HO CHI MINH NATIONAL ACADEMY OF POLITICS

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HUMAN RESOURCE MANAGEMENT
AT NOI BAI INTERNATIONAL AIRPORT

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INTRODUCTION

1. The Rationale of the Dissertation Topic

Organizational Human resources play a crucial role in determining an organization's efficiency, stability, and growth. Human resources generate added value for the organization via innovation and creativity, also being the primary driving force that stimulates these aspects in the organization, allowing organizations to adapt to upcoming trends and boost operational effectiveness. At the same time, human resources also serve as a bridge between organizations with their relevant stakeholders, which includes customers, partners, and communities, ensuring their relationships are effectively coordinated and maintained.

Human resources play an irreplaceable role in every organization, from ensuring the running of operations' seamlessness, developing competitive value, stimulating innovation, communicating with stakeholders, to facilitating the implementation of long-term strategies. These functions ensure the organization's survival and growth, reaffirming that human resources are its most valuable asset in the modern era. Successful organizations are those that can tap the potential of employees, from execution capability to innovative abilities and vision for the future. Investment in human resource development not only maximizes present performance but also guarantees the ability to respond to the relentless stream of change in the market and technology. Therefore, effective human resource management is the top priority for the organization in order to achieve short-term goals as well as long-term objectives and maintain its ground in a highly intense competitive context.

Noi Bai International Airport is an affiliate unit under direct management by the Vietnam Airports Corporation (ACV), organized under

the company model with specialization in receiving scheduled flights, charter flights, and private aircraft, and operating 24/24 hours. Throughout the recent period of national development associated with integration and opening up, the airfield sector has continuously developed, and the function of managing and developing airport infrastructure. Noi Bai International Airport has been and continues to move in step with other units in the aviation industry, evolving progressively in order to keep pace with trends in development within sectors under its mandate.

The achievement of outcomes by the Airport has notable contributions from the Airport's human resources team and the work of the Airport's human resource management (HRM). The ISO 9001certification (2012-2019) achieved by the Airport has confirmed the management quality, and importantly, the training and operation work at the Airport [25, 26, 27]. Despite these achievements, human resource management at Noi Bai International Airport still faces many challenges, such as a shortage of high-quality personnel, recruitment processes although standardized but slower, training remains uncoordinated and lacks customization for different groups of employees. All the challenges require human resource management activities at Noi Bai International Airport to be adjusted to suit the actual situation to increase work efficiency, create work motivation, and increase the competitiveness and service quality of Noi Bai International Airport in the future period. Therefore, the problem "*Human Resource Management at Noi Bai International Airport*" is selected as the PhD dissertation research topic, which is theoretically and practically significant.

2. Research Objectives and Tasks

2.1. Research Objectives

In terms of theory, the dissertation aims to build a theoretical research framework on human resource management at airports, following the approach of the economic management field, through the management cycle.

In terms of practice, the dissertation clarifies the actual state of human resource management at airports, thereby proposing solutions to perfect human resource management at Noi Bai International Airport.

2.2. Research Tasks

- Conduct an overview of the research situation related to the topic to find research gaps and the research direction of the Dissertation.

- Systematize and develop the theoretical framework on human resource management at airports.

- Systematize and analyze practical experiences on human resource management at some airports as a basis to propose solutions, recommendations to perfect human resource management at Noi Bai International Airport.

- Collect information, data to evaluate the actual state, clarify achievements, limitations and causes of limitations of human resource management at Noi Bai International Airport.

- Analyze the new context impacting human resource management at Noi Bai International Airport.

- On the basis of the limitations, causes of limitations, international practical lessons and the requirements posed by the new context, analyze and recommend directions, solutions to perfect human resource management at Noi Bai International Airport for the upcoming period.

3. Research Object and Scope

3.1. Research Object

The research object of the dissertation is human resource management at Noi Bai International Airport.

3.2. Research Scope

3.2.1. Scope in Content

Human resource management has many different contents, in which the dissertation focuses on 4 main contents including: (i) Human resource planning; (ii) Implementation of human resource plan (Recruitment, allocation, utilization and training, development of human resources); (iii) Enhancing work motivation for human resources; (iv) Evaluation of human resources.

The human resource management entity at the Airport is the Board of Directors; the object being managed is all staff, employees and laborers working at the Airport. The dissertation only focuses on researching human

resource management activities under the authority of the Airport's Board of Directors; the managed object only focuses on the group of staff, employees and laborers not holding management positions at the Airport.

3.2.2. Spatial Scope

The dissertation research human resource management at Noi Bai International Airport.

3.2.3. Temporal Scope

The actual state research is conducted in the period 2018 – 2024, in which secondary data in the period 2018-2023; survey data collected in 2024. The proposed solutions are brought out to 2030.

4. Research Methods

The dissertation approaches according to the economic management field, in which human resource management is researched according to the management cycle consisting of: (i) Human resource planning; (ii) Organizing the implementation of human resource plan (Recruitment, allocation utilization and training, development of human resources); (iii) Creating work motivation for human resources; (iv) Evaluating human resources.

* *Research Methods Used in the Dissertation*

The dissertation uses qualitative methods combined with quantitative methods to carry out the research tasks. In which, qualitative methods are used to conduct the overview of the research situation, build the research framework and analyze the actual state and propose solutions to perfect human resource management at Noi Bai International Airport. Quantitative methods are used to supplement the qualitative research methods in analyzing survey data through calculating the standard deviation of the values of variables in the survey sample. The standard deviation in the survey on human resource management at the Airport measures the degree of dispersion of the answers or collected data compared to the average value. Thereby, evaluating the consistency of the Airport's human resource management policies and measuring the reliability of the survey data.

* Data Collection Methods:

The data used for qualitative methods are secondary and primary data. These data sources are collected from the following methods:

• Secondary information collection method: Secondary information is collected from research works, published documents and materials, statistical data, summary reports of the Ministry of Transport, Vietnam Airports Corporation, reports of Noi Bai International Airport, domestic and international scientific research works related to the dissertation topic that have been published.

• Primary information collection method through in-depth interviews: In-depth interviews with 20 officers, employees of the Airport, including 5 managers and 15 direct employees. The interview content clarifies achievements, limitations and causes in human resource management (July 2024).

• Primary information collection method through investigation: Survey of 350 laborers (random stratified sampling), using survey questionnaires with 5-level Likert scale to evaluate the contents of human resource management at the Airport (June-July 2024).

* Data Analysis Methods: synthesis methods, systematization, comparison, descriptive statistics; standard deviation analysis (using SPSS 22); thematic analysis from in-depth interviews.

5. New Contributions in Science and Practice of the Dissertation

* New Scientific Contributions

The dissertation partly clarifies, enriches the theory on human resource management at international airports, approached from the perspective of the economic management field, according to the management cycle.

Different from approaches to human resource management from the business administration perspective, specifically human resource administration, the Dissertation approaches human resource management from the economic management perspective - combining management processes with management objectives. Accordingly, the dissertation

directly approaches the contents of human resource management according to the management cycle suitable to the Airport's operational objectives and overall development strategy.

* New Practical Contributions

- Provide additional basis for the management board of Vietnam Airports Corporation and airports to implement practical tasks, combined with referencing the group of solutions proposed by the dissertation to improve human resource management at airports.

- The research results of the dissertation can be used by localities with airports similar to Noi Bai for reference in their management activities.

- Serve as reference material in scientific research, teaching at undergraduate and postgraduate levels in the field of economic management and some related fields such as development economics, public management, etc.

- Serve as reference material for business managers, workers, and unions to apply in implementing management and controlling their activities.

6. Structure of the Dissertation

In addition to the Introduction, Conclusion, References, and Appendices, the Dissertation is structured into 04 chapters, specifically:

Chapter 1: Overview of research works related to the dissertation topic

Chapter 2: Theoretical basis and experiences in human resource management at airports

Chapter 3: Current state of human resource management at Noi Bai International Airport

Chapter 4: Directions and solutions to improve human resource management at Noi Bai International Airport.

Chapter 1

LITERATURE REVIEW OF RESEARCH WORKS RELATED TO THE DISSERTATION TOPIC

1.1. LITERATURE REVIEW OF RESEARCH ON HUMAN RESOURCE MANAGEMENT AT ENTERPRISES

The dissertation conducts an overview of research on human resource management at enterprises and systematizes the main contents of human resource management mentioned in previous studies, in the approach according to the management cycle.

Bảng 1.1. Synthesis of human resource management contents according to the management cycle

Phase	Main Contents	Objectives	References
Human Resource Planning	Forecasting personnel needs: Analyzing internal and external environments (technology, labor market) to predict the number and skills of personnel needed, using predictive analysis and AI.	Ensure the workforce aligns with the organization's strategy and adapts to changes.	Jackson et al., 2020 [24] Deloitte, 2025 [22]
	Identifying core competencies: Determining necessary skills and competencies to allocate resources effectively, focusing on job requirements and organizational context.	Enhance resource allocation efficiency, ensuring employees have suitable skills.	Jackson et al., 2020 [24] Deloitte, 2025 [22]
Organizing the	Recruitment:	Ensure	Jackson et al.,

Implementation of Human Resource Plan	Attracting and selecting candidates based on skills, using modern channels like social media and skills-based recruitment.	personnel with skills and culture fit the organization.	2020 [24] Noe et al., 2021 [23]
	Personnel Deployment: Assigning personnel based on skills and job requirements, optimizing team coordination.	Increase team performance and meet job requirements.	Mai Thanh Lan, & Nguyen Thi Minh Nhan. (2016) [6]
	Managing Multicultural Teams: Building flexible organizational structures, using technology to support multinational team management.	Enhance integration and work efficiency in multicultural environments.	Jackson et al., 2020 [24] Deloitte, 2025 [22] Ngo Quang Trung. (2024) [7]
	Training and Development: Providing programs for professional skills training, reskilling, and upskilling.	Enhance employee capabilities and adapt to technological changes.	Jackson et al., 2020 [24] Deloitte, 2025 [22] Le Thi Kim Anh. (2013) [5]
Leadership	Motivation Creation: Applying transformational and humane leadership, using two-way communication, coaching, and salary, bonus, and welfare policies to increase engagement.	Increase motivation, satisfaction, and employee contributions to organizational goals.	Jackson et al., 2020 [24]; Deloitte, 2025 [22]; Nong Thi Nhu Mai, & Pham Thi My Huong (2024) [9]

Control (Performance Evaluation and Feedback Improvement)	Performance Evaluation: Using KPIs, people analytics, and AI for transparent performance evaluation, focusing on development.	Ensure performance aligns with organizational goals and enhance engagement.	Jackson et al., 2020 [24]; Duong Thi Thanh Tam, & Tran Thi Dieu Thuy. (2024) [4]
	Feedback and Improvement: Providing regular feedback through surveys, 360-degree feedback, and coaching to improve performance.	Promote employee development and adjust HRM strategies.	Deloitte, 2025 [22]; Jackson et al. (2020) [24]

Source: Compiled by the author

1.2. LITERATURE REVIEW OF RESEARCH ON HUMAN RESOURCE MANAGEMENT AT ENTERPRISES AND AIRPORT ENTERPRISES IN VIETNAM

Through the overview of domestic research works on human resource management at enterprises and at airports, the dissertation points out: Research on human resource management in Vietnam mainly focus on general enterprises or airlines, with little in-depth analysis of airports according to the management cycle (planning, organizing, leading, controlling) linked to development strategies. There are very few works that deeply analyze human resource management in airport enterprises from a management perspective, according to the management cycle, closely linking human resource management activities with the airport's development strategy, as a function of the airport's general management activities.

1.3. GENERAL ASSESSMENT

1.3.1. Issues That Have Been Clarified

• Research on the key role of HRM in improving organizational efficiency and ensuring sustainable development.

• The research scope is very diverse, spanning from international enterprises to Vietnam. Internationally, studies focus on major aviation hubs like Changi (Singapore), Airports of Thailand, and multinational corporations like Microsoft, IBM, aiming to explore how HRM supports large-scale operations and global competition.

• Research on factors influencing HRM.

1.3.2. Research Gaps

Lack of research on factors specific to human resource management at airports in Vietnam. Lack of comprehensive studies, approaching according to the management cycle closely linked to development objectives and adhering to the specifics of airports. Compared to international studies, domestic studies in Vietnam lack linkage with global trends and airport development goals.

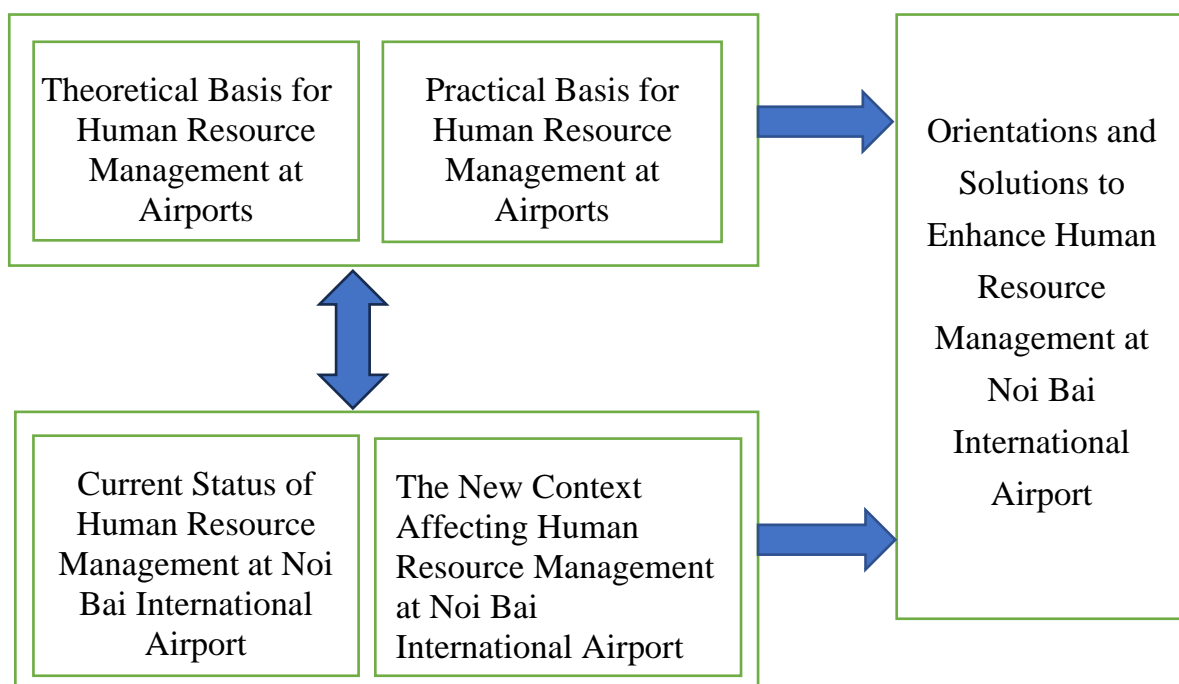1.4. RESEARCH APPROACH DIRECTION AND ANALYSIS FRAMEWORK

The research approach direction of the dissertation will focus on building a comprehensive human resource management (HRM) framework

for airport enterprises in Vietnam, based on the process approach, to address the identified research gaps.

The dissertation will apply a process approach emphasizing a systems perspective to integrate internal and external factors impacting human resource management at Noi Bai International Airport. Specifically, the study will focus on the stages in the human resource management cycle: (1) Human resource planning; (2) Organizing the implementation of the human resource plan: Developing recruitment strategies based on skills and continuous training to manage multicultural teams, overcoming the shortage of high-quality personnel; (3) Leadership to create motivation and encourage workers to improve work efficiency and commitment to the organization; (4) Human resource control to improve performance and retain talents.

With the above arguments, the steps and research contents of the Dissertation are presented in the following:

Diagram 1: Research Framework

| Theoretical Basis for Human Resource Management at Airports | Practical Basis for Human Resource Management at Airports | Orientations and Solutions to Enhance Human Resource Management at Noi Bai International Airport |
| Current Status of Human Resource Management at Noi Bai International Airport | The New Context Affecting Human Resource Management at Noi Bai International Airport | |

Source: Compiled by the author

Chapter 2
THEORETICAL BASIS AND EXPERIENCES IN HUMAN RESOURCE MANAGEMENT AT AIRPORTS

2.1. OVERVIEW OF HUMAN RESOURCES AND HUMAN RESOURCE MANAGEMENT

2.1.1. Concept of Human Resources

After analyzing different approaches to human resources, the dissertation proposes the concept: human resources in the organization include all members of the organization with professional qualifications, skills, qualities, and their working abilities to contribute to achieving the organization's short-term and long-term objectives.

2.1.2. Concept of Human Resource Management

The dissertation uses the concept of human resource management based on Boxall's approach (2018) [16]: human resource management is the process of planning, organizing the implementation of personnel plans, creating work motivation, and evaluating and adjusting personnel in the organization to achieve the organization's strategic objectives, suitable to the internal and external environment of the organization.

2.1.3. Foundational Theories of Human Resource Management

Systems Theory and Strategic Fit Theory are used as the basis to build the overall analysis framework of the Dissertation.

2.2. OVERVIEW OF HUMAN RESOURCES AND HUMAN RESOURCE MANAGEMENT AT AIRPORTS

2.2.1. Overview of Airports

The approach to airports in the dissertation will be based on the approach of the 2006 Civil Aviation Law of Vietnam to suit the specifics of airports in Vietnam today.

2.2.2. Human Resources at Airports

Within the scope of the dissertation, human resources at airports are all workers working at the airport with professional qualifications, skills, qualities, and their working abilities to contribute to achieving the airport's

short-term and long-term objectives.

Human resources at airports have distinct characteristics arising from the complex nature and stringent requirements of the aviation industry.

2.2.3. Human Resource Management at Airports

Human resource management at airports is the process of integrating personnel strategies into the airport's overall development objectives, through steps of personnel planning, organizing implementation, creating motivation, evaluating and adjusting personnel, to ensure the workforce effectively meets operational requirements and competition in the aviation industry.

2.2.4. Contents of Human Resource Management at Airports

- Human resource planning: is the process of forecasting, developing, implementing, and controlling factors related to personnel to ensure the organization has sufficient employees with appropriate skills at the right time (Armstrong, 2020 [15]).
- Implementing the human resource plan is the process of carrying out activities such as human resource recruitment, deployment and utilization, training and development... to achieve the organization's objectives.
- Creating work motivation is an important factor in human resource management, aimed at motivating employees to work effectively, commit to the organization, and achieve common goals.
- Human resource evaluation is the process of collecting, analyzing, and evaluating information on employee performance, capabilities, behaviors, and potential in the organization to serve management objectives.

2.2.5. Factors Influencing Human Resource Management at Airports

- External factors: state policies and legal regulations; economic situation and labor market; industry competition; global technological progress; social and cultural factors; geopolitical fluctuations and natural disasters.

- Internal factors: organizational structure and internal management policies; infrastructure and equipment; corporate culture and work environment; level of technology and automation; management subject's capabilities; level of the managed object.

2.3. PRACTICAL EXPERIENCES IN HUMAN RESOURCE MANAGEMENT AT SOME AIRPORTS

The dissertation studies experiences in human resource management at two famous airports: Tan Son Nhat International Airport (TSN) of Vietnam and Changi International Airport of Singapore to draw lessons for human resource management at Noi Bai International Airport. The experiences drawn include:

First is, the need to shift from a reactive mindset to a proactive and strategic approach in human resource planning.

Second are, lessons on recruiting and training high-quality personnel to meet integration and technology requirements.

Third is, the need to establish flexible coordination and personnel deployment mechanisms, closely following real-time.

Fourth are, lessons in creating motivation and retaining personnel not limited to salary and bonuses.

Fifth is, the need to establish a transparent, quantitative human resource evaluation system closely linked to training and promotion.

Sixth is, the need to focus on building an organizational culture that is both disciplined and innovative.

Chapter 3
CURRENT STATE OF HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT

3.1. OVERVIEW OF NOI BAI INTERNATIONAL AIRPORT

Noi Bai International Airport (abbreviated as the Airport) is a level-1 branch, a dependent accounting unit of the Vietnam Airports Corporation. Noi Bai International Airport has the main functions and tasks of managing, operating, and harnessing infrastructure and equipment at Noi Bai International Airport assigned by the Corporation; ensuring aviation security and safety according to current legal regulations; providing aviation and non-aviation services at Noi Bai International Airport; performing other functions assigned by the Board of Directors and General Director.

3.2. CURRENT STATE OF HUMAN RESOURCES AT NOI BAI INTERNATIONAL AIRPORT PERIOD 2018 - 2023

3.2.1. Number of Human Resources

The number of managers - workers at Noi Bai International Airport has changed over the years, with a gradual increasing trend in total personnel from 2018 to 2023: Total employees increased from 2,464 people (2018) to 2,722 people (2023), corresponding to a 10.5% increase over 5 years.

The pandemic strongly affected aviation operations, reducing labor demand in units such as the Airport Operations Center or the Noi Bai Terminal Operations Center.

3.2.2. Structure of Human Resources

Indirect labor accounts for a small proportion (9.05% in 2018 and 9.48% in 2023), direct labor accounts for the majority (90.95% in 2018 and 90.52% in 2023). This ratio shows stability in human resource allocation, with the focus still on the direct workforce serving actual operations.

By age as of 2023: the workforce at the Airport has 40% of employees under 30 years old, 35% from 30 - 40 years old, 20% from 40 - 50 years old, and 5% over 50 years old. This personnel trend shows that the young workforce predominates at the Airport, suitable for the dynamic

requirements of the aviation industry, but the proportion of employees over 50 years old is low, this group of personnel has extensive work experience, which is also very necessary in airport operations.

3.2.3. Qualifications of Human Resources

Noi Bai International Airport has a diverse manager - worker team in terms of qualifications, ranging from postgraduate to unskilled labor (UL). Personnel with postgraduate qualifications: 175 people, accounting for 6.4% of total labor. Personnel with university qualifications: 1,335 people, accounting for 48.6%, showing this is the largest group. Personnel with college and intermediate qualifications total 421 people (15.3%), concentrated in units like the Terminal Operations Center and Airfield Operations Center. Skilled technical labor and elementary, UL: 791 people (28.8%), mainly in positions like airfield operations, terminal operations, and security.

3.2.4. Income of Human Resources

From 2018 to 2023, workers' income at the Airport fluctuated from the lowest of 21 million VND/person/month in 2021 to the peak of 35 million VND/person/month in 2019. After a significant decline period, the number began to recover from 2022 and reached 33 million VND/person/month in 2023.

3.3. CURRENT STATE OF HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT PERIOD 2018 - 2023

3.3.1. Current State of Human Resource Planning

3.3.2. Current State of Implementing Human Resource Plan

3.3.3. Current State of Creating Motivation for Workers

3.3.4. Current State of Human Resource Evaluation

3.4. EVALUATION OF HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT PERIOD 2018 - 2024

3.4.1. Achievements

Regarding human resource planning: Noi Bai International Airport has built a human resource planning system suitable to the long-term development strategy, meeting the Airport's development needs.

Regarding implementing human resource plan: The Airport's recruitment work is carried out with a transparent, fair process, attracting many capable and highly qualified candidates.

Regarding creating motivation for workers: Noi Bai International Airport has implemented reasonable salary, bonus, and welfare policies, contributing to motivating employees to complete their work well.

Regarding human resource evaluation: The human resource evaluation process at Noi Bai is carried out rigorously, bringing high efficiency in maintaining labor quality.

3.4.2. Some Limitations and Causes

3.4.2.1. Some Limitations

Regarding human resource planning: Human resource planning at Noi Bai International Airport is limited in accurate forecasting and building long-term strategies.

Regarding human resource recruitment: The recruitment process sometimes does not meet urgent recruitment needs or in sudden changes in job requirements.

Regarding implementing human resource plan: Recruitment at Noi Bai still depends heavily on internal sources, with a large proportion of candidates from referrals by managers and workers. As for training, programmes are mainly focused on new employees or major staff, and other workers have few chances to develop abilities. Personnel deployment is not optimal, and in certain cases, employees are not deployed according to their competences, therefore not maximizing potential to the fullest extent, reducing total performance.

Regarding creating motivation for workers: Motivation policies at Noi Bai are limited in supporting employees when facing difficulties.

Regarding human resource evaluation: The human resource evaluation process at Noi Bai is limited due to stringent standards causing pressure on employees.

3.4.2.2. Causes of Limitations

External Causes

First, unpredictable fluctuations of the external environment, such as the COVID-19 pandemic.

Second, labor competition in the aviation industry. Airlines like Vietnam Airlines, VietJet, and Tan Son Nhat Airport continuously attract talents in technical and operational positions, limiting the ability to recruit high-quality personnel at the Airport.

Third, unusual weather and international standards also put pressure on the Airport's human resource management. These external factors exacerbate limitations in planning and recruitment.

Fourth, human resource management at the Airport complies with regulations of the Vietnam Airports Corporation on many contents such as decisions on staffing quotas, training budgets, and salary and bonus policies. This prevents the Airport from adding staff promptly for expansion or peak periods. The rigid regulations from ACV not only slow down the process but also limit creativity in human resource management at Noi Bai.

Internal Causes

First, human resource management activities lack long-term strategic nature.

Second, ineffective coordination between the Airport's departments.

Third, unclear assignment of responsibilities between units in the Airport, with overlaps.

Fourth, causes from workers. Causes from workers - reluctance to change, lack of proactivity, and lack of self-management skills also negatively impact human resource management and the Airport's overall efficiency.

Fifth, causes from the Airport's technical facilities. Limited training infrastructure at Noi Bai International Airport is a main cause reducing the quality of personnel skills, thereby affecting human resource management efficiency.

Chapter 4
DIRECTIONS AND SOLUTIONS TO IMPROVE HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT

4.1. CONTEXT AND DIRECTIONS FOR HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT

4.1.1. Context Influencing Human Resource Management at Noi Bai International Airport up to 2030

International Context: Digital transformation and AI application in aviation; Climate change and sustainable development; International competition and service standards; Demographic changes and labor shortages; Cultural and ethical challenges in multinational environments.

Domestic Context: Rapid economic growth and increasing air transport demand; Development of national transportation and aviation infrastructure; Fluctuations and development of the domestic labor market; Policy and legal regulation adjustments; Level of technology application and digital transformation domestically; Pressure from workers' living needs; Climate change and sustainable development requirements. Climate change, with extreme weather phenomena, will affect aviation operations.

4.1.2. Directions for Human Resource Management at Noi Bai International Airport up to 2030

First, training and developing human resources to meet the development needs of the aviation industry in general and the Airport in particular in the new context.

Second, attracting and retaining talents in the context of many fluctuations in the domestic and international labor market.

Third, applying technology in human resource management.

4.2. SOLUTIONS TO IMPROVE HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT UP TO 2030

4.2.1. Improving Human Resource Planning

The Airport's Board of Directors, directing management departments, including the Organization - Personnel Department, Planning - Investment Department, and Operations Centers (security, passenger services, technical), needs to implement a long-term human resource planning system to overcome current limitations, on that basis, build a long-term human resource plan for the period 2026 - 2030, suitable to the Airport's development strategy and human resource reality.

4.2.2. Improving the Organization of Implementing Human Resource Plan

The Organization - Personnel Department needs to develop plans to expand recruitment through job fairs, social media, and online platforms; overcome the situation of misaligned personnel deployment with capabilities and job positions; use tools like Competency Framework to assess employee skills and assign them to suitable positions. The Board of Directors needs to supervise the implementation process and allocate resources to conduct competency analysis.

4.2.3. Improving Policies to Create Work Motivation for Workers

First, build policies to encourage employees to achieve many successes in professional work, promoting the capabilities and flexibility of the workforce at Noi Bai International Airport.

Second, develop programs to train soft skills and foreign languages for workers. Developing soft skills and foreign language training programs is a key factor to enhance capabilities and motivation for employees at the Airport.

Third, establish a system to recognize and reward initiatives to encourage innovation spirit and work motivation at the Airport.

Fourth, enhance non-financial welfare and support work-life balance to improve quality of life and work motivation for employees at the Airport.

4.2.4. Improving Human Resource Evaluation Work

First, standardize job analysis processes.

Second, build a performance evaluation system based on KPIs and competency frameworks.

Third, improve the training effectiveness evaluation system.

Fourth, increase the application of information technology in human resource evaluation.

4.3. RECOMMENDATIONS TO VIETNAM AIRPORTS CORPORATION

4.3.1. Delegating More Authority to Noi Bai International Airport in Staffing Management

- Enhancing delegation of authority to independently determine staffing levels in emergency or peak situations.

- Improving the fast-track approval process for additional staffing requests related to key projects at the Airport.

4.3.2. Enhancing flexibility in recruitment and evaluation standards

- Recommending that ACV adjust recruitment standards for each specific position

- Developing an internal training roadmap for required certifications

- Establishing a flexible set of performance evaluation criteria.

4.3.3. Enhancing the budget allocation and diversifying training programs

- Increasing ACV's training budget to 8–10% of total operating costs

- Designing training programs aligned with practical needs

- Enhancing training cooperation with international and domestic institutions.

4.3.4. Improving motivation and reward policies

- Developing a performance-based reward system

- Enhancing non-financial recognition and rewards

- Conducting periodic surveys on employee satisfaction

4.3.5. Strengthening creativity and flexibility in human resource management

    - Authorizing the Airport to pilot human resource management initiatives

    - Developing a mechanism for regular feedback

    - Forming a joint working group on human resource management

CONCLUSION

The dissertation has presented an overall analysis of the current situation, challenges, and solutions to enhance the effectiveness of human resource management in terms of development and international integration. Studying human resource management at Noi Bai International Airport has provided a comprehensive overview of the current circumstance and most critical issues of labor management at Vietnam's biggest air hub. Major findings reveal that the Airport has a relatively large workforce, concentrated in the field of aviation security, terminal and airfield utilization, and airport operations. However, this group is faced with many challenges, such as overwhelming pressure at work during peak periods, like summer and Tet, leading to fatigue and decreased work performance. Shortages in soft skills, English communication, and situational management of aviation security personnel, combined with shortages in foreign language proficiency and informatics expertise in some management staff have affected service quality and international integration capability.

In addition, the study also analyzed the current policies of the Airport, which include salary, bonuses, and welfare. However, support from the Airport towards employees facing problems remains limited, indicating that there is a need for revising non-financial welfare policies. Regarding human resource evaluation, the Airport's procedure mostly relies on "Achieved - Not Achieved" criteria, which lacks a link or connection to key performance indicators (KPIs) and competency frameworks, leading to subjectivity and incomplete representation of employee contribution within the Airport's evaluation methodologies. The research also recognizes the existence of the Airport's specific policies, such as support for working shifts and specialized training, to reinforce motivation and capability. However, it is not yet enough to comprehensively tackle work pressure and innovation demands in the context of rapid passenger growth.

Here, the research puts forward four solutions to motivation, including inspiring multi-professional abilities for not-too-deeply specialized job positions, increasing non-cash benefits, developing soft skills and foreign language education, and possessing an initiative reward mechanism. They are in response to solving some limitations, like a deficiency of stimulating mechanisms, work pressure, and low skills, in developing international integration requirements and enhancing service quality. The findings of the research validate that successful human resource management in the Airport, aside from salary and bonus, must care for spiritual motivation, capability building, and a long-term working environment.

This research has significant theoretical contributions towards human resource management, specifically when in the context of a particular international airport like the Airport. These theoretical contributions not only enhance the model of human resource management analysis but also offer groundwork for future research on human resource management in aviation.

In terms of practicality, the research brings great value to improving Noi Bai International Airport's human resource management, especially in the context of fast development and international integration requirements. These contributions are not only helpful to the Airport but also provide lessons for other aviation organizations in managing human resources effectively.

Despite bringing several contributions, the research remains with some limitations, and the research has not thoroughly investigated the impact of external factors, such as economic changes, competition in the aviation industry, or policy shifts by the Civil Aviation Authority of Vietnam, on human resource management in the Airport. The research has not utilized quantitative methods, such as regression analysis and panel models, to evaluate the impact of human resource management policy on Airport organizational performance. The utilization of qualitative analysis and survey data only impedes the possibility of making conclusions with high generalizability, especially in comparison to international studies of human resource management in the aviation industry as a whole and airports. The said limitations offer many avenues of possible research for enhancing human resource management at Noi Bai International Airport for future research.

LIST OF AUTHOR'S PUBLICATIONS RELATED TO THE DISSERTATION TOPIC

1. Hoang Thi Thuy (2024), "Remuneration Policies, Attracting Talents at Noi Bai International Airport" (16), *Journal of Economics and Forecasting (Tạp chí Kinh tế và Dự báo)*, pp.131-134.

2. Hoang Thi Thuy (2024), "Improving Training Quality, Developing Human Resources at Noi Bai International Airport" (18), *Journal of Economics and Forecasting (Tạp chí Kinh tế và Dự báo)*, pp.158-161.

3. Hoang Thi Thuy (2024), "Experiences in Human Resource Management of Some International Airports and Lessons for Noi Bai International Airport" (Special Issue), *Journal of Economics and Forecasting (Tạp chí Kinh tế và Dự báo)*, pp.205-208.