and consider this an indispensable part of the university.

Focusing on the multi-skilled workforce (IT, digital, creativity, originality, initiative, complex problem-solving) to equip tourism personnel with skills in being ready to respond to career challenges in the current context of many risks. In addition, the problem of improving labor productivity by applying technology platforms, linking and collaborating in chains; or strengthening social responsibility and protecting environmental resources are very „hot issues” in many industries and with tourism, services, aviation becoming more and more important. Furthermore, the task of universities is to change training content and methods, the most important thing today is to create a digital culture for students, the university environment must ensure 4.0 very soon to meet the requirements of the enterprise (Huang et al., 2020; Sven Smit et al., 2020; Zhang et al., 2021).

Being more flexible in schooling time at all levels of training: Facing with the complicated development of this virus and unpredictable of the end of the pandemic, the flexibility of training time was mentioned by the respondents and analyzed many related benefits. Flexibility in training can be understood as being flexible in training methods such as fully online, combining both online and offline. The second is flexibility in terms of training time, many universities have renewed their undergraduate training programs from 4 years to 3 years, reducing the length of theory but increasing the duration of practice. Many vocational training programs offer certification in just 6 months to 1 year. This creates a workforce that can quickly adapt to real conditions, especially the crisis of the epidemic, which significantly changes the structure of the workforce, leading to forecasting that there are staff shortages in the tourism sector in the future.

Increasing communication and training about the methods and benefits of hygiene in ensuring the safety of all: This is a series of activities to increase awareness and skills to protect yourself and others for tourism industry personnel. This activity is added to the training program

and will be updated regularly based on risks that may arise in the future (Adams–Walls, 2020; Ngoc Su et al., 2021).

Co-operating three stakeholders (industry trainers, enterprise, government) in crisis planning and management: Universities have long served as a hub for connecting industry and government in the formulation of training programs, resource development strategies, and tourism development action plans. This is the foundation for developing a tourism ecosystem. Great colleges, favorable development policies, and a diverse set of businesses are all necessary components of a strong ecosystem. All of this illustrates the university's, government's, and business's coherence and degree of coordination.

5. Conclusion

In Vietnam, the COVID-19 outbreak has had a significant impact on the tourism and hotel industries (Ngoc Su et al., 2021; Quang et al., 2020). All stakeholders, on the other hand, applaud the government's efforts to safeguard people's safety and prevent the disease from spreading throughout the community, thereby assisting Vietnam in reducing the number of deaths and controlling the disease. Countries have begun to explore the possibility of reopening borders; all rivals in the area will strive to entice passengers with a wide range of travel requirements (Kock et al., 2020; Sharma et al., 2021). As a result, Vietnam must work hard to become a competitive destination.

A semi-structured survey of senior leaders of Vietnam's ten major tourism enterprises and ten principals of well-known tourism training institutes was conducted to gather solutions for safeguarding and recovering the workforce. The findings are also compared to lessons learned in other countries.

In the short term, it is a financial support tool to help workers get through the difficult period of the pandemic. The government implements tax exemptions and offers many capital support packages to help businesses maintain operations and recover as soon as the pandemic is under control. In the long term, in terms of businesses, the solutions focus on improving the human resource system, towards multi-tasking employee training, increasing the value of insurance and employee benefits packages, enhancing the technology to ensure hygiene and security in the workplace and reception area. In terms of the university, they have improved the training program by making it more flexible in terms of program content and training time to accommodate the pandemic's sensitive setting. They work with enterprises and the government to develop appropriate strategies and allocate resources. Furthermore, focusing on the tourism ecosystem is a useful tool for businesses to help one another during a crisis, where policies are reviewed and delivered most effectively.

Obviously, the pandemic provides an opportunity for businesses and universities to reflect on their past operations and identify new chances for the future (Collection, n.d.; Sobaih et al., 2021b). The pandemic promotes tourism organizations to adopt new technologies, improve business models, automate certain operations, encourage digitization and the use of online platforms, and promote e-commerce, to name a few positive aspects. Modern technologies, for example, allow the process of visitors accessing and programming their excursions, which provides visitors with ease and flexibility (Sigala, 2020; Zhang et al., 2021). Furthermore, technology aids in the reduction of direct contact, lowering the risk of disease spread.

The Vietnamese government is focusing on long-term and sustainable competitiveness issues by improving the productivity of domestic tourism businesses. Productivity is created by people. The quality of resources will determine the success of economic activities. Quick and precise actions to protect human resources are essential to ensure a strong foundation for recovery in the reopening phase.

The research has some limitations, that is, the number of the respondent is small, it can be expanded to vocational schools or colleges to expand observations and a more diverse system of solutions. Another limitation belongs to the variety of questionnaires. Questions may further expand on the immediate effects of adopting rapid solutions in the complex context of

the epidemic. The psychology and reaction of workers to government and business actions is very important for future strategy formulation.

Future research could focus on the tourism industry's adoption of the Work from Home Quality Survey, specific techniques, and solutions to streamline the tourism personnel apparatus or multitasking. What effect does it have on the unemployment rate? The solution to restoring the workforce is widely explored because it is a necessity today, but the effectiveness of its implementation differs depending on the environment of each country. Finding the optimal degree of policies and solutions in various economic contexts is also a study direction.

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