

Quality Management Of Logistics Services: Vietnamese Enterprise Research

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ABSTRACT:

Along with the strong development of science and technology and globalization, logistics activities from production to consumption play an increasingly important role in the competitiveness of manufacturing and service companies in particular and the whole economy in general. Vietnam is one of four Southeast Asian countries with great potential to develop both infrastructure and logistics systems. An action plan to improve competitiveness and develop logistics services with a vision for 2025 has been launched in Vietnam and it shows that the Government of Vietnam has paid attention to the development of the logistics industry. Human resources are viewed as one of the most difficult problems for the logistics industry as Vietnam's human resources in logistics is not only insufficient in quantity but also weak in quality. Logistics is an important service sector in the overall structure of the national economy, playing supporting, connecting, and promoting the socio-economic development of the whole country as well as each locality. Therefore, logistics service providers need to deeply understand the important factors in managing the quality of logistics services to achieve success. This study analyses and assesses in detail the current situation of quality management of logistics service providers in Vietnam, providing solutions to help these enterprises improve their performance.

Keywords: Enterprise, management, quality, logistics services.

I. Theoretical basis for logistics service quality of logistics enterprises

The theoretical basis of logistics services and service quality

Services of Logistics

In Vietnam today, the concept of logistics is still quite vague and rambling, most experts agree that using the word "logistics" to explain logistics is still not fully understood. The meaning of the word modern logistics and so the solution is to keep the word logistics in our language, as well as marketing, container...

According to the logistics definition of the Council of Logistics Management - Council Logistics Management: "Logistics is the cost-effective process of planning, executing, and controlling the work of flow, storage of raw materials, semi-finished products, and finished goods, etc. from the beginning of the process. process of production to the point of final consumption for satisfying customer requirements". According to the "5 Right" view, logistics is the process of providing the right product to the right place, at the right time with the right conditions and costs for customers to consume the product [2]. Professor Martin Christopher considers

logistics as the strategic management process of purchasing, moving, and storing raw materials, semi-finished products, and finished products within a company and through the company's distribution channels to maximize present and future profits through fulfilling orders at the lowest cost [3]. According to Article 223 of the 2005 Vietnam Commercial Law, logistics service is a commercial activity whereby an enterprise organizes to perform one or more jobs including receiving goods, transporting, storing, storing, and completing customs procedures. customs, other paperwork, customer consultation, packaging, marking, delivery, or other services related to goods as agreed with the customer for profit. Although, there are many different definitions of logistics, in this study, the concept of logistics can be understood as follows: "Logistics is the process of optimizing location and time, transporting and storing resources from the first point of the supply chain through the stages of production through to the transportation of goods to the final consumer through economic activities".

Quality of logistics services

Lewis and Booms (1983) [4] argue that service quality is a measure of how well the service delivered to the customer matches the customer's expectations. Creating a quality service means meeting customer expectations consistently. According to Parasurman, Zeithaml, and Berry (1985, 1988) [5-6], service quality is considered as the gap between service expectations and customers' perceptions when using that service. ISO 9000:2000 considers service quality to be the degree to which a set of inherent service characteristics satisfy the needs and expectations of customers and stakeholders [7]. In a nutshell, service quality is the degree to which service providers meet the needs and expectations of customers with that service. Therefore, service quality is mainly determined by customers, the higher the customer satisfaction level, the better the service quality. Therefore, in this study, it can be understood: "Logistics service quality is a process to increase understanding of how

customers form perceptions of logistics services and satisfaction with logistics services." [8].

2. Actual situation of logistics service quality management of Vietnamese logistics enterprises

2.1. Overview of Vietnamese logistics enterprises

According to the National Database of Business Registration, by the end of March 2018, the whole country had 296,469 enterprises registered to do business in logistics-related industries and occupations, mainly in the region. has a convenient system of ports and roads: the Red River Delta (38.8%), followed by the Southeast (33.8%), North Central and Central Coast (14.2%), Central mountainous areas in the North (5.6%), the Mekong River Delta (5.2%) and finally the Central Highlands (2.4%). Although the number of businesses is large, most of them operate in a small way, mainly doing business in the form of self-sufficient logistics - First Party Logistics (1PL) or a third party logistics service provider. 2 - Second Party Logistics (2PL). Currently, the method of providing 3rd party logistics services - Third Party Logistics (3PL) is the most popular method of supply and has an important influence on the supply chain of goods, but the number of businesses providing according to 3PL methods only account for about 16% and are mainly foreign-invested enterprises [2].

Regarding the market, statistics of the Vietnam Logistics Association (VLA) in 2018 show that the member enterprises providing logistics services are quite diverse, including domestic (52%) and international mainly. concentrated in ASEAN (67%), China (59%), Japan (50%), EU (45%), Korea (43%) and the US (38%) [2]. Multinational enterprises have the strength of transportation contracts with large shipping lines signed by the parent company with large shippers with a global network, and a high level of investment in applying information technology to logistics activities. , advanced management level, and

especially have good relations with global shippers. Meanwhile, the strength of Vietnamese logistics enterprises is to take care of almost all domestic transportation, from port operations, land transport, and customs clearance agents, to warehouse operations and warehousing services. [7].

When assessing the quality of logistics services, it is impossible not to mention the Logistics Performance Index (LPI) of the World Bank with 6 criteria: (i) Customs; (ii) Infrastructure; (iii) International transportation; (iv) Logistics quality and capacity; (v) Monitoring & tracking of goods and (vi) On-time delivery. Vietnam's LPI 2018 was announced by the World Bank in its July 2018 Report, with a score of 3.27, ranking 39/160 countries participating in the survey, up 25 places compared to the ranking in 2016. 64/160), compared with 2016 is 2.98, an increase of 0.29 points. In the ASEAN region, Vietnam ranks third after Singapore (ranked 7) and Thailand (ranked 32) [4].

2.2. The current situation of logistics service quality management of Vietnamese logistics enterprises

The competencies that the logistics service quality management apparatus need are the ability to work for **the management team** of the logistics company, the ability to manage the time to perform logistics services, the ability to control logistics costs for a company, cooperation between related departments when performing services, good ability to deal with unexpected/random incidents (Do Xuan Quang, 2015).

The quality management apparatus of logistics services in Vietnamese **logistics enterprises usually includes:**

- Board of Directors: As the management body of the Company, has full authority on behalf of the Company to decide on all issues related to the purposes and interests of the Company, except for matters falling under the authority of the General Assembly. shareholder.

- Board of Directors: The General Director is the executive officer and has the highest decision-making power on all issues related to the Company's day-to-day operations and is responsible to the Board of Directors for the implementation of the Board of Directors. assigned rights and duties. The Deputy General Directors are assistants to the General Director and are responsible to the General Director for the assigned tasks, actively handling the tasks authorized and assigned by the General Director by the official regime. the State's books and the Company's Charter.

- Head of Quality Management Department: As an advisor and assistant to the Board of Directors, directly managing according to the professional function of quality management of logistics services in the company and under the direction of the Board of Directors.

- Staff of the Quality Management Department and other staff performing all stages in the process of providing logistics services of the company.

2.3. The current situation of human resources in the logistics industry in Vietnam

In the context of fierce competition for international integration, Vietnam's logistics industry requires the development of high-quality human resources, both in terms of skills, professional knowledge, and specialized English. However, Vietnam's logistics human resources are still lacking in quantity and weak in quality. According to a study by the Vietnam Logistics Research and Development Institute in 2017, Vietnam currently has more than 3,000 enterprises operating in the field of Logistics (excluding shipping, road, sea, and air transport companies). no, express delivery, port) and each business has about 20 employees on average. The growth rate of human resources is currently about 7.5% per year. This human resource growth rate is said to be lower than the average growth rate of the logistics service industry, from 15-20% per year. If the growth rate of human resources stays at 7.5%/year in the period 2016-2030, about 117,532 people

will need to be trained. If we count the workforce at shipping companies, land, sea, air, ports, and freight terminals, there are about 200 companies. Each company has an average of 400 people with a training rate of 50% and a growth rate of 5% per year. As a result, at least 100,000 more people will need to be trained over the next 15 years. Thus, the total number of human resources that need to be trained in 15 years is more than 200,000 people (Nguyen, 2019). However, available labor for Logistics services currently only meets about 40% of demand in Vietnam. Most of the logistics service companies in Vietnam are facing a shortage of human resources with high qualifications in skills, professional knowledge, and specialized English. Most workers in this field have not been properly trained. Therefore, enterprises need to invest a lot of time and money to retrain staff, not to mention the problem of the "brain drain" of human resources into foreign-invested enterprises.

Human resources for the logistics industry need to be trained from many different sources. Management teams are often key personnel assigned to logistics companies. This team is often trained and retrained to meet the management needs of businesses. Most of them lack business knowledge and experience and are not updated with new knowledge. The operating method does not meet the requirements of the job. Most of the staff have graduated from university but have majors not related to Logistics. Most of the direct labor workers, such as loading and unloading, driving, and inventory,... have low education and have not received professional training. According to a survey by the Vietnam Logistics Research and Development Institute (VLI) in 2017, 53% of Vietnamese enterprises lack qualified staff and logistics knowledge, 30% of enterprises have to retrain staff and only 6.7% of enterprises are satisfied with the professional qualifications of their employees (Nguyen & Nguyen, 2018). The PCI report of the Vietnam Chamber of Commerce and Industry (VCCI) in 2018 showed that 29% of FDI enterprises said that the qualifications of the local workforce

met the demand, but 67% said that they only met the demand. meet part of the demand. About 74% of enterprises said it was difficult to recruit technical staff, while 84% said it was difficult to recruit supervisory positions.

It is forecasted that in the next 3 years, logistics service businesses will need about 18,000 more employees, while manufacturing, trading, and service businesses will need more than one million employees with logistics expertise. . Logistics service companies in Vietnam face a shortage of highly qualified human resources. Meanwhile, the current labor supply for Logistics services only meets about 40% of the actual demand. Managers are often key people, trained and retrained; however, they lack business knowledge and experience, rarely update their knowledge, and their leadership style has not kept up with demand. With the advantage of being located on the maritime trade axis, Vietnam has favorable conditions to become a transnational sea freight transport center. Vietnam's ports have been invested in scale with the ability to receive ships over 100,000 tons. Vietnam has more than 70 international routes, very convenient for developing logistics services. According to a study by the Vietnam Association of Logistics Service Enterprises, Logistics companies (excluding shipping companies, road, sea, air, courier, and port) from now to 2030 will need new and formal training for about 250,000 employees. There are still many positions that lack human resources from leaders to managers, supervisors, and professionals (Nguyen, 2016). The survey results of VLI show that the labor force of small-scale logistics enterprises in Vietnam (under 50 employees) accounts for the average - about 32.4% and large-scale enterprises (over 1,000 employees). labor) accounts for only a small proportion - about 10.8% (Wang et al., 2018). In addition, the survey also shows that in the demand for logistics staff positions in enterprises, the highest proportion is still customs brokers, with 70.3%, followed by delivery positions. receive general goods at the rate of about 59.5%.

2.4. Assessing the status of logistics service quality management of Vietnamese logistics enterprises

2.4.1. Success and causes

The quality of logistics services of Vietnamese enterprises in general has made remarkable progress. The criteria for evaluating LPI 2018 all increased by at least 30 steps compared to 2016 including Customs; Infrastructure; International transport; Quality and logistics capacity; Goods Monitoring and Tracing and On-Time Delivery [4].

Vietnamese enterprises are also appreciated for the quality of logistics services and the capabilities of logistics enterprises, the ability to trace and track shipments and the probability of goods arriving on time is high, even higher. assessment of the World Bank in 2018 [1].

Most private enterprises have young but highly qualified management staff and the ability to quickly access science and technology so that they can learn and apply modern technologies to start a business. keep pace with world development.

Currently, many logistics enterprises are applying some high-tech scientific research to logistics activities such as Transport Management (TMS), GPS navigation systems providing routing for remote managers as well as providing updated shipment information for customers; Create Transport Exchanges; The exchange helps to connect trucks with shippers, connect supply (idle trucks) and demand (shippers with goods to send), help utilize resources, save costs; Routing system; The software for planning the route, tracking the number of goods on the vehicle...; Warehouse management and automation have been set up in many warehouses and yards, automating workflows using a warehouse management system (WMS).

In addition, it is impossible not to mention the State's efforts in promoting and creating conditions for logistics enterprises to

develop a complete and progressive information technology system.

2.4.2. Limited and causes

Compared with other countries in the world and the region, the quality of logistics service providers in Vietnam has not been appreciated. Typically, the criteria of supply time, information system, and flexibility in service operation and management. The market share of foreign and FDI enterprises is still large and more trusted than domestic enterprises.

Vietnam has been applying a transport management system (TMS) for logistics services. In theory, this system needs to be able to manage freight operations by many different modes, across many different borders, but only by one operator. However, the professional TMS provider in Vietnam is still very limited, the system installation still faces many difficulties due to the ability to synchronize data with shipping lines, airlines, customs, and ports. Sea, airports, and logistics companies are too complex.

Domestic companies often apply domestic transport management systems, and fleet management, and use traditional forwarding service management tools developed by domestic suppliers (such as Fast, Vi Business FMS,...). The application rate is also less than 10% of enterprises, most of them still use self-managed Excel (Ngoc Mai, 2018). The delivery management systems (FMS), transportation management (TMS), warehouse management (WMS), and resource management (ERP) have only been applied in a fragmented, not synchronous, and systematic manner. system and the application of cloud computing in information and quality management are still limited. Difficulties come from many factors such as:

- The information technology environment of the whole economy is still not high, so the incentive for businesses to invest in information technology is not great.

- Investment capital of companies is not enough to meet demand.

- There is a serious shortage of highly qualified and specialized human resources in information technology.

- The young management team has a high level of expertise but has no experience and skills in job management

- The experienced management team does not have in-depth professional knowledge, it is difficult to keep up with new technologies and diversify services, and the ability to plan sustainably.

3. Proposing solutions to improve logistics service quality management for Vietnamese logistics enterprises

Well-trained and skilled human resources will be the basis for the development of the Logistics industry in the context of integration, overcoming current difficulties for stable development and contributing to the country's economic development. country. In this context, to improve the quality of human resources in the Logistics Service industry, we need to implement the following strategies:

First, it is necessary to strengthen coordination among ministries, departments, and sectors related to Logistics services, especially the Ministry of Transport and Communications, the Ministry of Education and Training, and the Ministry of Industry and Trade. These ministries and branches need to work closely with each other to clearly define the roles, functions, and responsibilities of each party in formulating an overall Logistics development strategy and training human resources for the Logistics Service industry in particular. . This will contribute to creating favorable conditions for the development of human resources for the Logistics Service industry, meeting practical needs in the context of the country's growing development and extensive international integration. The government needs to have a clearer direction for the development of logistics services, consider calling logistics services an independent "industry" and decide whether to develop into an independent industry or not. are not.

Second, existing training programs need to be expanded and upgraded. Vietnam needs to expand Logistics majors at universities, with related majors or majors such as Law, Finance, Foreign Trade, Economics, Commerce, etc. Therefore, it is necessary to readjust the code. Logistics training at the current undergraduate and graduate levels. If Logistics and Supply Chain are managed according to the current Level IV training code, only universities training in Industrial Management and Technical Infrastructure can train human resources in the field of Logistics and supply chain management. At the same time, training institutions specializing in Logistics also need to be established soon. In addition, counseling support for students to choose Logistics majors when applying for university entrance exams also plays an important role. This is an industry that promises an open development future and an attractive salary; however, many students and parents do not have enough information and an overview of the field is lacking.

Third, universities also need international cooperation in training, curriculum development, curricula, and reference materials for logistics and supply chain management training. At the same time, schools also need to combine businesses with long-term experience in this field, creating an environment for students to practice at businesses right from the second and third years. This will help students have a better view of career prospects and grasp the requirements of the profession, as well as the provisions of law, and international practices related to Logistics activities. In addition, universities also need to develop an intensive program in transport and supply chain management to select services from production to consumption, including various modes of transport such as road and rail. land, rail, sea, and air. Besides, it is necessary to equip students with knowledge about international marketing, supply chain, distribution system, freight forwarding, strategic management, warehouse system management, and

transportation methods. . Students need to be provided with in-depth knowledge in Logistics, human resource management, transportation law, supply chain management, distribution system management, freight forwarding, warehousing, transportation operation. multi-modality and specialized English.

Fourth, it is necessary to establish a link between schools and businesses. It is necessary to organize regular meetings and exchanges between experts, logistics managers of logistics enterprises, enterprises with high demand for logistics, and universities with logistics-related majors. Through the exchange, schools know the recruitment needs of businesses to develop training programs suitable to those needs. At the same time, businesses in the field of Logistics can support schools to coordinate internships for students. It is important to strengthen the organization of seminars, and exchanges, invite leading domestic and foreign experts, and enterprises to participate in seminars, and update knowledge about Logistics.

Fifth, perfect the logistics service system. Vietnamese logistics enterprises need to consolidate and expand agents, build exclusive agents, move to set up representative offices nationwide, and open branches abroad are very important steps to develop. Deploy services quickly and with quality, promptly responding to customers' needs. In addition, logistics enterprises need to join the Vietnam Association of Logistics Enterprises or the Association of Maritime Agents and Brokers to operate together and have the necessary information in the industry, helping businesses to compete with the international market. other foreign enterprises with large infrastructure and investment capital are operating in the Vietnamese market. Vietnamese logistics enterprises can learn from the Thai Logistics Alliance (TLA) - an organization with more than 30 participating logistics companies. Behind this alliance, of course, there is the Thai government's active support, and this is indeed a good solution for Vietnamese logistics businesses.

Sixth, investment in material and technical facilities. Logistics enterprises need to continue to invest in modernizing existing equipment, procuring new equipment, and creating favorable conditions for delivery. Applying information technology in two strategies allows logistics service enterprises to discover weaknesses in the entire movement of goods, eliminating downtime and storage time at different locations. transshipment point, thereby improving the efficiency of logistics service quality management:

+ Short-term strategy: Logistics enterprises make the most of the transport management system and deploy the WMC (Warehouse Management System) management system.

+ Long-term strategy: Enterprises research and apply EDI electronic data exchange system with 5 steps: (1) Prepare documents sender of electronic data to prepare electronic documents; (2) Translating the data in transit; (3) EDI transmission communication in the network environment; (4) Translate incoming data; (5) Processing of electronic documents.

Third, logistics service providers. For staff in logistics enterprises to be agile in handling unexpected situations as well as understand the needs and desires of customers, logistics businesses can apply the following solutions:

- Recruitment stage: To have high-quality human resources, right from the recruitment stage, enterprises must choose for themselves a team of qualified human resources. Depending on the position, the company chooses employees with experience or not.

- Training: Logistics enterprises must design their training programs, relevant documents should be professionally designed, and professional instructors must be knowledgeable about company strategies and policies. company and have a pedagogical capacity to increase communication efficiency.

- Improve the sense of responsibility of employees: Enterprises need to propagate and

educate staff to have high responsibility for goods, considering goods as themselves. Develop a clear, public reward and punishment policy for all employees to know and design a reasonable employment policy after training following their new responsibilities, avoiding the situation of using employees. People who are not suitable for the job position cause depression and lack of responsibility for the job.

Seventh, organize the logistics service supply apparatus: Logistics enterprises need to stipulate the rights and functions for each department in the business to ensure the level and authority in handling and supporting operation coordination. . Along with the development of the business such as nationwide expansion and the development of domestic transportation in the future, the construction of a cluster/centralized management system will help reduce the load on the vertical structure. not as specialized as it is now.

Eighth, building and perfecting the quality management model. Vietnamese logistics enterprises need to invest in perfecting the logistics service quality management model to help the stages in the logistics service implementation process take place more simply and securely. In addition to choosing to apply the world's advanced quality management models such as ISO, SEQUAL, or TQM, Vietnamese logistics enterprises need to perfect the functions of an organization, inspection, control, and adjustment.

- Function of organization and implementation: Enterprises must make employees implement the plan to know the goals, needs, and content of the work that they have to do.

- Function to check and control the implementation of the quality management model and make adjustments if necessary: This is the process of evaluating operational activities to ensure the quality of logistics services following the requirements set forth. out. The task of this stage is to determine if the plan is being followed closely. Any complaints from customers about the delivery schedule or

the delivered goods are not of the same quality as the original or the customs declaration has errors, etc., means that the goal is not achieved.

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