

Some Solutions to Improve the Quality of Tourism Human Resources in Hanoi: Towards Tourist Satisfaction and Sustainable Tourism Development

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SUMMARY: High-quality tourism human resources for sustainable tourism development in Hanoi city bring a relatively large source of revenue for the city. However, the quantity and quality of this tourism human resource have not met the tourism potential and the speed of tourism development of Hanoi city. The content of the research analyzes the current status of tourism human resources for sustainable tourism development and proposes some solutions to improve the quality of human resources for tourism development in the coming time.

KEYWORDS: Human resource quality; tourism development; Hanoi city

INTRODUCTION

Hanoi capital is a place rich in natural and cultural tourism resources of the Northern key economic region and is one of the highly attractive tourist areas of the country and the Northern key economic region. With many favorable conditions and resources for tourism development, with a remarkable development status in recent times, Hanoi tourism has an important position for tourism in the country and the Northern key economic region. In the Strategy and Master Plan for tourism development to 2020, with a vision to 2030 approved by the Prime Minister, Hanoi and Ho Chi Minh City are identified as the two leading tourism centers of the country, the gateway to welcome guests; at the same time, they are also the distribution hub, organizing the domestic and international tourist market, and one of the five important tourism centers of the country.

In order for the tourism industry of Hanoi to achieve its goals, it depends largely on the level and quality of tourism human resources, because human resources are one of the most important factors that determine the development of tourism. In fact, Hanoi has focused on planning and building quality tourism human resources. This is reflected in the plan for developing tourism human resources for the period 2025-2030 of Hanoi with the goal of developing tourism human resources in a synchronous, comprehensive, effective and standardized manner according to national and international standards in both quantity and quality.

And in recent years, along with the development of the tourism industry, the number of human resources in the tourism industry in Hanoi has also grown in both quantity and quality. However, the quality aspect still shows certain limitations or in other words, the tourism industry is facing a shortage of human resources with enough capacity to meet the expectations of tourism businesses.

Based on the above reality, the issue of research on the quality of tourism human resources for sustainable development of the tourism industry is of great significance in the strategy of developing the tourism industry of Hanoi city in particular and developing the tourism industry of Vietnam in general. The study focuses on analyzing and evaluating the current status of the quality of tourism human resources for sustainable development of tourism and proposing some solutions to improve the quality of tourism human resources for sustainable development of tourism in Hanoi city.

1. Theoretical basis of tourism human resource quality

1.1. Tourism human resources

1.1.1. Tourism human resources

Tourism human resources include all direct and indirect human resources involved in the process of serving tourists (Manh and Chuong, 2006). In particular, direct human resources are those working in State management agencies on tourism; tourism career units; enterprises, tourism service establishments. Indirect human resources are the human resources working in sectors and processes related to tourism activities such as culture, customs, transportation, immigration, agriculture, industry, trade, public services, environment, post and telecommunications, community... Thus, the concept of tourism human resources has a relatively wide "coverage" and its quality not only affects and plays a decisive role in tourism development; but also contributes significantly to the development of other related sectors and fields.

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The quality of tourism human resources is reflected in many aspects, including cultural level, training level, knowledge, professional skills, communication level, foreign languages, information application skills, health... Also because tourism is interdisciplinary and highly socialized, in addition to tourism expertise, workers must be trained in other specialties such as culture, foreign languages, economics, finance, geography...

1.1.2. Quality of tourism human resources

The quality of human resources represents the relationship between the elements that make up the internal nature of human resources, expressed through the criteria: health, professional qualifications, educational level and psychosocial qualities. The quality of human resources is a comprehensive concept that includes the characteristics of the intellectual and physical state, moral style, lifestyle and spirit of human resources. The quality of human resources is determined by the level of socio-economic development and the government's human resource development investment policy.

According to Vu Thi Mai (2010), "Human resource quality is the level of employee's ability to meet the organization's work requirements and ensure the organization successfully achieves its goals as well as maximally satisfies the needs of employees."

According to Nguyen Tiep (2005): "Human resource quality is a certain state of human resources, the quality and inner nature of human resources, it is always in motion and reflects the level of socio-economic development as well as the living standards and intelligence of the population".

According to the Center for Human Resource Development, "Human resource quality is a comprehensive concept that includes characteristics of the status, physical strength, intelligence, skills, moral style, lifestyle and spirit of human resources. In other words, the educational level, health status, technical expertise, occupational structure, social composition... of human resources, in which educational level and occupational skills are important criteria for evaluating and classifying the quality of human resources".

1.1.3. Tourist satisfaction

Fornell (1992) calls cumulative satisfaction the customer's consumption experience over a period of time related to a particular product or service.

Olsen and Johnson (2003), customer satisfaction is a transaction-specific approach in which research considers satisfaction as the customer's evaluation of their own experience and their reaction to a service transaction.

A popular theory to consider customer satisfaction is the E-Expectation – Perception (P-Perception) theory. The theory was developed by Oliver (1980) and is used to study customer satisfaction with the quality of a company's services or products. The theory includes two small processes that have independent impacts on customer satisfaction: expectations about the service before purchase and perceptions about the service after experiencing it. According to this theory, customer satisfaction can be understood as the following process:

(1) First of all, customers form expectations in their minds about the factors that make up the quality of the product/service that the supplier can bring to them before customers decide to buy.

(2) Then the purchase of the product/service and the use of the service contribute to the customer's belief in the actual performance of the product/service they are using.

(3) Customer satisfaction is the result of comparing the effectiveness of the product/service between what they expected before buying the product/service and what they received after using it. There will be 3 cases:

Case 1: $EV = PV$: Expected value equals perceived value

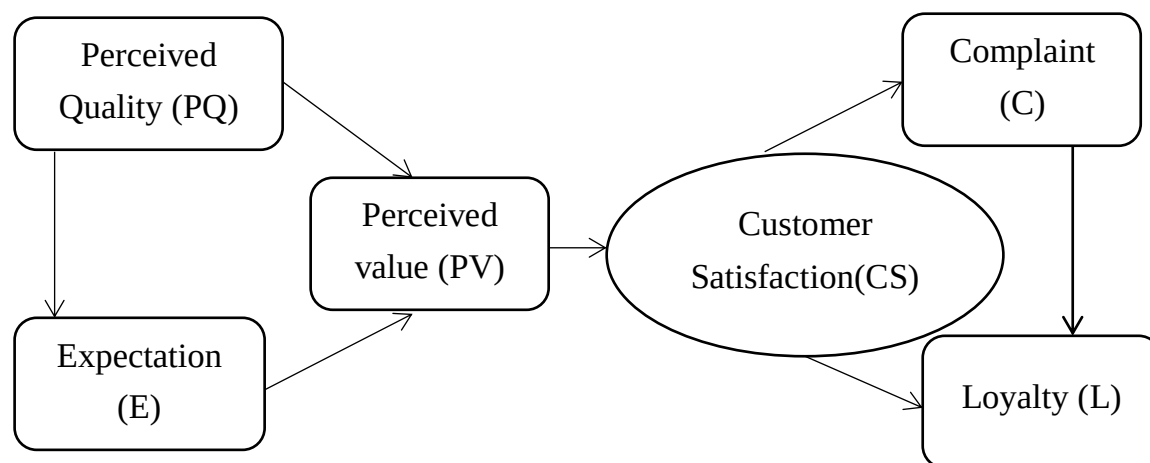
Case 2: $EV > PV$: Expected value is greater than perceived value. Customers are not satisfied with the company's products/services.

Case 3: $EV < PV$: Expected value is smaller than perceived value. Customers are satisfied with the company's products/services.

Customer satisfaction index includes many factors, each factor is made up of many specific factors of the product/service. Customer satisfaction is defined as a comprehensive assessment of the use of a service or after-sales activities of the business and that is the core of the CSI model - the customer satisfaction index model.

Surrounding this variable is a system of causal relationships originating from initial variables such as customer expectations, perceived quality and perceived value of the product/service to the resulting variables of satisfaction such as customer loyalty or customer complaints.

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American Customer Satisfaction Index (ACSI) model

Source: Fornell (1992)

1.1.4. Sustainable tourism development

According to HensLm (1998), “Sustainable tourism requires management of all resources in such a way that we can fulfill economic, social and aesthetic needs while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems”

In 1992, the World Tourism Organization (WTO) defined: “Sustainable tourism is the development of tourism activities to meet the current needs of tourists and local people while still paying attention to the conservation and enhancement of resources for future tourism development. Sustainable tourism will have a plan to manage resources to satisfy economic, social and aesthetic needs of people while maintaining cultural integrity, biodiversity, the development of ecosystems and systems that support human life”.

2. RESEARCH METHOD

Secondary data for this study includes data on the situation of high-quality tourism human resources in Hanoi and Vietnam. Secondary data sources on facilities in Hanoi are published in the Master Plan for Vietnam Tourism Development to 2020, with a vision to 2030; Master Plan for Tourism Development in the Red River Delta and Northeast Coast to 2020, with a vision to 2030; Master Plan for Tourism Development in Hanoi City to 2020, with a vision to 2030; Reports of the Vietnam National Administration of Tourism; Reports of the Hanoi Department of Tourism; Reports of the Vietnam Tourism Association, domestic and international scientific conferences related to the topic and tourism businesses in Hanoi.

3. CURRENT STATUS OF TOURISM HUMAN RESOURCE QUALITY FOR SUSTAINABLE DEVELOPMENT IN HANOI CITY

3.1. Current status of tourism development in Hanoi city

a. Number of tourists coming to Hanoi

According to the Hanoi Department of Tourism, in 2024, the total number of tourists to Hanoi will reach 28.72 million, an increase of 35.0% compared to 2023 (an increase of 19.7% compared to the Plan). Including: 8.52 million international visitors (including 4.24 million international visitors staying), an increase of 3.8 times compared to 2023 (an increase of 67.2% compared to the Plan) and 20.20 million domestic visitors, an increase of 18.6% compared to 2023 (an increase of 9.3% compared to the Plan). (Source: Hanoi Department of Tourism).

b. Performance indicators of accommodation establishments and tourism services

According to the Hanoi Department of Tourism, for the tourist accommodation system: Hanoi has 3,759 tourist accommodation establishments with 71,050 rooms, including 606 hotels and apartments rated from 1 to 5 stars with 26,445 rooms (accounting for 16.1% of the total number of tourist accommodation establishments in the area and 37% of the total number of rooms). In 2024, the average room occupancy rate of the hotel sector is estimated at about 59.4%, an increase of 21.3% over the same period in 2023.

In Hanoi, there are currently 30 food service establishments, 37 shopping service establishments, 07 entertainment establishments, 02 health care service establishments that have been recognized as meeting standards for serving tourists. The system of shopping, food, entertainment service establishments that meet standards for serving tourists has attracted and served a large number of tourists and residents to visit and shop. (Source: Hanoi Department of Tourism).

c. Management of travel activities and tour guides

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According to the Hanoi Department of Tourism, there are 1,779 international travel service businesses; 351 domestic travel service businesses; 32 tourist transport businesses, 07 representative offices of foreign travel service businesses; 5,393 international tour guides; 2,230 domestic tour guides and 103 on-site tour guides in operation in Hanoi. (Source: Hanoi Department of Tourism).

d. Ranking of Hanoi tourism organizations

According to the Hanoi Department of Tourism, in 2024, Hanoi was honored with many international awards, which is an encouragement and motivation, and at the same time affirms the position and role of the capital's tourism in the country, region and internationally, specifically:

- Hanoi City was honored to receive 02 world awards and 03 Asian awards from the World Travel Awards:
- + World's Leading City Break Destination 2024 awarded by World Travel Award (WTA).
- + Hanoi City received the award "World's Best Golf City Destination 2024" for the first time from the World Golf Awards Organization.
- + Asia's Leading City Destination 2024;
- + Asia's Leading City Break Destination 2024;
- + Asia's Leading City Tourist Board.
- Hanoi has 48/103 restaurants selected by Michelin Guide - the world's most prestigious culinary guide ; including 03 restaurants with 1 Michelin star (Gia Restaurant, Hibana by Koki Restaurant of Capella Hanoi Hotel and Tam Vi);
- The World Cuisine Awards honored Hanoi as "Asia's Best Emerging Culinary City Destination 2023"; Hanoi was voted by readers on the world's largest travel platform Tripadvisor as one of the world's top 20 culinary destinations (ranked 3/20) in 2023, ranked 17/25 in the list of 25 famous places to travel.
- The Travel magazine voted Hanoi city into the Top 10 most beautiful destinations in Southeast Asia...

3.2. Current status of tourism human resource quality towards tourism satisfaction and sustainable development of tourism industry in Hanoi

3.2.1. Number of tourism human resources

The average growth rate of Hanoi's direct tourism human resources in the period of 2020 - 2024 is 12.7%/year, tourism has a positive impact on creating more jobs and improving people's income. In 2015, there were about 88,000 direct workers (by 2024 there will be 127.8 thousand); of which accommodation establishments have 57,000 workers, travel businesses have 9,000 workers; tourist areas and spots have 2,000 workers, other service establishments (restaurants, shopping convention centers, bars, international convention centers, etc.): 20,000 workers. In addition, there are about 200,000 Indirect laborers participating in activities related to tourism. By 2024, there will be about 298,000 workers in the Hanoi tourism industry, of which about 90,500 are direct workers. Of which, accommodation establishments have over 60,000 workers (3,800 tourist accommodation establishments are hotels, motels, tourist apartments; total number of rooms is over 60,000); travel businesses have 13,000 workers (belonging to 204 domestic travel businesses; 1,231 international travel businesses; including 5,571 tour guides, tour guides); tourism transport businesses have 3,200 workers (at 53 businesses transporting by car, electric car, tourist cyclo); At shopping service establishments and restaurants that have been recognized as meeting tourist service standards, there are 14,200 workers. In addition, there are about 207,500 indirect workers related to tourism activities. (Source: Hanoi Department of Tourism).

3.2.2. Structure of tourism human resources

The structure of human resources in all sectors is increasingly reasonable, ensuring economic and social efficiency. The structure of human resources increases according to the growth rate of the sector. The structure of age and gender is also improved and suitable for the nature of the work. In terms of age, the tourism workforce is mostly young: under 45 years old accounts for about 88%, under 25 years old accounts for 31%; 45 years old and above accounts for only 12%, mainly in the group of managers and executives. In terms of gender, female human resources account for about 52%, male 48%. The gender gap varies depending on the specific industry, industries that require dexterity, meticulousness, and carefulness, such as occupations in the group of accommodation services, restaurants, health care, etc., the proportion of female human resources is higher than that of male. In sectors that require tourism workers to have good health and endurance, such as travel agencies or tourist attractions (tour guides, drivers, security guards, etc.), the proportion of male workers is higher. (Source: Hanoi Department of Tourism).

3.2.3. Quality of tourism human resources

The quality of Hanoi's tourism human resources is considered relatively good compared to other localities in the country. University, college and intermediate level workers trained in tourism account for a large proportion: about 68% of the workers have been trained in tourism expertise; about 20% of the workers have university and post-graduate degrees.

Workers in the hotel and restaurant sector (desk, room, bar, kitchen, reception) account for about 80% of the total number of workers in the tourism sector . According to the results of a sociological survey on high-quality tourism human resources in Hanoi: the number of highly qualified workers (university level) in the hotel and restaurant sector accounts for 37.8%, of which 23.5% are university level workers in other majors. This proves that the tourism sector is currently very attractive. However, the survey results

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also show that the number of unskilled workers in the hotel and restaurant sector accounts for 18.8%. This is the group that needs to be trained in tourism skills and expertise to ensure the quality of tourism human resources.

In the travel business sector, the proportion of people with university degrees is higher, mainly graduates from foreign language universities, with 42% being English tour guides, 12% being French tour guides, 9% Chinese, 5% Japanese, 32% other languages. However, the Hanoi tourism industry is experiencing an imbalance, lacking the number of tour guides to meet the increasing demand for tourist markets. Typically, the Korean market in 2018 became one of the second most important international tourist markets of Hanoi after Chinese tourists, with 698,974 visitors. Meanwhile, there are only 26 Korean tour guides, not meeting the demand for tourist services, leading to negative issues such as businesses using tour guides without cards, or students who have not graduated to serve tourist groups, leading to low service quality. (Source: Hanoi Department of Tourism).

3.2.4. Training and improving the quality of tourism human resources

In the period of 2020-2024, the capital's tourism industry has trained 30,591 people, of which the Department of Tourism directly opened 100 classes for 8,318 people, tourism units, businesses, training facilities, and tourist destinations themselves trained 22,273 people. By the end of 2023, the number of direct workers in the entire Hanoi tourism industry will be about 81,729 people, accounting for about 10% of the workforce in the entire Vietnam tourism industry. It is estimated that the number of direct workers in the entire Hanoi tourism industry will be about 90,500 people. The rate of training, fostering professional skills in state management, vocational management, and fostering tourism knowledge for human resources directly working in service establishments, tourist destinations, and tourism management staff has been raised over the years . It can be seen that businesses' awareness of the importance of tourism human resources has changed significantly; The work of training, using, maintaining and developing human resources has been given importance; many enterprises have applied advanced models of human resource management and selection.

The quality of Hanoi tourism human resources is assessed as relatively good compared to other localities in the country. University, college and intermediate level workers trained in tourism account for a large proportion , specifically: about 68% of workers have been trained in tourism profession; about 35% of workers have university and post-graduate degrees. Workers in the hotel and restaurant sector (desk, room, bar, kitchen, reception) account for about 65-70 % of the total number of workers in the tourism industry .

By the end of September 2024, the Hanoi Department of Tourism had issued, changed, and reissued 8,384 tour guide cards, including 5,992 international tour guides, 2,234 domestic tour guides , and 158 on-site tour guide cards . Since the beginning of 2024, 05 on-site tour guide professional examinations have been organized.

The tourism education system has developed rapidly with a diverse structure of qualifications and professions. Training facilities have been invested in upgrading and new investments; training programs are gradually being renewed. The teaching staff has increased in number and has been gradually standardized.

3.2.5. Contribution of tourism to employment in Hanoi

Based on the added value brought by tourism activities, based on the inter-sectoral economic balance sheet of Hanoi and statistical data related to the average income of workers in the sectors, the contribution of tourism to Hanoi's employment in 2024 is as follows:

Table 1: Impact of tourism on employment in Hanoi

Branch	Number of jobs created by aggregate impact	Number of jobs created by direct impact	Number of jobs created by indirect impact
Accommodation services	123,776	50,281	73,496
Food Service	212,580	81,464	131,116
Transportation Services	74,097	25,418	48,679
Tour services	15,816	8,097	7,718
Commerce	19,356	10,647	8,708
Entertainment services	19,174	10,427	8,747
Medical Services	6,275	2,629	3,646

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Other	125,259	49,473	75,786
Total	596,332	238,436	357,896
Compared to the total number of employed workers in Hanoi	15.91%	6.36%	9.55%

Source: Hanoi Department of Tourism

Thus, tourism activities have created a total of 596,332 jobs (calculated by average labor productivity), equal to 15.91% of the total number of employed workers in Hanoi. Of which, 238,436 jobs were directly created in tourism activities and 357,896 jobs were indirectly created for activities in other industries. The two activities that created the most jobs were food and accommodation services (accounting for more than 56% of the total number of jobs created by tourism activities).

3.2.6. Tourist reviews of tourism services in Hanoi

For international tourists : The survey results show that accommodation and food services have the highest satisfaction level with 4.2 points; entertainment services rank third with 3.9 points; shopping services rank fourth with 3.8 points; and transportation has the lowest satisfaction level with 3.6 points.

For domestic tourists: The highest rating is for accommodation services with 4.23 points; second is for sightseeing and entertainment services with 4.14 points; third is for food and beverage services with 4.09 points; fourth is for shopping services with 4.09 points; the lowest satisfaction level is for means of transportation with 3.9 points.

Table 2. Tourists' reviews of Hanoi tourism services

ST T	Target	International			Inland		
		2022	2023	2024	2022	2023	2024
1	Most Satisfying Service	Accommodation	Eat and drink	Eat and drink	Accommodation	Accommodation	Accommodation
2	2nd most satisfied service	Eat and drink	Accommodation	Accommodation	Sightseeing, entertainment	Sightseeing, entertainment	Sightseeing, entertainment
3	3rd Satisfaction Service	Fun, entertainment	Fun, entertainment	Fun, entertainment	Eat and drink	Eat and drink	Eat and drink
4	4th Satisfaction Service	Shopping	Shopping	Shopping	Shopping	Shopping	Shopping
5	Least Satisfactory Service	Means of transport	Means of transport	Means of transport	Means of transport	Means of transport	Means of transport

Source: Hanoi Department of Tourism

4. SOME SOLUTIONS TO IMPROVE THE QUALITY OF TOURISM HUMAN RESOURCES TOWARDS TOURIST SATISFACTION AND SUSTAINABLE DEVELOPMENT OF THE TOURISM INDUSTRY IN HANOI

4.1. Innovation and improvement of state management capacity

- Develop and perfect preferential policies for tourism training units. Innovate management mechanisms along with financial mechanisms to enhance autonomy and self-responsibility for public training units in the tourism sector.
- Encourage the development of hotel - school models in the City.
- Improve the efficiency of job exchanges. Encourage and support tourism businesses, training institutions, and workers in the tourism sector to actively participate in job exchanges.
- Improve the efficiency of connection and coordination of activities between business units and vocational training institutions.
- Build and complete statistical software to manage the number of employees at tourism service businesses in the City.
- Form and perfect professional social organizations to evaluate, train and develop tourism human resources . Strengthen the development of professional associations (associations of hotels, restaurants, chefs, bartenders) ... to support state management .

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4.2. Improve educational capacity and foster high-quality tourism human resources

- Research policies to support and encourage tourism vocational education institutions to invest in upgrading teaching and learning equipment, ensuring modernity and meeting the requirements of theoretical and practical teaching and learning.
- Promote the application of information technology and digital transformation in information transmission and teaching and learning activities at educational institutions.
- Strengthen the organization of training programs, seminars, and workshops to improve the capacity of tourism education managers and teachers (lecturers, teachers, coaches, trainers) .
- Encourage units to regularly improve training programs. Increase the exchange, provision, and update of information on tourism activities and orientations for tourism development in the capital to tourism training units in the area to improve the quality and content of training, and develop training programs according to the orientation of state management agencies.

4.3. Strengthening socialization and mobilizing resources to develop tourism human resources

- Raising awareness of the role of socialization, considering it an important resource for developing Hanoi's tourism human resources.
- Proactively promote international cooperation and integration to mobilize and effectively use external resources for the development of high-quality tourism human resources in Hanoi .
- Encourage and connect tourism businesses and tourism experts to cooperate with vocational training institutions in investing in improving facilities and teaching quality.

4.4. Strengthening linkages in developing tourism human resources

- Strengthen domestic links , actively coordinate and cooperate with provinces and cities to implement training programs and develop common human resources.
- Cooperate with provinces and cities to support and create conditions for students of training institutions and vocational tourism education institutions in the city to have the opportunity to work and intern at large, professional and reputable accommodation establishments, resorts and tourist destinations nationwide.
- Strengthening links with foreign tourism training institutions in developing high-quality tourism human resources for Hanoi.
- Strengthening links with foreign enterprises in developing high-quality tourism human resources
foreign tourism training institutions ;

5. CONCLUSION

The quality of tourism human resources is the key to the success of the tourism industry. Hanoi has great potential for tourism development and the tourism industry has developed positively, however, the quality of tourism human resources is still modest. Therefore, it is necessary to synchronously implement solutions on strategy development, human resource training, raising awareness of human resources towards tourist satisfaction and sustainable tourism development, as well as strengthening the cooperative relationship between schools and tourism businesses, thereby improving the quality of tourism human resources, promoting the tourism industry of Hanoi to develop more strongly, worthy of being the spearhead economic sector of the City.

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