

HO CHI MINH NATIONAL ACADEMY OF POLITICS

HOANG THI THUY

**HUMAN RESOURCE MANAGEMENT
AT NOI BAI INTERNATIONAL AIRPORT**

**SUMMARY OF PhD DISSERTATION
MAJOR: ECONOMIC MANAGEMENT
CODE: 9340410**

HANOI - 2025

**This dissertation was completed at
Ho Chi Minh National Academy Of Politics**

Scientific Supervisors: Dr. NgoThi Ngoc Anh



Dr. Pham Văn Nghia



Reviewer 1: Assoc. Prof. Dr. Hoang Xuan Binh

Reviewer 2: Prof. Dr. Le Quoc Hoi

Reviewer 3: Assoc. Prof. Dr. Pham Thi Hong Diep

**The dissertation was defended before the Academy-level Dissertation
Committee convened at the Ho Chi Minh National Academy of Politics**

at 15 o'clock, on Wednesday day of 19th November, 2025

**The dissertation can be accessed at: the National Library of Vietnam
and the Library of the Ho Chi Minh National Academy of Politics**

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.

In the context of globalization and the Fourth Industrial Revolution, digital transformation and green transition have become inevitable trends, exerting far-reaching impacts on all sectors of the economy, including the aviation industry. In Viet Nam, major orientations of the Party and the State—such as the National Digital Transformation Strategy, the Green Growth Strategy, and the socio-economic development goals for the period 2021–2030 with a vision to 2045—have placed urgent demands on organizations, particularly key infrastructure entities, to substantially renew their management models, in which human resource management plays a central role. For the aviation sector, digital transformation is not limited to the application of technology in operations, flight management, passenger services, or security and safety management, but also requires fundamental changes in human resource management. In the new context, aviation personnel are expected to meet multiple requirements simultaneously, especially a high level of professional expertise. This creates major challenges for workforce planning, recruitment, training, evaluation, and development at airports, which have previously operated mainly under traditional management models characterized by administrative orientation and compliance. Alongside digital transformation, green transition and sustainable development have become strategic directions of the global aviation industry, aiming to reduce carbon emissions, improve energy efficiency, protect the environment, and enhance social responsibility. Airports are not only transport hubs but also important

“nodes” in the implementation of national growth objectives. This process requires human resources that are not only knowledgeable in technical and operational procedures but also possess appropriate awareness, skills, and attitudes in line with environmental standards, safety, occupational health, and sustainable development. Therefore, human resource management needs to be adjusted toward integrating green objectives throughout the entire human resource cycle, from training and performance evaluation to the development of organizational culture.

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 9001 certification (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 notable achievements, human resource management at Noi Bai International Airport faces numerous challenges. The airport is under increasing pressure from the requirements of international integration, competition in service quality, and the need to ensure absolute security and safety, while simultaneously implementing digital transformation and green transition objectives in line with the orientations of the Airports Corporation of Viet Nam and the State. The airport's distinctive characteristics include a complex organizational structure, continuous 24/7 operations, and a highly diverse workforce (technical staff, security personnel, operations, services, and management), operating under both the governance mechanisms of a state-owned enterprise and the international standards of the aviation industry. These features render human resource management at the airport highly specific in nature, while also exposing it to emerging challenges that existing management models have yet to fully address. 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.

2.3. Research question

To achieve the above objectives, the dissertation focuses on addressing the following research questions:

- Research Question 1: Within which analytical framework is human resource management at Noi Bai International Airport assessed?
- Research Question 2: What are the salient features of human resource management practices at selected international and domestic airports, and which lessons can be applied to Noi Bai International Airport?
- Research Question 3: What are the achievements, limitations, and underlying causes of these achievements and limitations in human resource management at Noi Bai International Airport?
- Research Question 4: What orientations and solutions are required to further improve human resource management at Noi Bai International Airport in the coming 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 2018-2024; survey data collected in 2024. The proposed solutions are brought out to 2030.

4. Theoretical Framework and Research Methodology

4.1. Theoretical Framework

The arguments, hypotheses, and analytical discussions in the dissertation are developed on the basis of the dialectical materialist and historical materialist methodology of Marxism–Leninism. 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.

4.2. Research Methodology

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 Implementation of Human Resource Plan	Recruitment: Attracting and selecting candidates based on skills, using modern channels like social media and skills-based recruitment.	Ensure personnel with skills and culture fit the organization.	Jackson et al., 2020 [24] Noe et al., 2021 [23]
	Personnel Deployment: Assigning personnel based on skills and job requirements, optimizing	Increase team performance and meet job requirements.	Mai Thanh Lan, & Nguyen Thi Minh Nhan. (2016)

	team coordination.		[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. Noi Bai International Airport is undergoing a process of modernization, capacity expansion, and the implementation of digital transformation, green transition, and international integration initiatives, particularly from the perspective of economic management. Clarifying the relationship between human resource development strategy, economic efficiency, and the airport's sustainable development objectives will constitute a meaningful and novel contribution in both theoretical and practical terms.

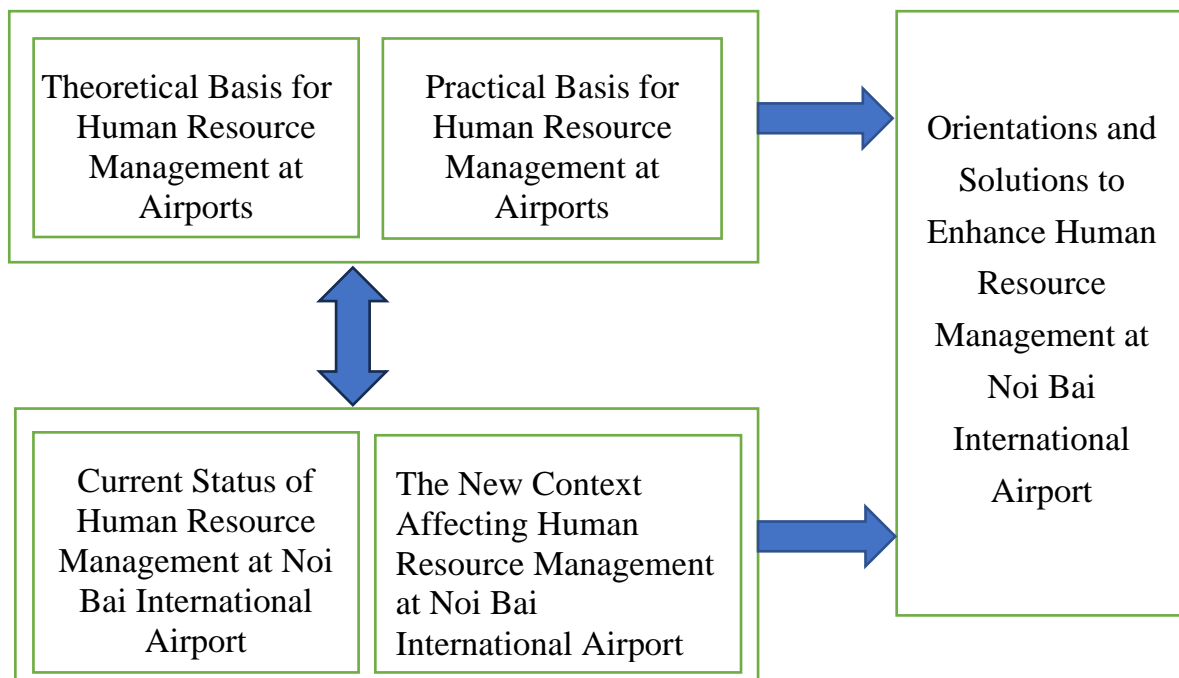
1.4. RESEARCH APPROACH DIRECTION AND ANALYSIS FRAMEWORK

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



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, lessons about shifting 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, lessons about establishing 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, lessons about establishing a transparent, quantitative human resource evaluation system closely linked to training and promotion.

Sixth is, lessons about focusing 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 - 2024

3.2.1. Number of Human Resources

The size of the workforce at Noi Bai International Airport has generally shown an upward trend in line with capacity expansion and the recovery of aviation activities. The pandemic period disrupted labor demand in several operational units; however, human resources have gradually been restored thereafter.

3.2.2. Structure of Human Resources

The airport's workforce structure has remained relatively stable, with direct labor accounting for a large proportion, which is consistent with the operational characteristics of an airport. A predominance of young employees provides advantages in terms of dynamism, while also requiring a balanced integration with more experienced personnel.

3.2.3. Qualifications of Human Resources

The airport's workforce exhibits a diverse qualification structure, in which employees holding university degrees play a leading role in professional and managerial activities. At the same time, technical workers and unskilled labor continue to account for a significant share, meeting the requirements of operational and technical functions.

3.2.4. Income of Human Resources

Employees' income has fluctuated in line with the performance of the aviation sector, declining during periods of difficulty and improving as operations recover. This trend reflects a close relationship between the airport's operational efficiency and its income policies for employees.

3.3. CURRENT STATE OF HUMAN RESOURCE MANAGEMENT AT NOI BAI INTERNATIONAL AIRPORT PERIOD 2018 - 2024

3.3.1. 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.

3.3.2. Some Limitations and Causes

3.3.2.1. 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.

3.3.2.2. 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

4.4. RECOMMENDATIONS TO THE MINISTRY OF CONSTRUCTION

- Improve the legal framework toward greater decentralization and delegation of authority in aviation human resource management.
- Provide strategic guidance on renewing aviation workforce standards based on job positions.
- Strengthen the Ministry's guiding and supervisory role in aviation human resource training.
- Encourage mechanisms to motivate and retain high-quality aviation personnel.
- Permit pilot implementation of flexible human resource management models at key airports.

CONCLUSION

The dissertation clarifies the current situation, major challenges, and solutions for improving the effectiveness of human resource management at Noi Bai International Airport in the context of rapid growth and increasingly deep international integration. Through comprehensive analysis, the study shows that the airport currently possesses a large-scale workforce, mainly concentrated in aviation security, terminal operations, airside operations, and airport management—key areas that determine operational efficiency and service quality.

The research findings indicate that, despite the positive results achieved, human resource management at Noi Bai International Airport continues to face significant challenges. These include high work pressure during peak periods, leading to overload and reduced labor productivity; limitations in soft skills, foreign language proficiency, and situational handling capacity among a segment of employees, particularly aviation security personnel; and the fact that some managers have yet to fully meet requirements in foreign languages and information technology, thereby affecting management quality and the airport's capacity for international integration. The study also points out that existing policies on wages, bonuses, and benefits are not adequately complemented by non-financial welfare measures; personnel evaluation remains largely qualitative, relying mainly on “pass–fail” criteria, with limited linkage to key performance indicators and competency frameworks, and thus does not fully reflect employees' contributions. On this basis, the dissertation proposes four core groups of solutions, including the development of multi-skilled human resources linked with specialization, the strengthening of non-financial welfare, enhanced training in soft skills and foreign languages, and the improvement of innovation-based reward mechanisms. These findings affirm that improving human resource management effectiveness at the airport requires a holistic approach that harmoniously integrates remuneration policies, motivational mechanisms, capacity development, and the creation of a sustainable working environment.

From a theoretical perspective, the dissertation contributes to enriching and deepening the analytical framework for human resource management in the specific context of an international airport, thereby providing a foundation for subsequent studies in this field. From a practical perspective, the research findings and recommendations offer direct reference value for Noi Bai International Airport and provide useful implications for other aviation organizations in the process of renewing human resource management.

Despite these contributions, the study still has certain limitations, such as the lack of in-depth analysis of external factors and the absence of quantitative methods to measure the impacts of human resource management policies on organizational performance. These limitations suggest directions for future research aimed at further improving human resource management at Noi Bai International Airport in the new development stage.

**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.