

**MINISTRY OF EDUCATION AND TRAINING  
TAY DO UNIVERSITY**

**SUMMARY OF DOCTORAL THESIS**

**Major: Business Administration**

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**NGUYEN NGOC QUANG**

**STUDY ON FACTORS AFFECTING  
THE HUMAN RESOURCE QUALITY  
OF TRAVEL AND TOURISM  
ENTERPRISES IN CAN THO CITY**

**CAN THO, 2025**

## **WORK COMPLETED AT TAY DO UNIVERSITY**

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## **LIST OF WORKS ANNOUNCED**

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3. Nguyen Ngoc Quang, Le Nguyen Doan Khoi, 2025. The relationship between local government policies and human resource quality: a case study of travel and tourism enterprises in Can Tho. *Journal of Finance*, 847, 174-177.

## CHAPTER 1

### OVERVIEW OF RESEARCH ISSUES

#### 1.1 Research issues

The tourism industry plays a crucial role in the global and Vietnamese economy but faces numerous challenges from globalization, technology, climate change, pollution, and epidemics.

The COVID-19 pandemic has severely impacted the industry, forcing it to adapt to maintain competitiveness. In Vietnam, despite impressive growth before the pandemic, COVID-19 significantly reduced GDP, and the tourism sector was heavily affected. Vietnam possesses diverse and abundant tourism resources, but its human resource capacity remains limited. The proportion of specialized labor is low, with most workers lacking formal training or having transitioned from other sectors (Nguyen Thi Trang Nhung, 2024).

Can Tho city, the largest tourism hub in the Mekong Delta, was also severely impacted by COVID-19, with a sharp decline in visitors, especially international tourists (Can Tho Department of Culture, Sports and Tourism, 2023). This has exacerbated the shortage of high-quality labor, requiring travel and tourism enterprises (TTEs) to improve their foreign language and digital skills. Can Tho City's human resource development goals have not been met, particularly in tourist areas and attractions. Previous studies on human resource quality (HRQ) in tourism may no longer be relevant due to rapidly changing socio-economic contexts and the specific characteristics of each locality. Therefore, new research is needed to assess the factors affecting HRQ in tourism in the current context and propose appropriate solutions.

Thus, the topic “*Study on factors affecting HRQ of TTEs in Can Tho city*” is conducted to supplement theory, assess the current situation, and propose solutions. This research is expected to

contribute to improving the operational efficiency of TTEs and promoting the development of tourism in Can Tho City and nationwide.

## **1.2 Research objectives**

### **1.2.1 Overall objective**

To identify and quantify the impact of factors on the HRQ of TTEs in Can Tho city. Based on that, propose useful management implications to enhance HRQ in the travel and tourism sector in the locality.

### **1.2.2 Specific Objectives**

The study aims to address the following specific objectives: (1) Identify the main factors affecting the HRQ of TTEs in Can Tho city; (2) Measure the impact level of each factor on the HRQ of TTEs in Can Tho city; and (3) Propose some management implications to enhance the HRQ of TTEs in Can Tho city.

## **1.3 Research subjects and scope**

### **1.3.1 Research subjects**

The research subjects of the study are the factors affecting the HRQ of TTEs in Can Tho city. The survey subjects are the laborers working at TTEs in Can Tho city.

### **1.3.2 Research scope**

- *Research content:* The research focuses on the factors affecting the HRQ of TTEs, including state-owned and private enterprises operating in the travel sector and tourism human resource training institutions.

- *Research site:* The research conducts surveys of workers currently employed in TTEs in Can Tho city.

- *Research time:*

- + The thesis was carried out and completed from February 2022 to February 2025.

- + The draw data used in the thesis are collected through official documents of organizations from 2018 to 2022.

- + The primary data used in the thesis was surveyed by the author from September 2023 to June 2024

#### **1.4 Contribution of the thesis**

The study offers several academic and practical contributions:

- *Theoretical contributions:*

- + This research identifies factors affecting the HRQ of TTEs in Can Tho city.

- + The research results have the potential to enrich the system of HRQ metrics and supplement the current theoretical framework with factors influencing the HRQ of TTEs.

- + Notably, the inclusion of the digital transformation factor in the context of TTEs is a significant new point.

- *Practical contributions:* The research results are not only theoretical but also provide specific, practical action suggestions for stakeholders:

- + For Can Tho city People's Committee and policymakers:

The study provides a scientific and comprehensive database on factors impacting HRQ. This goes beyond general observations, allowing policymakers to identify the specific impact level of each factor.

The management implications are highly actionable proposals. They help local authorities and management agencies make evidence-based policy decisions, rather than relying on guesswork, thereby increasing the effectiveness of investment in tourism human resources. This can lead to the promulgation of training programs, skill development support policies, or professional standards regulations.

- + For TTE leaders in Can Tho city:

Business leaders can use the research results to assess their unit's HRQ status compared to the general picture of the industry. They will know which factors are strengths, weaknesses, and the priority areas for improvement.

The research not only assesses but also provides management implications such as digital skills training. This allows businesses to directly apply them to daily human resource management activities (recruitment, training, development, rewards). For example, they can redesign internal training programs, adjust recruitment criteria, or build remuneration policies that encourage employees to learn new skills.

When HRQ is improved, businesses will provide higher quality services, increase market competitiveness, and better attract and retain customers.

+ For interested researchers and managers:

The research results provide an empirical reference framework for HRQ in the travel and tourism industry, especially with the integration of the digital transformation factor. This is useful for subsequent research in other localities or in other tourism sub-sectors.

Identifying influencing factors can be a starting point for more in-depth studies on each of these factors, or on the complex relationships between them.

### **1.5 Thesis structure**

The thesis is structured into 5 Chapters as follows: Chapter 1: Overview of the research; Chapter 2: Theoretical basis and research model; Chapter 3: Research design; Chapter 4: Research results and discussions; Chapter 5: Conclusions and management implications.

## **CHAPTER 2**

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

#### **2.1 Travel and Tourism**

The United Nations International Conference on Tourism in Rome (1963) viewed tourism as the sum of relationships, phenomena, and economic activities related to the traveler's journey, highlighting the economic and social impact of the industry. According to Vietnam's Tourism Law 2017, tourism activities are defined as human journeys away from their usual residence for a maximum continuous period of one year. The purpose of these journeys is to meet the needs of sightseeing, rest, entertainment, learning, exploring tourist destinations, or combining with other legitimate purposes.

#### **2.2 Human Resources**

##### **2.2.1 Concept**

According to Nguyen Van Phuc and Mai Thi Thu (2012), the term “human resources” is often widely used, but in reality, it should be understood as ‘human capital’ or “human assets”. This perspective emphasizes that human capital is a potential resource, capable of creating a competitive advantage for organizations or individuals who know how to exploit and use it. In other words, human resources are the aggregate of individuals capable of working, with physical, intellectual, and psychological factors used for work (Vu Van Phuc and Nguyen Huy Hung, 2012).

##### **2.2.2 Human resource quality**

HRQ is a complex concept, reflecting the correlation between factors of education level, expertise, skills, experience, health, physical strength, moral qualities, attitude, discipline, and adaptability of employees.

### **2.3 Human resource quality of travel enterprises**

The human resources of an enterprise include the entire workforce currently working and receiving salaries from that enterprise. In other words, it is the list of people paid by the enterprise. Similarly, the human resources of a travel enterprise (TE) are also the collection of employees on the TE's payroll.

According to functional structure, TEs have a human resource team divided into two main groups: Management staff and workers. Management staff play a leadership role, directing and managing company operations. This group includes leadership levels and executive staff. Workers directly perform production, business, service, etc., ensuring smooth operation for the enterprise.

Based on contract duration, TEs classify human resources into: By working time, enterprise human resources are divided into: Long-term contract labor: long-term commitment to the company, often holding important positions or requiring high specialized skills; Short-term contract labor: meets temporary human resource needs for projects or seasonal work; Seasonal labor: works for a short period, often hired to support urgent tasks. Within the scope of this thesis, the term “human resources” is understood as enterprise human resources, playing a crucial role in management activities and determining the success of the enterprise.

According to Nguyen Van Manh and Pham Hong Chuong (2016), human resources in TEs have outstanding characteristics such as high specialization; diversity and synthesis; high requirements for professional knowledge and communication culture; high seasonality; low mechanization and automation capability for tour guide work; high requirements for psychological qualities and physical strength; and low dependence on gender and age.

## **2.4 Lý thuyết về quản trị nguồn nhân lực và chất lượng nguồn nhân lực**

### **2.4.1 Human capital theory**

Human capital theory, developed by Gary Becker in 1975, focuses on explaining the link between national human resource development and the impact of skills and knowledge on individual income.

### **2.4.2 Occupational competency theory**

McClelland (1973) viewed competency as a fundamental attribute for performing work well, laying the groundwork for subsequent studies. Boyatzis (1982) was more specific, seeing competency as a personal characteristic directly related to high job performance. Following Boyatzis's research, Spencer and Spencer (2008) emphasized three main factors when evaluating job performance: knowledge, skills, and attitude.

### **2.4.3 Harvard model**

The Harvard Model, developed by Beer et al. (1984), is a comprehensive approach to human resource management, focusing on optimizing human resource effectiveness through the harmony between organizational goals and employee needs.

### **2.4.4 Michigan model**

The Michigan model (or Fit model) developed by Fombrun et al. (1984) emphasizes the compatibility between human resource management and business strategy.

## **2.5 Overview of previous studies**

Vietnamese studies on HRQ have identified many influencing factors in various fields. For example, Doan Viet Anh (2017) identified 6 factors affecting HRQ in import-export enterprises, including human resource evaluation, selection, development policies, labor remuneration, education-training, and working conditions. Similarly, Pham Thi Hien (2018) and Tran Thi Thu Thuy

(2019) also identified similar groups of factors in the pharmaceutical and tourism industries, emphasizing the role of wages, bonuses, policy regimes, training, and recruitment. Nguyen Thi Ngoc Nga & Le Thi Phuong Lien (2020) further expanded factors such as working environment and employee benefits in the tourism industry. Overall, these studies all aim to enhance professional skills, labor productivity, and international integration capabilities through innovation in education and training.

In the context of the fourth industrial revolution (IR 4.0), studies point out both significant opportunities and challenges for Vietnam's human resources. Nguyen Ba An (2017) acknowledged that IR 4.0 will create significant transformations in the labor market, with risks of decline in some traditional industries and the formation of new occupations. Challenges include the risk of falling behind, diminishing advantages of cheap labor, and a shortage of high-quality human resources, especially soft skills. Authors such as Trinh Hoang Lam (2022) and Nguyen Dinh Bac (2018) have analyzed in more depth the limitations of Vietnam's human resources, including weak physique, insufficient professional qualifications and practical skills, along with inadequacies in development strategies and the education system. To cope with these challenges, studies all emphasize the necessity of building comprehensive human resource restructuring strategies and innovation in education and training.

International studies also focus on human resource development and linkages between organizations. Lake (2008) identified three types of factors affecting the workforce: outside the enterprise (laws, supply and demand), within the enterprise's control (policies, recruitment), and actual working conditions. Particularly in the tourism industry, Khan (2008) and Lather et al. (2009) emphasized the importance of recruitment, training, career

development, and reward policies to improve human resource quality, as tourism products are created by people. Recent studies by Sezer, & İlban (2024) and Mo et al. (2025) further delve into the impact of digital transformation and artificial intelligence (AI) on the tourism industry, pointing out both opportunities (personalized customer experience) and challenges (digital transformation gap, privacy concerns). These studies all propose solutions to improve human resource quality and enhance employee engagement in the context of new technology.

## **2.6 Research models and hypotheses**

### **2.6.1 Research hypothesis**

-  $H_{1a}$ : *Local government policies have a positive impact on working environment and conditions.*

-  $H_{1b}$ : *Local government policies have a positive impact on employee benefits.*

-  $H_{1c}$ : *Local government policies have a positive impact on system of recruiting employees.*

-  $H_{1d}$ : *Local government policies have a positive impact on employee training.*

-  $H_{1e}$ : *Local government policies have a positive impact on digital transformation in enterprises.*

-  $H_{1f}$ : *Local government policies have a positive impact on linkages between training institutions and travel businesses.*

-  $H_{2a}$ : *Linkages between training institutions and travel businesses have a positive impact on the system of recruiting employees.*

-  $H_{2b}$ : *Linkages between training institutions and travel businesses have a positive impact on employee training.*

-  $H_{2c}$ : *Linkages between training institutions and travel businesses have a positive impact on digital transformation in enterprises.*

-  $H_{2d}$ : Linkages between training institutions and travel businesses have a positive impact on employee performance evaluation.

-  $H_3$ : Working environment and conditions have a positive impact on HRQ.

-  $H_4$ : Employee benefits have a positive impact on HRQ.

+  $H_5$ : The system of recruiting employees has a positive impact on HRQ.

+  $H_6$ : Employee training has a positive impact on HRQ.

+  $H_7$ : Digital transformation in enterprises has a positive impact on HRQ.

+  $H_8$ : Employee performance evaluation has a positive impact on HRQ.

## 2.6.2 Research model

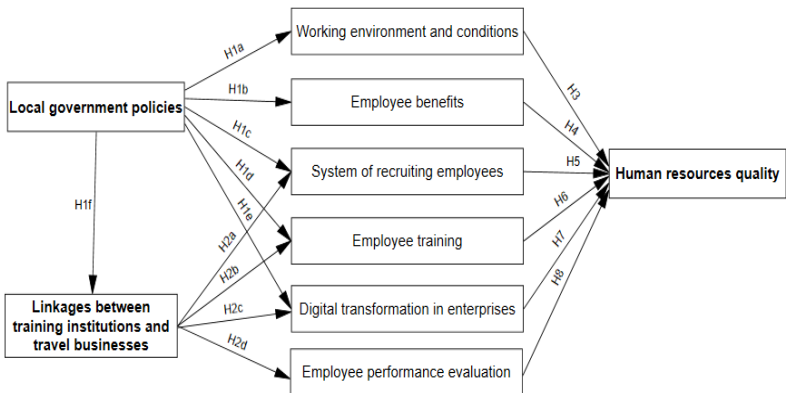


Figure 2.11 Proposed research model

## CHAPTER 3

### RESEARCH DESIGN

#### 3.1 Data collection methods

##### 3.1.1 Sample size

The Structural Equation Modeling (SEM) analysis was applied in this study to process the data. There is a general consensus among researchers that SEM requires a substantial sample size. However, no universal standard exists for the exact number. Recommendations for the minimum sample size vary depending on the estimation method. Some scholars, such as Hoelter (1983), suggest that 200 respondents is a critical threshold. In contrast, Bollen (1989) proposes a minimum ratio of 5 observations per parameter to be estimated. For the Maximum Likelihood (ML) estimation method, Hair et al. (2006) provide two approaches to determine an appropriate sample size: based on a minimum number or the number of variables included in the model analysis.

(i) Min = 50

(ii) Sample size ratio to one variable (k) is 5:1 or 10:1.

If  $N < \min$ , the minimum sample size is chosen. In cases where the model has  $m$  scales and  $P_j$  is the number of observations for the  $j^{\text{th}}$  scale, the minimum sample size is determined as follows:

$$N = \sum_{j=1}^m kP_j$$

Therefore, the author conducted a survey of at least 300 workers employed at TTEs in Can Tho City. To ensure high accuracy, the author selected a sample size of 350.

##### 3.1.2 Sampling method

The survey population consisted of workers employed at TTEs in Can Tho City. For the preliminary study, approximately 120 observations were used to test Cronbach's Alpha and Exploratory Factor Analysis (EFA). The official study utilized 350 observations, meeting the minimum requirement of 5–10 observations per

observed variable for SEM analysis, as recommended by Hair et al. (2010), to ensure statistical representativeness. The sampling method applied was stratified random sampling.

### **3.1.3 Data collection method**

Data were collected using a pre-designed, structured questionnaire with a 5-point Likert scale. The questionnaire was distributed directly at TTEs. The official data collection period took place from March 2024 to June 2024.

### **3.2 Data analysis methods**

The data were coded and analyzed using SPSS and AMOS software. The analytical techniques included: descriptive statistics, Cronbach's Alpha reliability testing (variables were removed if the item-total correlation was  $< 0.3$  or Cronbach's Alpha was  $< 0.6$ ), EFA with KMO, Bartlett's test, total variance explained, and factor loadings. This was followed by Confirmatory Factor Analysis (CFA) to test the fit of the measurement model with actual data using indices such as Chi-square, GFI, TLI, CFI, and RMSEA. Finally, SEM was used to test the entire theoretical model and research hypotheses, with Bootstrap analysis conducted to assess the reliability of parameter estimates.

## **CHAPTER 4**

### **RESEARCH RESULTS AND DISCUSSION**

#### **4.1 Factors affecting the quality of human resources**

##### **- Cronbach's Alpha reliability testing**

The reliability testing using Cronbach's Alpha yielded excellent results for all scales, ranging from 0.798 to 0.921, all exceeding the 0.7 threshold. This indicates that the observed variables within each scale have high internal consistency and measure the same concept. Additionally, the item-total correlation coefficients for all variables were greater than 0.3, confirming that each variable significantly contributes to measuring the common concept, and no variables needed to be removed.

The specific Cronbach's Alpha results for each scale are as follows: Local government policies (0.819), Linkages between training institutions and TTEs (0.798), Employee recruitment system (0.871), Employee training (0.862), Digital transformation in TTEs (0.846), Employee performance evaluation (0.921), Working environment and conditions (0.893), Employee benefits (0.887), and HRQ (0.858). In summary, all scales demonstrated high reliability, ensuring that the observed variables are suitable for use in subsequent EFA.

##### **- Exploratory factor analysis**

EFA was conducted with 43 observed variables after removing two unsuitable variables (DT4 and DT5). The EFA results showed that these 43 variables converged into 9 statistically significant factor groups, explaining 61.530% of the total data variance, with an eigenvalue of 2.221. The EFA model was deemed highly suitable for the research data, as evidenced by a KMO coefficient of 0.866 (greater than 0.5) and Bartlett's test with a Chi-square value of 9220.370 and p-value < 0.05, confirming

correlations between variables. Overall, the scales constructed from EFA were statistically acceptable and suitable for use in CFA.

- Confirmatory factor analysis

CFA demonstrated that the theoretical model fit well with the collected data, with indices such as adjusted Chi-square (CMIN/df = 1.851), CFI (0.929), TLI (0.920), and RMSEA (0.049) all meeting acceptable criteria. However, upon closer examination, only four components (Local government policies, Digital transformation, Employee training, and Linkages) achieved unidimensionality, while one component did not meet this criterion due to correlations between the errors of observed variables. Regarding convergent validity, the standardized factor loadings of all observed variables were statistically significant (ranging from 0.579 to 0.968,  $p = 0.000$ ), confirming convergent validity. Furthermore, the composite reliability (CR) and average variance extracted (AVE) for all scales exceeded acceptable thresholds ( $AVE > 0.50$ ), reinforcing that the scales are not only highly reliable but also effectively explain the research concepts, with tightly converged constructs.

#### **4.2 The impact of factors on human resource quality**

This study assessed unidimensionality and relationships between scales based on data from 350 workers in 2024. The SEM results showed that the model met the criteria for a good fit with the data ( $\chi^2 = 1645.743$ ,  $p < 0.05$ ;  $\chi^2/df = 1.950 < 2$ ; CFI = 0.908  $> 0.9$ ; TLI = 0.902  $> 0.9$ ; RMSEA = 0.052  $< 0.08$ ), confirming the unidimensionality of the latent constructs.

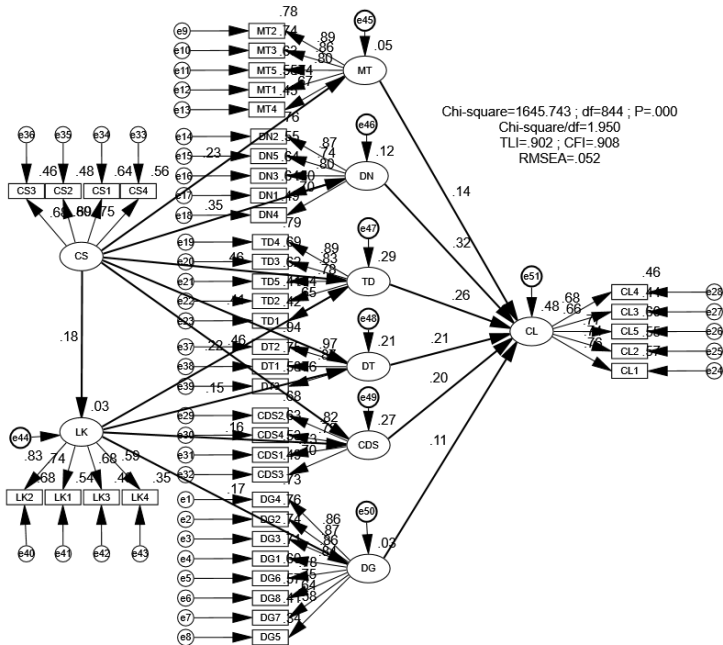


Figure 0.1 SEM analysis results

(Source: Data processing results from a survey of 350 workers, 2024)

Regarding the relationships between variables, Local government policies had a positive impact on Working environment and conditions, Employee benefits, and Linkages between training institutions and TTEs. Both Local government policies and Linkages between training institutions and TTEs influenced the Employee recruitment system, Employee training, and Digital transformation in TTEs. Linkages between training institutions and TTEs also affected Employee performance evaluation. Finally, HRQ was positively influenced by all factors: Working environment and conditions, Employee benefits, Employee recruitment system, Employee training, Digital transformation in TTEs, and Employee performance evaluation. All 16 research hypotheses were accepted with standardized regression coefficients  $> 0$  and  $p < 0.05$ .

Table 4.14: Results of relationship testing in the research model

			<b>Estimate</b>	<b>S.E.</b>	<b>C.R.</b>	<b>P</b>
LK	<---	CS	0.127	0.045	2.798	0.005
MT	<---	CS	0.179	0.048	3.713	0.000
DN	<---	CS	0.349	0.061	5.714	0.000
TD	<---	CS	0.416	0.056	7.482	0.000
DT	<---	CS	0.365	0.053	6.894	0.000
CDS	<---	CS	0.535	0.074	7.188	0.000
DG	<---	LK	0.155	0.057	2.733	0.006
CDS	<---	LK	0.270	0.098	2.752	0.006
DT	<---	LK	0.186	0.072	2.573	0.010
TD	<---	LK	0.286	0.075	3.825	0.000
CL	<---	MT	0.135	0.047	2.867	0.004
CL	<---	DN	0.248	0.040	6.144	0.000
CL	<---	TD	0.218	0.045	4.892	0.000
CL	<---	DT	0.181	0.043	4.207	0.000
CL	<---	CDS	0.131	0.036	3.668	0.000
CL	<---	DG	0.122	0.055	2.227	0.026

(Source: Data processing results from a survey of 350 workers, 2024)

To verify the reliability of the estimates, the Bootstrap method was applied, showing that all correlations in the model had absolute CR values less than 2, confirming the stability and consistency of the parameter estimates.

### 4.3 Discussion of research results

Based on the proposed research model, this study successfully tested 16 hypotheses, all of which were accepted, confirming the theoretical relationships between the variables. Specifically, the study clarified three main groups of impacts:

(1) Impact of Local government policies on factors in the tourism sector: Local government policies have a direct and positive impact on six factors of TTEs, with the impact level decreasing in

the following order: Digital transformation (coefficient 0.535), Employee recruitment Ssystem (0.416), Employee training (0.365), Employee benefits (0.349), Working environment and conditions (0.179), and Linkages between training institutions and TTEs (0.127). This demonstrates that Local government policies play a crucial role in shaping key factors, thereby influencing HRQ in the tourism sector.

(2) Relationship between Linkages of training institutions and TTEs and improving HRQ: The study indicates that linkages between training institutions and TTEs positively impact four key factors of HRQ, in descending order of influence: Employee recruitment system (coefficient 0.286), Digital transformation in TTEs (0.270), Employee training (0.186), and Employee performance evaluation (0.155). This collaboration enables enterprises to access high-quality human resources, enhance digital and professional capabilities, and establish effective performance evaluation criteria. To achieve sustainable results, close and regular coordination between the two parties is essential.

(3) Factors affecting HRQ in TTEs: HRQ in TTEs is influenced multidimensionally by human resource management and working environment factors. These factors include: Employee benefits (coefficient 0.248), Employee recruitment system (0.218), Employee training (0.181), Working environment and conditions (0.135), Digital transformation in TTEs (0.131), and Employee performance evaluation (0.122). Among these, Employee benefits play the most significant role. To sustainably improve HRQ, TTEs need to develop a comprehensive strategy focusing on employee benefits, recruitment systems, training, positive working environments, digital transformation, and effective performance evaluation systems.

## **CHAPTER 5**

### **CONCLUSIONS AND MANAGEMENT IMPLICATIONS**

#### **5.1 Conclusions**

This research was conducted with the overall objective of identifying and evaluating the impact of various factors on the HRQ in inbound tour operators and travel agencies within Can Tho city. The ultimate goal is to propose practical management implications to enhance the HRQ, thereby contributing to the sustainable development of the local tourism industry. The study successfully addressed the following specific objectives:

- The study identified eight main factors influencing HRQ, including: (1) Local government policies, (2) Linkages between training institutions and TTEs, (3) Working environment and Cconditions, (4) Employee benefits, (5) Employee recruitment system, (6) Employee training, (7) Digital transformation, and (8) Employee performance evaluation. These factors were developed based on a theoretical foundation, expert interviews, focus group discussions, and preliminary qualitative research conducted from 2018 to 2022.

- The study employed a survey method with a sample size of 350 employees at inbound tour operators and travel agencies in Can Tho city. Data was collected from March to June 2024. The data was analyzed using statistical techniques such as Cronbach's Alpha, EFA (Exploratory Factor Analysis), CFA (Confirmatory Factor Analysis), and SEM (Structural Equation Modeling), using SPSS and AMOS software. All 16 hypotheses were accepted, confirming the positive relationship between the eight independent factors and HRQ. Factors such as local government policies, digital transformation, and compensation and benefits had the strongest impact, while linkage with training institutions and employee training played a crucial role in improving employees' adaptability.

- Based on these research results, the thesis proposed specific management implications to enhance HRQ.

The thesis achieved its stated research objectives and provided new theoretical and practical contributions. Specifically, the study identified the factors influencing HRQ in the tourism and travel industry in Can Tho city. A notable contribution is the discovery of a new factor, previously not mentioned in earlier studies: “digital transformation within tour operators”. The study also identified the interactive relationships between the factors in the model and quantified their impact levels. Additionally, some new observed variables were uncovered during the research process. Based on these findings, the thesis proposed practical management implications aimed at improving the HRQ for inbound tour operators and travel agencies in Can Tho city.

## **5.2 Management implications**

The study provides a scientific basis for TTEs in Can Tho to develop effective strategies for improving HRQ. HRQ is influenced multidimensionally by both internal factors (Working environment and conditions, Employee benefits, Employee recruitment system, Employee training, Digital transformation, and Employee performance evaluation) and external factors such as Local government policies and Linkages between training institutions and TTEs. To enhance HRQ, enterprises need to proactively manage and improve internal factors while closely collaborating with regulatory agencies to develop suitable policies.

The study proposes the following specific management recommendations:

(1) Standardize Employee performance evaluation: Develop clear, objective, and transparent evaluation processes with specific criteria and KPIs. Ensure two-way feedback, transparent criteria,

and use evaluation results to make accurate personnel decisions, develop training plans, and support individual development.

(2) Strengthen Linkages with training institutions: Training institutions should update curricula to meet market demands and collaborate with enterprises in training, evaluation, and internship opportunities. Enterprises should participate in curriculum development, provide guest lecturers, and accept interns. The role of industry associations and government incentives is crucial in promoting this collaboration.

(3) Innovate Employee recruitment systems: Develop professional, scientific, and transparent recruitment processes. Strengthen strategic relationships with training institutions through internship programs, recruitment counseling, and scholarships to access high-quality human resources.

(4) Promote Digital transformation in TTEs: Leverage mobile technology and IoT to personalize customer experiences, optimize operations, create new services (virtual guides, AR/VR), enhance interactions, and expand partner ecosystems. This requires a clear strategy, technology investment, and a shift in enterprise mindset.

(5) Ensure comprehensive employee benefits: A robust benefits package, including competitive salaries, comprehensive welfare, career development opportunities, and a positive working environment, is key to attracting and retaining talent. Enterprises should focus on recognizing and valuing employees' contributions.

(6) Diversify Employee training: Invest in targeted, in-depth professional training and soft skills development through various methods (on-site, external, online, and study tours). Regular training helps employees update their knowledge, enhance capabilities, and foster loyalty to the enterprise.

(7) Local government policies: Local policies should be scientific and responsive to practical needs to positively impact

working environments, employee benefits, recruitment, training, and digital transformation. Authorities should listen to enterprise feedback, support salary and talent attraction policies, create incentives for training linkages, and issue regulations on workplace safety and digital transformation encouragement.

(8) Improve Working environment and conditions: Ensure a comfortable and safe physical working environment with modern equipment. Foster an open, trusting, and balanced work-life environment, along with health care programs. Participation in community activities also helps build the enterprise's image and employee engagement.

### **5.3 Thesis limitations and further research**

The current study has several notable limitations. First, the thesis focused only on businesses prior to the administrative merger on July 1, 2025, so the results may no longer be relevant in the context of the expanded Can Tho city. Second, the research only focused on TTEs and did not fully address other types of tourism businesses, such as accommodation, food and beverage, and transportation. Furthermore, important factors like the impact of the merger policy, climate change, or sustainable tourism trends were not comprehensively considered. Finally, relying solely on survey methods is dependent on the honesty of the data, which limits the reliability and ability to delve deeply into complex issues.

To overcome these limitations, future research needs to be more extensive and diverse. Specifically, subsequent studies should expand the geographical scope beyond the new Can Tho city and include other major tourism centers. At the same time, the research subjects should also be expanded to other types of tourism businesses, and new factors should be considered, such as the impact of the merger policy, sustainable tourism trends, and the application of technology. Additionally, to enhance reliability, researchers

should combine various methods, including in-depth interviews and case studies, to gather detailed and multi-dimensional information.