

**MINISTRY OF EDUCATION AND TRAINING  
LAC HONG UNIVERSITY**



**PHAM CAO TO**

**FACTORS AFFECTING THE QUALITY  
OF HUMAN RESOURCES IN THE TOURISM  
OF BA RIA - VUNG TAU PROVINCE**

**THESIS SUMMARY  
OF DOCTOR OF PHILOSOPHY ON BUSINESS ADMINISTRATION**

**Dong Nai, 2020**



## **PUBLISHED RESEARCH WORKS OF THE AUTHOR**

1. Pham Cao To (2017), "Factors affecting the quality of human resources among tourism enterprises in Vung Tau City", Asia-Pacific Economic Review, No. 506 November / 2017, p. 62-64.
2. Pham Cao To (2018), "Improving the quality of training human resources for tourism in Ba Ria – Vung Tau province ", Asia-Pacific Economic Review, No. 513, March 2018, p. 90-92.



## CHAPTER 1

### OVERVIEW OF THE RESEARCH THEME

- Subjects of the survey are tourism enterprises, agencies and organizations where information is provided by managers. They are directors, deputy directors or heads of human resources. The survey participants are experts with long-term working experience and a lot of experience in tourism.

- Local policies have the same effect on cooperation with training institutions.

\_ (1) Employees with professional knowledge that meet job requirements; (2) Employees with high professional skills; (3) Employees with foreign language skills that meet the job position requirements; (4) Employees with professional working attitude; (5) Enterprises with competent human resources to accomplish their goals; (6) Employees with good health.

#### 1.1 Reasons for choosing this research topic

Judging from practical issues and scientific theories, the researcher found that there is a need for additional research to fill the gaps in the theoretical system of tourism human resource quality as well as solving real problems. Therefore, the researcher decided to select the research topic “**factors affecting the quality of human resources in the tourism of ba ria - vung tau province**”. Based on the research results so as to have a basis to systematize the theory and comprehensively study the real status of tourism human resources in BR-VT province today, find out the main factors affecting the quality of human resources for tourism, interactions among relevant factors, thereby identifying solutions to improve the quality of human resources for the locality, offering recommendations to help managers and enterprises to apply effective measures to improve the quality of human resources that will contribute to sustainable development of the tourism industry of the province.

#### 1.2 Research objectives

The thesis needs to complete the following research objectives:

- Identify factors affecting the quality of human resources in tourism of Ba Ria - Vung Tau province.

- Determine the relationship between factors in the model and the degree of impact of relationships;
- Propose managerial implications for improving the quality of human resources in tourism of Ba Ria - Vung Tau province.

### **1.3 Subjects and scope of research**

#### **1.3.1 Research subjects**

The object of research is the quality of human resources in BR-VT tourism enterprises. Subjects of the survey are tourism enterprises, agencies and organizations where information is provided by managers. They are directors, deputy directors or heads of human resources. The survey participants are experts with long-term working experience and a lot of experience in tourism.

#### **1.3.2 Scope of research**

- Scope of research: Research is carried out in the tourism industry.
- Scope of place: The project will carry out surveys, taking research data from tourism enterprises in the province of BR-VT.
- Scope of time: The research topic is based on primary and secondary data from 2014 to the time of the research, focusing mainly on factors related to the quality of tourism human resources.

### **1.4 Research methods.**

The research method used in the thesis is a combination of qualitative research and quantitative research. In which qualitative research is used to build research models and build scales for factors in the model. Quantitative research is used to evaluate scales, verification of research hypotheses and determine the impact of factors.

### **1.5 Structure of the thesis**

The main content of the thesis is presented in 5 chapters:

Chapter 1: Overview of research model.

Chapter 2: Theoretical basis and research model.

Chapter 3: Research design.

Chapter 4: Analysis of research results.

Chapter 5: Conclusion and managerial implications.

## **CHAPTER 2**

### **THEORETICAL BASIS AND RESEARCH MODEL**

#### **2.1 Theoretical basis**

##### **2.1.1 Human resources**

- Human.
- Human Resources:

##### **2.1.2 Tourism human resources**

###### **2.1.2.1 Tourism and tourism industry**

###### **2.1.2.2 Tourism human resources**

###### **2.1.2.3 Grouping of tourism human resources**

- Grouping by industry
- Grouping according to the space of operation and service
- Grouping according to the format of the contact with the guests

###### **2.1.3 Importance of human resources in the enterprise**

###### **2.1.4 Quality of human resources**

###### **2.1.5 The criteria for evaluating the quality of human resources in the field of Tourism**

- Knowledge.
- Skill.
- Attitude.
- Professional experience.
- English level.
- Health.

###### **2.1.6 factors affecting the quality of human resources in the tourism**

- Recruitment of employees
- Evaluation of work;
- Vocational training;
- Employee benefits;
- Environment and working conditions;
- State policy;

## **2.2 Results of qualitative research on explorative models**

The results of qualitative research by discussing with the tourism industry experts are one of the basic for construing a model to study the factors affecting the quality of human resources in tourism enterprises in Ba Ria – Vung Tau province. Qualitative research results identified 07 factors selected for inclusion in the research model, including: (1) Local policy; (2) Cooperation with training institutions; (3) Employee benefits; (4) Environment and working conditions; (5) Vocational training; (6) Evaluation of work; (7) Recruitment of employees.

## **2.3 Research hypotheses**

### **2.3.1 Local policies**

- + Hypothesis H1a: Local policies give a positive impact on the rights of workers.
- + Hypothesis H1b: Local policies give a positive impact on the working environment.
- + Hypothesis H1c: Local policies give the same directional impact on vocational training.
- + Hypothesis H1d: Local policies have the same effect on cooperation with training institutions.
- + H1e hypothesis: Local policy gives the same directional impact on labor recruitment.

### **2.3.2 Cooperation with training institutions**

- + Hypothesis H2a: Cooperation with training institutions affecting the same way to Vocational Training.
- + Hypothesis H2b: Cooperation with influential training institutions in the same way to assess labor quality.
- + Hypothesis H2c: Cooperation with training institutions has the same impact on labor recruitment.

### **2.3.3 Employee benefits**

- + Hypothesis H3: The rights of workers have a positive impact on the quality of human resources.



#### **2.3.4 Working environment**

+ Hypothesis H4a: The environment and working conditions have a positive impact on the rights of workers.

+ Hypothesis H4b: Environment and working conditions have the same impact on vocational training.

+ Hypothesis H4c: Environment and working conditions have a positive impact on the quality of human resources.

#### **2.3.5 Vocational training**

+ Hypothesis H5: Vocational training has a positive impact on the quality of human resources.

#### **2.3.6 Evaluation of work**

+ Hypothesis H6a: Evaluate the work with a positive relationship to vocational training.

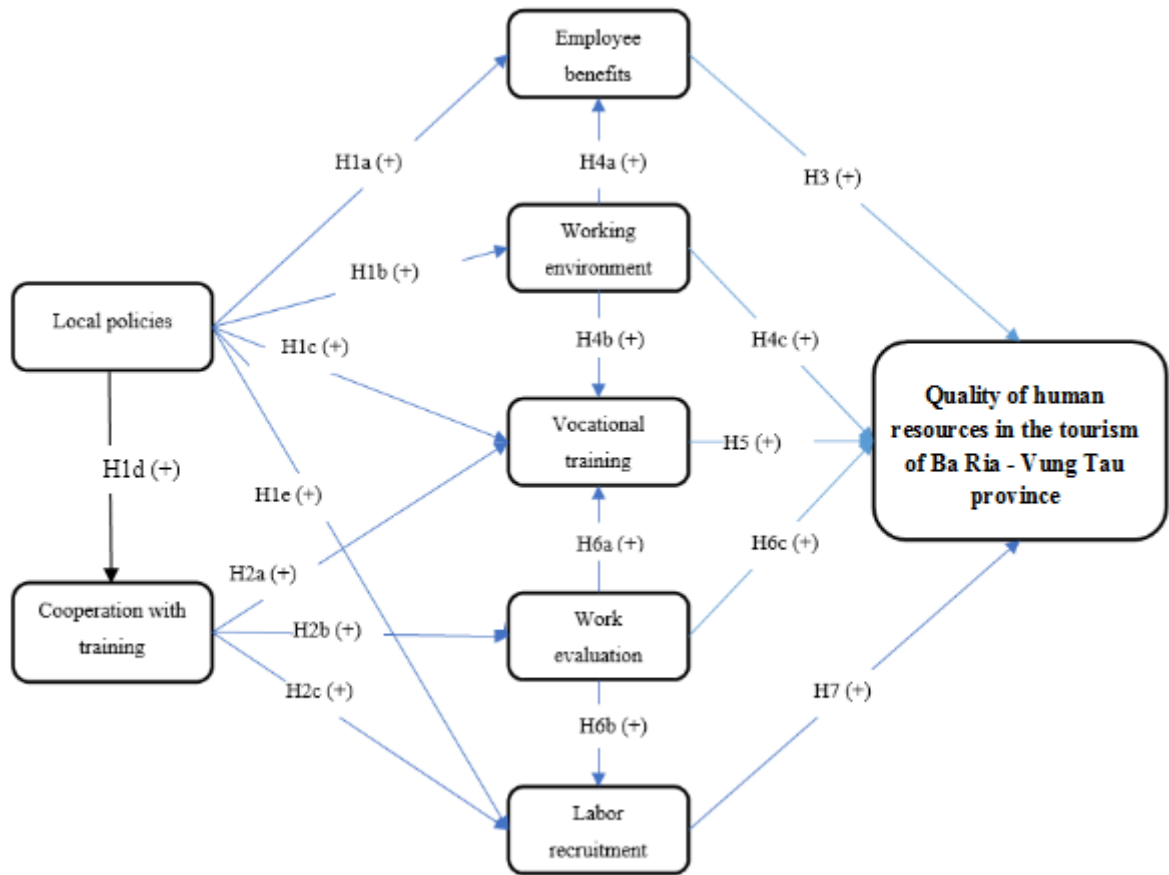
+ Hypothesis H6b: Evaluating work with a positive relationship to recruitment.

+ Hypothesis H6c: Assessing the work with a positive relationship to the quality of human resources.

#### **2.3.7 Employment recruitment**

+ Hypothesis H7: Recruiting employees with a positive impact on the quality of human resources.

## 2.4 Research model



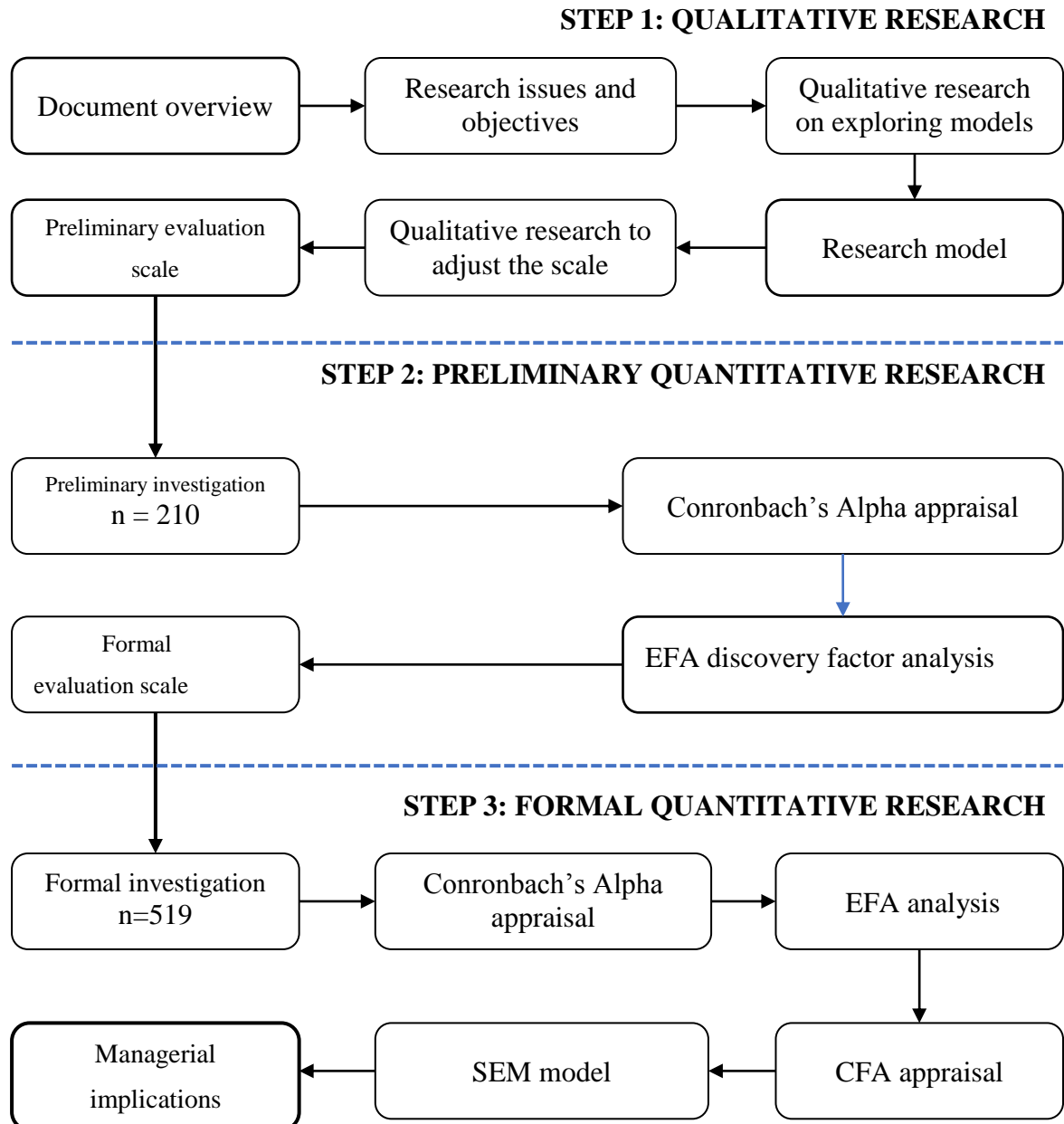
*Figure 2.1: Research model  
(Source: Author's proposal)*

## CHAPTER 3

### RESEARCH DESIGN

#### 3.1 Research process

The research process is carried out in three main steps, summarized as shown in Figure 3.1:



*Figure 3.1: Research process  
(Source: Author's proposal)*

### 3.1.1 Step 1: Qualitative research

In this step, the author focuses on researching documents related to the topic of the thesis, summarizing previous research projects in the country and abroad, synthesizing the theory of research topics. After synthesizing theory, analyzing and evaluating previous research works, the author finds a research gap and determines the research orientation for the topic. Next, the author conducts qualitative research with interview techniques with experts and hands-on discussion to select the factors included in the research model and build the scale for the factors.

### 3.1.2 Step 2: Preliminary quantitative research

After acquiring the scale, the author will conduct the scale verification through preliminary quantitative research with 200 survey samples. Observed variables that fail the inspection will be removed. Results for the official scale and included in the questionnaire for official quantitative research.

### 3.1.3 Step 3: Formal quantitative research

In this step, the author surveyed with a sample size of 730. The collected data will be analyzed and evaluated by SPSS and AMOS software. The scales are verified by Cronbach's Alpha and differential reliability coefficient and analyzing factor of discovery of EFA. The satisfactory observed variables will continue to be verified by CFA (Confirmatory Factor Analysis) factor analysis.

After appraising the scale with EFA and CFA, the observed variables in the satisfactory scale will be used to conduct the research model verification together with the hypotheses by SEM model analysis method.

## 3.2 Qualitative research to build a scale

The results of qualitative research build the scale for the following factors:

*Table 3.1: The scale after adjustment*

No	Code	Observed variables	Sources
<b>Local Policy Scale</b>			
1	CS01	Propaganda on education, training and labor law is well disseminated.	Nguyen Thanh Vu (2015)
2	CS02	Policies to improve the quality of vocational training now meet the requirements of enterprises.	
3	CS03	The current funding support policy for	

		vocational training is reasonable	
4	CS04	The settlement of housing issues for employees is highly focused by local authorities	
5	CS05	The current policy of attracting and arranging local labor use is reasonable	Discover in qualitative research
	<b>Scale of cooperation with training institutions</b>		
1	HT01	Enterprises often send staff to travel training facilities to attend professional refresher courses.	Discover in qualitative research
2	HT02	Enterprises accept students to apprenticeship	
3	HT03	Can enterprises participate in the vocational training process at training institutions	
4	HT04	Enterprises have ordered training at tourism training facilities	
5	HT05	Enterprises consulted and built training programs of training institutions	
	<b>Scale of employee benefits</b>		
1	QL01	Remuneration policies paid to employees are commensurate with work results.	Dutra (2001); Bohlander & Snell (2009)
2	QL02	Remuneration, promotion and reward regimes stimulate the employees' efforts	Devanna and partner (1984)
3	QL03	I am consulted by enterprises when making decisions	Bohlander & Snell (2009); Mathis & Jackjpn (2011)
4	QL04	Enterprises provide many indirect conditions to improve the quality of life of workers	Turker (2009); Jesus Barrena – Martinez (2011)
5	QL05	The needs and expectations of employees are always addressed.	Hang-Yue Ngo (2008); Turker (2009)
6	QL06	Enterprises create flexible conditions to balance the life and work well for employees	Turker (2009); Maignan & Ferrell (2000)
	<b>Working environment scale</b>		
1	MT01	Safe workplace	Nguyen Thi Phuong Dung (2012)
2	MT02	Employees are provided with full equipment and working tools	Nguyen Thi Phuong Dung (2012)

3	MT03	The manager in the organization is open and willing to communicate	Fard & Karimi (2015)
4	MT04	Employees do not feel pressured after the working day	Maignan & Ferrell (2000)
5	MT05	Enterprises treat employees fairly	Fard & Karimi (2015)
6	MT06	There is an atmosphere of trust in the organization	Sankowska (2013)
<b>Vocational training scale</b>			
1	DT01	Training needs are periodically determined by enterprises.	Winteron (2007)
2	DT02	Workers are trained with the necessary knowledge and skills for the job	Dutra (2001)
3	DT03	Business encourages learning to apply to work	Bohlander and Snell (2009)
4	DT04	Employees have the opportunity to go to school and develop at the enterprise	Abeysekera (2007)
5	DT05	Employees can apply the knowledge and skills they learned at workplace training	Borges Andrade and partners (2006); Goldstein (1996)
<b>Job evaluation scale</b>			
1	DG01	Criteria for evaluating work performance based on competence and results with their employees	Mathis & Jackson (2011); Bohlander & Snell (2009)
2	DG02	Evaluating job results provides the basis for staff development plans	Dessler (2002); Mathis & Jackson (2003); Bohlander & Snell (2009)
3	DG03	Based on the assessment of job performance is the basis for decisions about promotion and salary increase	Dessler (2002); Mathis & Jackson (2003); Bohlander & Snell (2009)
4	DG04	Enterprises disseminate criteria for evaluating work results for their employees	Mathis & Jackson (2011); Bohlander & Snell (2009)
<b>Labor recruitment scale</b>			
1	TD01	Enterprises announce extensive recruitment information for both internal and external	Dessler (2002); Mathis & Jackson (2011)
2	TD02	Employees get clear and specific job descriptions	Tobergte & Curtis (2013)

3	TD03	Provide complete information about the work for the staff right from the admission	Abeysekera (2007)
4	TD04	Selecting candidates to recruit is entirely based on the capacity of the personnel	Lievens & Chapman (2010)
<b>Scale of corporate human resource quality</b>			
1	CL01	Professional qualifications of employees in the enterprise meet the work requirements	Discover in qualitative research
2	CL02	Employees in the enterprise are able to withstand high work pressure	
3	CL03	Soft skills of workers meet the requirements of job positions	
4	CL04	Enterprises have sufficient human resources to implement business development goals	Nguyen Thanh Vu (2015)
5	CL05	In general, the quality of human resources has met the demand of production and business activities	Discover in qualitative research

(Source: Author's generalization)

### 3.3 Preliminary quantitative research

The appraisal of scale is done through preliminary quantitative research by convenient sampling of size  $n = 210$ . Satisfactory variables will be included in the questionnaire for official quantitative research. The two main tools used to evaluate scales are the EFA (Exploratory Factor Analysis) and the Cronbach's alpha reliability factor.

The results of the preliminary assessment of scale have 03 observable variables of the factors due to the failure of the reliability verification, so they are removed from the scale. Specifically, the local policy factors are subject to CS01 observations (*The propaganda on education, training and labor laws is well expressed*); Factors cooperating with HT02 observations (enterprises with apprentice students), factors of entitlement of workers who have been excluded QL06 (*Enterprises create flexible conditions to give a proper balance between life and work for employees*). Thus, after a preliminary assessment of the scale, the total number of observed variables of the research model has a total of 38 observed variables.

## **CHAPTER 4**

### **ANALYSIS OF RESEARCH RESULTS**

#### **4.1 Survey description template**

#### **4.2 Accreditation with Cronbach's Alpha reliability coefficient**

After adjusting the scale, the author will conduct a formal quantitative study with a sample size of 730 samples. The collected data will be assessed with Cronbach's Alpha reliability factor, EFA discovery factor analysis, CFA confirmatory factor analysis and model verification with SEM hypotheses.

Results of evaluation of Cronbach's Alpha reliability coefficient show that the scale with 2 observed variables does not meet the requirement of MT06 of scale. Vietnamese working environment and TD03 of Labor recruitment should be excluded from the scale. Thus, after the observed variable MT06 of the working environment scale and the observed variable TD03 of the scale of Employment Recruitment, the remaining 34 observed variables of 8 scales meet the requirements of reliability coefficient verification and continue to be included in the analysis of EFA discovery factors.

#### **4.3 Analysis of EFA discovery factors**

Results of EFA34 observed variables were extracted into 8 groups of factors with a total variance of 72.136% at the eigenvalue coefficient of 1,027. KMO coefficient = 0.837 so EFA is consistent with the data and Chi-square statistics of Bartlett inspection reaches the value of 8252.952 at the significance level of 0.000. Therefore the observed variables are correlated with each other in the overall scope. The variance extract = 72.136% shows that the 8 factors that elicited 72.136% of the variation of data, at the eigenvalue coefficient of 1.027. Hence, the drawn scales are acceptable and continue to be included in the CFA analysis.

#### **4.4 Scale verification by CFA analysis method**

In the CFA analysis, the results show that the chi-squared model is 43,658;  $p = 1,000$ ;  $df = 84$ ;  $\chi^2 / df = .520$ ;  $TLI = 1,000$ ;  $CFI = 1,000$ ;  $RMSEA = .000$ . The above statistics allow conclusions, the model achieved a good fit with the survey data set. This result confirms the uni-directionality of the scales. The standardized regression coefficients of observed variables ranged from .722 to .864 and reached



statistical significance (all p values were equal to .000). Therefore, the observed variables used to measure the above research concepts achieve their value.

#### 4.5 Verification of theoretical models with SEM.

##### 4.5.1 Verification of theoretical models

The results of linear structural analysis show that the theoretical model of chi-square is 1036,078 ( $P = .000$ );  $\chi^2 / df = 1.779$ ; TLI = .900; CFI = .908; RMSEA = .054. With the above statistics, it is possible to conclude the theoretical model suitable for survey data set. The results of estimating the main parameters in the model are statistically significant.

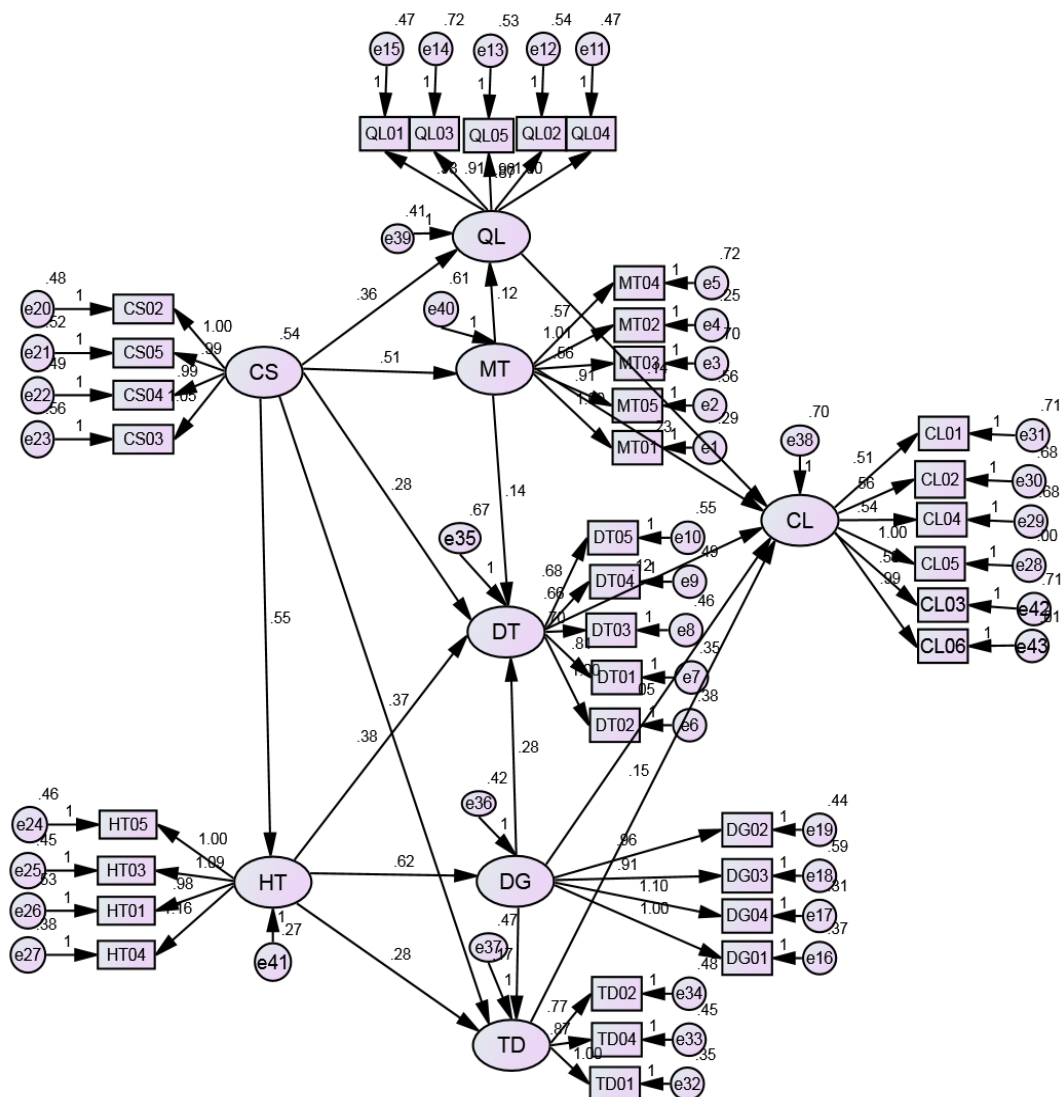


Figure 4.1: SEM results of theoretical model  
(Source: Analysis results by AMOS)

#### 4.5.2 Verification of research hypotheses

Verification results show that the standardized regression coefficients are  $> 0$  and  $p = .000$ . Thus, all hypotheses are supported by the research data set.

*Table 4.1: Results of verification of research hypotheses*

No.	Code	Research hypotheses	(Standardized) regression coefficients	P	Result
1	H1a	Local policies have a positive impact on the rights of workers.	,365	,000	Accepted
2	H1b	Local policies have the positive impact on environment	,509	,000	Accepted
3	H1c	Local policies have the positive impact on Vocational Training.	,277	,003	Accepted
4	H1d	Local policies have the same effect on cooperation with training institutions.	,555	,000	Accepted
5	H1e	Local policies have a positive impact on Recruitment.	,373	,000	Accepted
6	H2a	Cooperation with influential training institutions have the positive impact on vocational training.	,379	,000	Accepted
7	H2b	Cooperation with influential training institutions have the positive impact on work evaluation.	,620	,000	Accepted
8	H2c	Cooperation with training institutions that have a positive impact on Recruitment.	,288	,000	Accepted
9	H3	The rights of employees have the positive impact on the quality of human resources.	,117	,009	Accepted
10	H4a	The working environment has a positive impact on the rights of workers.	,120	,009	Accepted
11	H4b	Working environment have the positive impact on vocational training.	,137	,017	Accepted
12	H4c	The working environment have the positive impact on the quality of human resources.	,200	,000	Accepted

13	H5	Vocational training has positive impact on the quality of human resources.	,133	,000	Accepted
14	H6a	Evaluate the work with positive impact to vocational training.	,283	,000	Accepted
15	H6b	Evaluate the work with positive relationship to Recruitment.	,165	,010	Accepted
16	H6c	Evaluate the work with positive relationship to the quality of human resources.	,102	,022	Accepted
17	H7	Recruit employees with positive influence to the quality of human resources.	,207	,000	Accepted

*(Source: Data processing with AMOS)*

## **CHAPTER 5**

### **CONCLUSION AND MANAGERIAL IMPLICATIONS**

#### **5.1 Managerial implications**

##### **5.1.1 Ensuring benefits for workers**

In order to ensure benefits and regimes for employees and enterprises, in addition to having to comply with the provisions of the labor law, enterprises also need to offer solutions for employees to enjoy fringe benefits, remuneration depending on the conditions and characteristics of each business. Enterprises should strengthen forms of reward and encouragement for employees. In addition to the preferential treatment for enterprises, it is necessary to come up with appropriate policies to help employees have more opportunities to advance in their jobs, making employees have confidence in themselves with the ability to have a job position. Do better if they have tried. Employees must also have the opportunity to participate in training courses to improve their professional qualifications.

Beside the salary and regimes received, employees also to have relationships in society, desire to have a voice in their organization. Therefore, enterprises must create conditions for them to express themselves and listen to their comments. Periodically organize workers' conferences to listen to their aspirations, absorb the suggestions and recommendations of workers to make the operation of the enterprise more effective. Thereby helping employees appreciate their position and importance in the organization, making them motivated to work better.

##### **5.1.2 Improving the working environment**

The working environment will promote or inhibit employee productivity compared to their potential depending on the quality of the work environment in the business. Therefore, in order to contribute to improving the quality of human resources, enterprises need to regularly improve the environment and working conditions for workers. Enterprises with good working environment must be a place to create trust. The idea of workers, making them always have peace of mind when working. Employees and employees need to be given the best conditions to perform their jobs and tasks, helping them to develop their creativity at work.

Good working environment must also be a place to create solidarity and employee attachment. Enterprises need to create a healthy, respectful work environment. When working as well as at the end of the work, employees must always feel happy, comfortable and have the feeling that they are part of the enterprise and always look forward to contributing to the development of the business.

### **5.1.3 Diversify vocational training**

The training and retraining of professional skills for employees is not only for those who are newly recruited but also must perform periodically for those who have worked for a long time at the enterprise. The training and retraining of professional skills to maintain and develop skills for employees, update professional knowledge thereby improving the quality of human resources.

Vocational training for employees and employees can be carried out in many different forms such as sending short-term training and retraining courses at training institutions, visiting and learning experiences. in the country and abroad, organize training courses at enterprises themselves, encourage employees to participate in classes or train themselves. Training and professional training for employees can also be done. In the form of inviting experts and lecturers from good training institutions from other enterprises to train and retrain employees.

### **5.1.4 Innovating labor recruitment**

In order to improve the quality of human resources, from the stage of labor recruitment, enterprises need to perform a methodical and professional way to recruit employees with good qualifications and work capacity. Enterprises need to build a specific and detailed recruitment process.

In order to reduce the cost of recruiting, it is necessary to build relationships with training institutions to get information about those who are studying at the school. In the training process, students can be accepted to practice and practice, thereby assessing the learners' abilities and working attitudes. As soon as they graduate, they can be employed to work at the company if they meet the requirements of the enterprise. Enterprises can also organize recruitment counseling sessions at schools for final year students.

### **5.1.5 Standardization of work evaluation**

In order to effectively evaluate the performance of employees, contributing to the development of enterprises, the following issues need to be well implemented:

- + The work evaluation must be standardized by a specific process and performed regularly, in which there must be clear and appropriate criteria for each job position. Job evaluation criteria must be based on the requirements of the job position and employee performance.

- + The work evaluation of employees must be truly fair, objective and stimulating for employees to improve their working capacity. Business leaders must take the results of the job evaluation as one of the bases for staff development planning.

- + Enterprises also need to disseminate the criteria of public assessment for their employees. After having the evaluation results, it is necessary to organize professional meetings to draw experiences, highlighting the strengths to be encouraged to promote, the limitations must be overcome. At the same time, the assessment results are also the basis for leaders to make decisions about promotion, salary and other welfare regimes.

### **5.1.6 Enhancing cooperation with training institutions**

The improvement of the quality of human resources in tourism enterprises is indispensable for the role of training institutions. Training institutions must conduct training according to the needs of enterprises, social needs. Therefore, between schools and enterprises, there must be regular and close cooperation. The cooperation can be in the form of a school-based training of the enterprise, a fostering of the employees and workers, and the evaluation of labor quality. The school can send students to practice internships and graduation internships at enterprises.

On the part of enterprises, they must also be involved in the training process of the school by sending experts to teach a number of subjects, suitable modules, suggestions on the development of training programs, compiling textbooks, teaching materials, participating in graduation examinations and assessing students' learning results. Enterprises accept students from the schools to practice, thereby orienting the recruitment plan for those who have good skills. Besides, enterprises

can also send employees and workers to attend courses to improve and raise their professional qualifications.

#### **5.1.7 Local policy**

Each local policy has great significance for the development of tourism enterprises. If the locality makes appropriate policies, it will encourage and promote the development of enterprises, improve the quality of human resources. On the contrary, if the locality does not provide appropriate policies, or has unreasonable policies, it will hinder the development of each enterprise, discourage workers, making labor quality decrease. So, the local State management agencies need to have annual surveys of enterprises' needs and receive feedback from enterprises, training institutions and workers to can make appropriate policies to promote the development of enterprises, including improving the quality of human resources. Policies to consider include:

- + Policies for employees: to ensure appropriate salary regimes for employees according to their characteristics, job positions, preferential policies, policies and adequate social insurance to encourage laborers dynamic. There should be a mechanism to supervise enterprises to ensure benefits and regimes for employees.

- + Labor recruitment: There are policies to attract workers outside the province, especially high-quality labor, attracting talents, creating a feeling for employees to feel secure when coming to work locally. For local workers, it is necessary to have a fair division of labor policy, employees need to work in accordance with their strengths and ability to create psychological comfort and high motivation when working.

- + Vocational training: Proper implementation of training policies for rural workers. Policy to support enterprises in training and retraining skills for employees. Develop mechanisms, create links between three houses, State, school and business houses to train and use labor in a reasonable, quality and effective way.

- + Improving the working environment: Local policies will be constraints that enterprises must comply with to improve their working environment. If enterprises

do not meet the working conditions prescribed by influence. quality of labor will be subject to sanctions as prescribed.

+ Job evaluation work: State management agencies can provide basic regulations and requirements for each job position so that enterprises and employees must comply. On the basis of State regulations, enterprises will set out requirements for each position to suit their business and develop a process for evaluating the work for the enterprise.

## **5.2 5.2 Contributions of the research**

### **5.2.1 Theoretical contributions**

(1) The thesis has supplemented and systematized the theoretical basis of the quality of tourism human resources, determined criteria for assessing the quality of human resources in the context of integration and with the current tourism industry from now on. From these criteria, administrators can implement human resource management more effectively, contributing to making human resource management decisions. Since then, the quality of human resources can be raised in tourism enterprises in BR-VT province, and at the same time improve the competitiveness and brand of the enterprises and BR-VT tourism industry.

(2) Research results added to the model of factors affecting the quality of human resources in the new BR-VT tourism enterprises, namely "Cooperation between enterprises and training establishments."

(3) Add some new observable variables to the scale of factors affecting the human resource in the tourism enterprises, thereby completing and more complete scale, suitable to characteristics BR-VT province tourism industry and suitable for the current period.

(4) In the research model of the thesis, the relationships and interactions between the various factors are also affecting the quality of human resources of BR-VT tourism enterprises.

### **5.2.2 Managerial contributions**

+ The thesis has assessed the current situation of human resource quality in the current BR-VT tourism enterprises, which helps business managers and State management agencies have an overview and grasping the current situation of local



tourism human resources, thereby planning human resource development to meet the development needs of enterprises and the tourism industry.

+ Research results also quantified the impact of factors on the quality of human resources in tourism enterprises in BR-VT province. This is also the basis for offering solutions to improve the quality of human resources in tourism enterprises nowadays.

### **5.3 Conclusion**

The doctoral thesis with the topic "Factors affecting the quality of tourism human resources of tourism enterprises in BR-VT province" was implemented in the order of steps in the research process including: Qualitative research to explore the model and build a preliminary scale; Preliminary quantitative research to adjust the scale and Formal Quantitative Research to verify theoretical models and research hypotheses.

In the qualitative research step, the author has summarized the theory of quality of human resources in tourism enterprises, summarizes the previous researches related to the topic of the thesis to find gaps. Research and identify research objectives. Through qualitative research, the author has built a research model including 07 factors and built a preliminary scale for factors in the model.

After defining the research model and building a preliminary scale for the factors, the preliminary quantitative research process was conducted to adjust the scale as a basis for formal quantitative research.

Research results show that 07 factors in the research model affecting the quality of human resources in tourism enterprises in BR-VT province include: Local policies; Cooperation with training institutions; Employee benefits; Work environment; Vocational training; Job evaluation and Labor recruitment. Results of analysis of survey data also accepted 17 research hypotheses, from which the thesis provides management implications consistent with research results.

Hence, the thesis attained the research objectives and has a new contribution in terms of theory as well as practice. That is to identify factors affecting the quality of human resources in tourism enterprises in BR-VT province. In which there is a new factor compared to the previous studies, which is the factor "Cooperation with

training institutions ", and at the same time determine the relationship between the elements of the model and the degree of impact of the relationships. A number of observed variables were also discovered during the study. Based on the research results, the thesis proposes managerial implications for improving the quality of human resources in the tourism enterprises of BR-VT province;