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## **Training high quality workers in logistics and construction industry in Vietnam after Covid-19**

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### **Abstract**

Ensuring the quantity as well as the quality of Vietnamese human resources is always a very important issue, because it is a necessary condition for Vietnam's sustainable economic growth. After more than two years of the COVID-19 pandemic, human resources are now in dire need of special attention because of the negative impacts of the epidemic on the Vietnamese labor market, especially those in the logistics and construction industries. Currently, enterprises in this industry face many difficulties and challenges in terms of both quantity and quality of labor when recruiting for the industry. The pace of labor supply and demand as well as the required skills of these two industries after COVID-19 will have certain changes according to the actual

situation. Thus, in order for Vietnam to remain competitive, the important solution is to revive human resources by creating a skilled workforce with enough skills to serve economic and rapid development. quick recovery after the pandemic. Therefore, training activities, forecasting the impacts of the COVID-19 pandemic and forecasting the skills needed for jobs in the post-pandemic period is a problem that needs to be solved. On the basis of analyzing new human resource challenges that Logistics and construction industry enterprises are facing as well as the necessary requirements in changing to meet market demand, the article proposes some solutions to improve the quality of labor training in the new context.

**Keywords:** High-Quality Labor, Logistics, Construction, Vietnam, Post-COVID-19

### **1. Introduction to the research problem**

Shortage of high-quality human resources and low labor productivity are challenges facing Vietnam before the Industrial Revolution 4.0. The 4th industrial revolution (Industry 4.0) is developing strongly in the world and directly affects Vietnam. This is a great opportunity in the process of accelerating industrialization and modernization of the country. However, the shortage of high-quality human resources and low labor productivity is a challenge for Vietnam to get ready for a new phase based on science and industry 4.0. Human resources are always an important factor in all economic activities. The most valuable and important resource that determines the development and prosperity of countries and communities in the world is no longer available natural resources but "human resources" with quality and vision, knowledge, high skills. Studies on human resource development in recent decades have mainly focused on human resources, i.e., mainly on human capital (understood as skilled workforce). In particular, high-quality human resources are considered as the main resource, a decisive factor in the process of socio-economic growth and development and the exploitation, use, protection and regeneration of natural resources. is different. Traditionally, Vietnam has also determined that "genius is the source of the nation's energy". In the trend of market economy development, globalization and expansion of international exchanges, human resources, especially high-quality human resources, increasingly play a decisive role. Therefore, in order to improve the quality of human resources to serve the national renewal process well, it is necessary to first improve the quality of education and training, and create conditions for the comprehensive development of human resources.

In addition, the logistics and construction industries are considered to be the fields with great potential and the strongest breakthrough ability in Vietnam in recent years. Especially, in the context of deeper economic integration and the process of shifting and restructuring international supply chains is taking place more and more clearly. The training and building of high-quality human resources is considered as one of the particularly important factors in the process of creating a basis for industrial, production, business, import and export enterprises to integrate with more proactive, effective and sustainable attitude. Below we will explore the current situation of the labor market in the logistics and construction industries along with the impact of the COVID-19 epidemic, from proposing key solutions to exploit and develop human resources that meets the requirements of the new context.

## 2. Theoretical basis

Human resources should be understood as the number of people and the quality of people, including physical and mental health, health and intelligence, capacity, qualities and ethics of employees. (Nick Moore, 1980). Human resources of the country in general, of agencies and even each family need to be developed. Human Resource Development is investment activities aimed at creating human resources with the quantity and quality to meet the country's socio-economic development needs, and at the same time ensure the development of each individual. (Yoshihara Kunio, 1999). Human resources are always considered as a factor creating the success of any organization, country, skill level, knowledge and capacity of the entire actual or potential human life. for socio-economic development in a community (World Bank, 2000). High-quality human resource is a special part, crystallizing what is most quintessential, is the quintessential and important force constituting the nation's human resources, an important factor in the cause of construction and national development (Dung, 2021). This is the most important resource, deciding productivity, quality, and efficiency in using other resources in the system of resources. In the context of global economic competition, all countries consider human resources as the most important tool to improve national competitiveness. Vietnam has advantages with abundant labor force and young labor structure. Vietnam's human resources are increasing with the increase of population (Vinh, 2022). However, human resources are still weak in quality: there is a shortage of skilled workers, not meeting the needs of the labor market and integration; The gap between vocational education and the needs of the labor market is getting bigger and bigger, labor is lacking in dynamism and creativity, professional style... (Quynh, 2021). The 13th National Congress of the Communist Party of China has determined: "Rapidly develop human resources, especially high-quality human resources; prioritize the development of human resources for leadership, management and key fields on the basis of improving and creating a strong, comprehensive and fundamental change in the quality of education and training associated with the institution. recruitment, use and treatment of talents...". Human resource development, especially high-quality human resources, closely linked with the development and application of science and technology is considered a strategic breakthrough and a decisive factor to restructure the economy, transforming growth models and competitive advantages, ensuring fast, efficient and sustainable development. A good implementation of this breakthrough will increase the potential and strength of the country, create synergy, and determine the success of building an increasingly independent and self-reliant economy in the context of integration. the international economy is expanding.

The quality of human resources is an integrated concept of human resource people, which is expressed in the following aspects: health of workers, cultural level, professional and technical qualifications, and actual capacity of human resources. knowledge, professional skills, social dynamism (including creativity, flexibility, agility in work), moral qualities, manners, attitudes towards work, working environment, efficiency of labor activities of human resources and income, standard of living and level of satisfaction of personal needs (including the material needs

and spiritual needs of employees. The quality of human resources in an enterprise is the level of responsiveness to the working ability of employees. employees with the work requirements of the organization and ensure that the organization successfully implements the goals as well as satisfies the needs of the employees. According to Prof. Dr. Vu Thi Ngoc Phung then: "The quality of human resources is assessed through the education, expertise and skills of workers as well as their health". According to this view, the quality of human resources is assessed through the criteria: educational level, expertise and skills (intellectual) and health (physical) These criteria are quantified by educational levels, professional training levels. that exist and can be measured with relative ease. It can be seen that "quality of human resources" is a very broad concept, one of the factors to evaluate human resources. The quality of human resources shows the relationship between the factors constituting the inner nature of human resources, including: Intelligence: is the capacity of the intellect, which determines most of the creative work capacity of employees. People. Intelligence is considered the most important element of human resources because all that motivates people to act must of course be through their mind. Physical fitness: is a state of human health, a condition that ensures a person's normal development and maturity, or can meet the requirements of wasting energy, nerves, and muscles. corn at work. Mental strength: also known as psycho-social qualities, is the behavior, spirit - consciousness in work such as industrial style (urgent, punctuality), high sense of self-discipline, have passion for professional, creative and dynamic profession; has high job transferability adapting to changes in the field of technology and management.

At the Vietnam Logistics Forum 2021 held in Hanoi, the head of the Central Economic Commission Tran Tuan Anh affirmed that developing the logistics industry in general and human resources in the logistics industry in particular is not only the sole responsibility of the industry and trade but There needs to be synchronous, timely and effective participation of all levels, sectors and the business community. Firstly, the Ministry of Industry and Trade needs to closely coordinate with relevant agencies to soon concretize and advise on the institutionalization of the Party's views and guidelines on the development of logistics services. Second, the Ministry of Industry and Trade needs to push forward. quickly advise and submit to the competent authorities to promulgate a strategy for development of Vietnam's logistics services so as not to miss development opportunities, especially in the context that countries are recovering strongly after transitioning to the new normal. Currently. Third, it is necessary to effectively utilize and exploit the digital transformation process to develop the logistics industry in the context of safe, flexible adaptation and effective control of the COVID-19 epidemic. Fourth, it is necessary to pay special attention to and maximize human resources as the center and subject for sustainable development of the logistics industry. The Ministry of Industry and Trade and other ministries and branches need to closely follow the Documents of the XIII National Congress and the resolutions and conclusions of the Party to develop strategies, programs and projects to develop logistics human resources, especially quality human resources. High. Fifth, it is necessary to focus on promoting linkages and expanding international cooperation effectively in the development of logistic services and training of

logistics human resources.

The fact that human resources for construction activities lack both quantity and quality is one of the big challenges that businesses, especially contractors, have to face. Not only is there a rapidly increasing demand for the number of human resources operating in the construction sector, but the issue of improving the quality of human resources is also imperative to meet the rapidly increasing needs of Vietnam's construction industry (Tuan Nghia, Thu Hang, 2021). To improve the quality of human resources towards approaching the level of industrial countries in the world, the construction industry needs to take advantage of the achievements of the fourth industrial revolution. The first is the achievement of the Internet of Things, the second is 3D printing technology, and the third is Big Data. Along with advanced technologies such as building information modeling (BIM), geographic information systems (GIS), virtual reality (VR) or augmented reality (AR) technology. Based on these platforms, the Construction industry can develop products such as smart home (Homesmart), smart city (Smart City). To accomplish this, the Construction industry needs human resources that are well qualified, training with digital skills, skills to apply the achievements of the 4.0 industrial revolution, to meet the needs of national construction and development.

At present, globalization is taking place more and more deeply, economic links appear and have more and more influence, promoting a deep division of labor and the formation of global value chains; Economic competition takes place fiercely and each country must give itself an advantage in that competition. In which, human resources, especially high-quality human resources, become a strong and dynamic competitive advantage in the process of economic development; factor that shifts comparative advantage between countries.

### 3. Research methods

The main methods used include: Collecting secondary information from the Internet and related online textbooks and documents, referring to the results of scientific researches related to the issue of "Quality labor training" logistics and construction industry in the post-COVID-19 era", searching and synthesizing information, knowledge and theories from available sources, thereby building theories and proving and synthesizing them to form arguments. point. Because it is a secondary data, a lot of documents are involved, so we need to filter to get the most accurate document for the problem.

In addition, the essay also uses a quantitative method to summarize specific research results with accurate numbers, data, and results drawn from the investigation process, thereby stating the current situation. about the labor market, especially the high-quality labor force in the logistics and construction industries during and after the COVID-19 pandemic, and the solutions that have been given. For this method, it is required to obtain information from reliable and relevant sources with high accuracy to produce results and draw conclusions.

In addition, the essay also applies the comparative list method, using references and actual evidence to compare and contrast each other to find out the strengths and weaknesses of each argument in order to draw conclusions. the most optimal option for the essay; deeply analyze the terms "human resources" and "high-quality human

resources" and changes in labor training of the two industries to come up with the most appropriate solutions.

### 4. Research results

According to the analysis of the IMF, the world economy is experiencing an unprecedented fierce damage caused by the COVID-19 pandemic and is facing negative growth in the near future. This can be called the global economic recession compared to 2009. Vietnam is a small, open economy, heavily dependent on partner countries and the international trade environment. These countries not only play the role of partners, customers, output markets and suppliers of input materials for the economy. Logistics is part of the supply chain and Vietnam is now very deeply integrated in the supply chain. Therefore, the serious financial and economic consequences caused by the COVID-19 pandemic for countries in the US, Asia (Korea, Japan) and Europe will be long-term impacts on the economy. Vietnam economy. According to the above analysis, the COVID-19 pandemic has severely affected the entire labor market, especially those in the logistics industry. The risk of mass bankruptcy of enterprises operating in the logistics sector as well as the breakdown, change and disruption of supply chains have severely affected the situation of the labor market. The urgent requirement to respond to the spread of COVID-19 with social distancing measures in most countries around the world has forced retail stores, commercial centers to close, systems Distribution and logistics supply chains have reduced output, scale of operations as well as change in operation form, leading to millions of workers at risk of losing their jobs and generating many new skills from workers. to be able to help businesses respond to changes in new business forms and scales. When COVID-19 appeared, supply chains had a series of problems, from the supply of vaccines and medical supplies to food. At that time, only businesses with potential and high-quality human resources can flexibly adapt and overcome these challenges. For a business to be able to respond and adapt well to changes, challenges and opportunities requires a team of highly specialized and talented human resources. High-quality human resources are an urgent need to develop Vietnam's logistics industry. However, in reality, while vocational education institutions are still struggling with the transformation and adaptation to new forms of training, the temporary interruption of cooperation with enterprises leads to the grasping of new forms of training. The demand for new skills and competencies from the labor market is very limited. In addition, a huge challenge that vocational education institutions as well as logistics enterprises in particular and enterprises in general are facing is to develop a strategy for training, fostering and supplementing technical skills. skills for workers in the context of the epidemic to ensure the health and safety of the community, while at the same time providing the labor market with the necessary skills and performance capabilities to maintain jobs. for employees as well as maintaining and developing business operations. This requires the cooperation of all stakeholders as well as the efforts of vocational education institutions and businesses.

Retraining as well as advanced training in skills for employees is an extremely important task, especially in the context of the negative impact of the COVID-19 pandemic, limiting opportunities for skill development of employees.

workers. Limited vocational skills will create many challenges in accessing jobs of workers when the job market is gradually narrowing. By the end of the second quarter of 2021, Vietnam's labor force is about 51.1 million people, of which the rate of trained workers is only 26.1%. This number shows that retraining as well as advanced training in skills for employees is an extremely important task, especially in the context that the negative impacts of the COVID-19 pandemic are limited. Opportunities for workers' skills development, creating potential challenges in workers' access to decent jobs when the job market is shrinking. The prospect of job recovery is a challenge for many countries, including Vietnam. Therefore, the development of policies, training programs, and investment in job training should be a top priority. At the same time, promote opportunities for workers based on local economic advantages, improve workers' capacity, and adapt to the Industrial Revolution 4.0. For enterprises in the logistics and construction industries, it is necessary to develop a strategy to promote skills development for workers in the context of the future of work. Specifically, skills development and lifelong learning are among the main pillars. In addition, focus on predicting skills needs (for now and in the future) towards an industry-specific approach; strengthen the development of core skills for employees; review and improve lifelong learning systems and policies to promote a life-cycle vocational education approach; strengthen learning in the workplace, especially apprenticeships/apprenticeships at enterprises. From the experience of large enterprises in the industry in the international market, Vietnamese enterprises need to actively participate in labor skills training activities to serve their own interests. However, according to a survey from the World Bank, 46% of enterprises do not cooperate with Vietnamese vocational education institutions in improving vocational skills. Vocational education institutions want to cooperate with businesses but still face many barriers in connection such as personnel, finance, lack of support policies, etc. In this context, Vietnam needs strategic solutions. Strategy, improve labor skills in the new situation, innovate, improve the capacity of the country's human resources, create conditions for enterprises and employees to develop.

Synthesizing relevant researches and documents, the essay outlines three issues that logistics and construction businesses need to focus on to accelerate the recovery and growth process. Need to care about the health of their labor resources:

Firstly, reviving the workforce after the COVID-19 crisis requires pioneering thinking and actions of business leaders, through the establishment of a solid legal framework based on the interests of people, employees, and at the same time develop and implement strategies to promote a diverse and inclusive culture associated with equal gender values in the workplace, creating a foundation for the sustainable development and growth of enterprises. Therefore, businesses need to create a safe and respectful environment with optimal conditions to retain employees. In addition to the salary and bonus factors, leaders need to pay attention to building and sharing trust, to health and spiritual benefits, to corporate culture and core values. The core helps attract and engage the team. Building a diverse, equal and inclusive cultural background, respecting gender and regional differences, is extremely important for businesses to maintain and ensure employees feel happy, secure labor

resources in a sustainable way.

Second, businesses need to have flexibility, especially flexibility in policies, working methods and options. COVID-19 has spurred many businesses to adopt working from home, but that doesn't mean it's the flexible working method of choice for employees. They don't seem to have much decision-making power over where and how they work. They work from home due to the requirements of the business during the period of social distancing, not necessarily because of their voluntary choice. This can lead to a drop in labor productivity if facilities are inadequate or there is a lack of clarity in work. Therefore, giving employees the right to choose flexible work arrangements and building a clear policy mechanism as well as conditions on equipment and tools to ensure flexible working is what leaders should care.

Third, it is the interest of the more affected groups. The survey report mentioned above also shows that COVID-19 affects female workers more than men because women have heavier responsibilities in caring for the family and have to spend more time with them, housework. Therefore, leaders need to pay more attention to both the mental and physical health of this more affected group, through policies that increase women's rights and pay more attention to equal values in the community. enterprise.

## 5. Discussing the results of the study

In the context that the COVID-19 epidemic is well controlled, production and business activities are on a strong recovery, the labor market in the third quarter continues to maintain its recovery momentum. According to a report of the Ministry of Labor, War Invalids and Social Affairs, as of September 22, 2022, the support package under Resolution No. 11/NQ-CP has disbursed about 3,539 billion VND to support more than 5 million employees. at 120,295 enterprises. Specifically, support 3,055 billion VND, for 4.7 million employees working in 91,892 enterprises; supporting more than 484 billion dong for 422,687 workers returning to the labor market at 28,403 enterprises. Although, not all workers receive support, but the State and people of our country have tried to overcome difficulties so that production and business activities continue to return to the new normal. Besides the number of employed people increased compared to the previous quarter and the same period last year, the number of underemployment decreased compared to the previous quarter and the same period last year. Specifically, the number of underemployed people in the third quarter of 2022 was about 871.6 thousand people, a decrease of 10.1 thousand people compared to the previous quarter and especially a decrease of 993.6 thousand people compared to the same period last year. The underemployment rate of workers in this quarter was 1.92%, down 0.04 percentage points compared to the previous quarter and down 2.54 percentage points over the same period last year. The underemployment rate of working age workers in urban areas is lower than in rural areas (1.48% and 2.20% respectively). Although, the underemployment rate in the third quarter of this year is still slightly higher than the same period in 2019 (1.92% compared to 1.32%), but compared to the previous year, this rate has been greatly improved. a lot of. The labor market has recovered and is returning to a stable and developing state as it was before the negative impact of the COVID-19 pandemic. Policies to stabilize the macro-economy, control inflation, and ensure

major balances of the economy in the third quarter and first nine months of 2022 have contributed to the recovery and development of the economy in general and the market. labor in particular. The labor market has prospered with positive changes. Unemployment and underemployment rates plummeted. The number of workers in formal employment increased sharply. Employee income continues to improve. Social security life is gradually guaranteed. In addition to the achieved results, the Vietnamese labor market continues to face a number of difficulties and challenges. Production and business activities also face many risks due to local shortage of labor, high prices of raw materials and input materials, and high production costs. The life of a part of workers still faces many difficulties.

Stepping out of the center of the COVID-19 storm, human resources are the most affected and injured resources, but also the most important resources in the process of business recovery and growth. Enterprises are currently facing many difficult problems in terms of labor resources, such as shortages in numbers, problems with mental health, changes in psychology and perception, or "variance" in the workforce. skills and adaptability of workers to the speed of updating new working methods and models. Therefore, for companies that have survived the crisis and are moving into the recovery phase. It is essential to understand the needs of employees and invest in a better, happier workplace to revive, restore and maintain the inner strength of the business.

## 6. Conclusions and recommendations

Currently, there are three main factors affecting the training of human resources in the field of logistics. It is the 4.0 technology background, the process of globalization integration and the rare risk fluctuations. Industry 4.0 changes every day, so it is necessary for workers in this industry to be good at technology and digital skills. The process of globalization integration forces workers to understand at least one foreign language. Risky fluctuations impact the logistics industry more and more and COVID-19 is just one of them. Thereby, it is required that education and training institutions must change training methods and contents, and provide learners with more skills to meet the requirements of the labor market. On the basis of the above, the essay proposes a number of groups of solutions for training and developing logistics human resources such as: Perfecting the occupational skill set; improve the quality of lecturers through international training programs; need the cooperation of 3 Houses (State - School - Entrepreneur); training adaptability to fluctuations and risks, in addition to recommending, researching and improving logistics training programs based on the development trends of this field in the world such as digitization, automation automation, electrification; Automation and robotics are driven by AI, which requires a change from human resources, in which the cooperation of the School, the State and Enterprises is needed to support the training of new skills, adapting to environment changes. In addition, logistics and construction businesses also need to evaluate four key areas when bringing the workforce back to work:

Ensure compliance with Government directives and health, safety and environment (HSE) regulations

Ensure a safe and hygienic working environment. Establish rules for shared use of equipment and workspaces

Consider appropriate medical practices as part of the return

to activity (Example: temperature checks)

Check the environment, health, safety and emergency responses for compliance with HSE regulations.

Besides, it is also necessary to have strong support policies from the government so that businesses can quickly recover in the new period. From the above actual situation, it is necessary to continue to consistently implement the motto "Living safely with the Covid-19 epidemic". Proactively respond in time to new strains of the Covid-19 epidemic and other diseases. Ensuring the supply of drugs, equipment, supplies and medical biological products for medical examination, treatment and epidemic prevention and control to meet the needs of each citizen for health care and protection, including: workers; Effectively implement policies on social security, labor and employment. Improve the efficiency of the connection between labor supply and demand - jobs, improve the quality of vocational training, thereby improving the quality of human resources and increasing labor productivity to meet the increasing demands of domestic enterprises. and FDI enterprises; Stabilize the macro-economy, be proactive, flexible, synchronize monetary policy tools, closely coordinate with fiscal policy and other macroeconomic policies to control inflation, contribute to stabilizing the economy. economic decisions, focusing on supporting and creating jobs for workers. Specifically:

Firstly, to stick to the dual goal of both responding to the epidemic and promoting economic development; persist in stabilizing the macro-economy, closely and harmoniously coordinating fiscal and monetary tools, making the most of fiscal space in parallel with improving the efficiency of public spending/investment for infrastructure development. socioeconomic strata.

Second, prudently and effectively manage macroeconomics; study and adjust a number of economic sector orientations in the direction of adapting to new contexts and situations, in order to effectively use respective investment resources; gradually reduce public debt. Reasonable selection of policies as well as beneficiaries due to the impact of the pandemic on economic sectors has huge differences, it is necessary to have long-term measures, focusing on dismantling policies to create a more favorable business environment for the business team, especially private enterprises. Restructure the existing system of policies, laws, mechanisms and policies in line with international practices, in order to bring into full play the FTAs that Vietnam has signed.

Third, to consolidate the fundamental factors for fast and sustainable economic growth, including accelerating the process of industrialization and modernization; promote the development of basic industries, specialized industries such as mechanics, manufacturing, materials industry, core technology, source technology, supporting industry; at the same time, further promote the role of the domestic economic sector.

Fourth, to develop the Industry and Trade Restructuring Project for the period of 2021-2030 in accordance with the new context and situation in order to accelerate the process of industrial and trade restructuring towards building an autonomous economy. unleashing internal resources, improving the adaptability and resilience of the economy. Effectively prepare and develop the medium-term public investment plan for the period 2021-2025 to serve the direction and goals of socio-economic development.

Fifth, finalize, submit for promulgation and organize the effective implementation of the "Strategy for development of the domestic market in the period up to 2025, with a vision to 2035" after being approved by the Prime Minister in order to create a transformation. fundamental and sustainable change for the domestic market, continuing to serve as an important "pillar" for economic growth in the coming years, in which strategic focus is determined to focus on attracting investment, strengthening trade infrastructure system, innovate business methods in the domestic market. Continue to develop and implement projects, programs and goals on commercial and domestic market development for the period 2021-2030, such as: Project on Domestic market development associated with the Campaign "People" Vietnam gives priority to using Vietnamese goods"; Program on commercial development in mountainous, deep-lying, remote and island areas; The project of reforming the method of consuming agricultural products...8. Relevant ministries and branches should study and build a network of partnerships in the digital economy with a number of key partners; accelerate the completion of the legal corridor for economic development, associated with digital infrastructure development and digital human resource training. In which: organizing the effective implementation of the National Logistics and Construction Industry Development Master Plan for the 2021-2025 period according to the Prime Minister's approval decision; Review and complete the legal framework and regulations on the logistics and construction industries to cover new emerging models, develop the management system, and monitor the implementation of the current logistics and construction industries. modern, efficient, in line with the development trend of digital technology in the field of logistics and construction industry; formulating and submitting for promulgation the Decree amending and supplementing a number of articles of Decree No. 52/2013/ND-CP on Logistics and construction industry.

Sixth, strengthen international cooperation in the logistics and construction industries, promote proposals and recommendations, and promote new technology application models in the region to support trade and develop the industry. Logistics and construction industry.

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