

MINISTRY OF EDUCATION AND TRAINING

TAY DO UNIVERSITY



LÂM HOÀNG DÂNG

**THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT ON INNOVATIVE  
WORK BEHAVIOR AND JOB PERFORMANCE OF EMPLOYEES:  
A STUDY OF PROVINCIAL-LEVEL VNPT IN THE MEKONG DELTA REGION**

**DOCTORAL DISSERTATION SUMMARY IN BUSINESS ADMINISTRATION**

**CAN THO, NOVEMBER 6<sup>th</sup>, 2025**

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## ABSTRACT

This dissertation is conducted with the purpose of evaluating the impact of human resource management (HRM) practices on employee job performance through the mediating role of innovative work behavior (IWB). In addition, the moderating role of the innovation climate is also examined.

The author adopts a mixed-method approach, combining both qualitative and quantitative methods. For secondary data, relevant information was collected through a literature review from the Web of Science database, applying comparative and statistical analysis techniques. This process helped identify the relationships among the studied factors, forming the basis for developing the theoretical framework and research hypotheses. For primary data, the author conducted in-depth expert interviews to refine the research model and used focus group discussions to adjust the measurement scales. The quantitative study was implemented in two phases: a pilot survey and a main survey, conducted from May 2024 to December 2024. Data analysis was carried out using SPSS 22 and SmartPLS 4.0.

The theoretical foundations employed include the Resource-Based View (RBV), the Ability–Motivation–Opportunity (AMO) theory, and Social Exchange Theory (SET). Additionally, prior studies in both domestic and international contexts were reviewed. Based on this, research gaps were identified, which provided the foundation for hypothesis development. Following expert consultations, the HRM practice model was refined to fit the context of provincial-level VNPTs in the Mekong Delta, comprising five dimensions: (1) Recruitment and Selection, (2) Training, (3) Performance Appraisal, (4) Employee Involvement, and (5) Rewards. Based on this adjusted model, appropriate measurement scales were identified. A focus group discussion was conducted to adapt the items to the research context, resulting in a preliminary scale of 35 observed variables for four constructs. A pilot survey with 50 employees confirmed the clarity and reliability of the scale. The main survey yielded 679 valid responses.

Quantitative analysis revealed that HRM practices had a direct positive effect on job performance ( $\beta = 0.271$ ,  $p = 0.000$ ), enhanced innovative work behavior ( $\beta = 0.354$ ,  $p = 0.000$ ), and IWB also positively influenced job performance ( $\beta = 0.307$ ,  $p = 0.000$ ). Furthermore, IWB played a mediating role between HRM practices and job performance ( $\beta = 0.109$ ,  $p = 0.000$ ). The innovation climate was found to positively moderate the

relationship between HRM practices and IWB ( $\beta = 0.107$ ,  $p = 0.001$ ). Additional tests indicated no significant differences in IWB and job performance across demographic groups at a 95% confidence level. As a result, hypotheses H1–H5 were supported, while H6 and H7 were rejected at the 5% significance level. The author also compared these findings with 10 previous studies, highlighting the distinct contributions of this dissertation.

The dissertation provides both theoretical contributions—by addressing the research gaps identified in Chapter 1—and practical implications for VNPTs in the Mekong Delta. Managerial implications are proposed based on the mean values of HRM practice and innovation climate measures, with the aim of enhancing IWB and job performance. Limitations and future research directions are also discussed, including broadening the research scope, extending to other telecommunications firms and related industries such as technology and service, to allow comparative analyses of HRM practices across different organizational contexts.

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# CHAPTER 1: INTRODUCTION TO THE RESEARCH

## 1.1. RESEARCH RATIONALE

### 1.1.1. Theoretical Rationale

Human resources are a critical factor in the economic and social development of countries worldwide. Particularly in the era of Industry 4.0, as economies shift toward digital transformation, human resources play a decisive role in shaping the future of digitalization and are regarded as the most valuable assets of enterprises in every nation. Within an enterprise, human resources are considered a form of human capital, utilized to achieve organizational goals. Unlike other resources, human capital is scarce, inimitable, and irreplaceable (Ahmad & Jasimuddin, 2021). According to the Resource-Based View, Pace et al. (2021) argue that human resources possess significant potential to create sustainable competitive advantage for firms.

Although prior studies have provided evidence for the relationship between HRM practices and employees' innovative work behavior (IWB), most have examined this link at the organizational level. However, individual innovative behaviors are at the core of an organization's innovation capability, as individuals serve as the foundation of all innovation. Despite this importance, existing knowledge about IWB and the factors influencing it remains fragmented and inconsistent. As a result, organizations may be constrained in their ability to innovate because they lack understanding of how to activate employees to engage in IWB. Therefore, exploring the determinants of IWB is highly relevant, as it offers a more comprehensive view of the relationships among HRM, IWB, and job performance.

Moreover, employees may not always perceive HRM practices as intended, since individuals apply different cognitive schemas when interpreting HR-related information (Bos-Nehles & Veenendaal, 2019). The messages that organizational members receive regarding which behaviors are valued, expected, supported, and rewarded are reflected in the concept of organizational climate (Schneider & Reichers, 1983). An organizational climate that fosters innovative behavior is labeled as an innovation climate. According to Bos-Nehles and Veenendaal (2019), climate serves as a reference framework aligning individual behavior with organizational practices and systems. Employees who perceive HRM practices as supportive and feel valued within an innovation-oriented climate are likely to reciprocate by engaging in innovative work behavior, thereby contributing to

organizational goals. Based on this reasoning, we argue that the innovation climate moderates the relationship between perceptions of HRM practices and IWB.

Accordingly, this study contributes to the academic literature in three ways. First, it deepens the understanding of the complex relationships among HRM, IWB, and job performance. Second, it provides a mechanism to explain how HRM practices are linked to employee job performance, specifically through the mediating role of IWB. Third, it investigates the moderating role of innovation climate in strengthening the relationship between HRM practices and IWB.

### **1.1.2 Practical Rationale**

Vietnam Posts and Telecommunications Group (VNPT) is a state-owned enterprise specializing in investment, production, and business activities in the field of Telecommunications and Information Technology in Vietnam. VNPT is the leading state-owned economic group in the fields of Post and Telecommunications, entrusted by the Government of Vietnam as the investor and the first enterprise authorized to operate and exploit Vietnam's satellites, VINASAT-1 and VINASAT-2.

Developing and implementing human resource management (HRM) strategies aligned with the realities of societal and global development will enable VNPT to maintain sustainable competitiveness and continue to grow. In the face of major challenges, particularly within the telecommunications and information technology sectors, VNPT must focus on innovating HRM to foster a working environment that encourages creativity and innovation. Alongside external factors such as the rapid pace of technological change, VNPT also faces internal challenges related to its organizational structure and whether its current workforce can meet the demands of global development. Therefore, VNPT requires a long-term and sustainable human resource development strategy. One of the most critical factors in helping VNPT maintain its competitive advantage in the current context lies in the effective development and management of its human resources.

As noted by Faris Hussain et al. (2022), organizations with strong innovation capacity are more responsive to market challenges and opportunities. Thus, enterprises cannot rely solely on external factors but must also cultivate their internal capacity to engage employees in the innovation process. Enterprises that foster innovation and creativity not only strengthen their human capital but also develop new products and

services, improve work processes, and enhance employee performance. Consequently, the role of HRM in creating an innovation-oriented environment becomes vitally important.

Encouraging employees' innovative behaviors has also been emphasized by Bos-Nehles and Veenendaal (2019), who highlight it as an indispensable component of modern HR strategies. Employees are not merely task performers but also creators and contributors of new ideas that help enterprises adapt and grow. A work environment that supports and recognizes employees' contributions is a prerequisite for cultivating positive innovative behaviors within organizations.

Given the urgency and necessity outlined above, this dissertation aims to address these practical needs. The research findings are expected to provide leaders, managers, and executives at VNPT with critical insights into societal development trends and the global economy, thereby enabling them to make strategic HRM decisions, foster innovation and creativity at work, and optimize employee performance. These outcomes will generate significant benefits, helping VNPT sustain its competitive advantage in the telecommunications industry, improve service quality, and enhance competitiveness both nationally and globally in the context of international trade and integration. For this reason, undertaking this dissertation on the topic "*The Influence of Human Resource Management on Innovative Work Behavior and Job Performance of Employees: A Study of Provincial-Level VNPT in the Mekong Delta Region*" is highly relevant and justified, fully meeting the practical rationale for this study.

## **1.2. RESEARCH OBJECTIVES**

- To determine the impact of human resource management (HRM) practices on employees' innovative work behavior (IWB) and job performance at provincial-level VNPT branches in the Mekong Delta region under Vietnam Posts and Telecommunications Group (VNPT).
- To test the mediating role of employees' innovative work behavior in the relationship between HRM practices and employees' job performance at provincial-level VNPT branches in the Mekong Delta region under VNPT.
- To examine the moderating role of the innovation climate in the relationship between HRM practices and employees' innovative work behavior at provincial-level VNPT branches in the Mekong Delta region under VNPT.

- To re-examine differences in innovative work behavior and job performance at provincial-level VNPT branches in the Mekong Delta region based on demographic characteristics such as gender, marital status, educational level, income, age, and work experience.
- To propose managerial implications for improving HRM practices in order to enhance employees' innovative work behavior and job performance at provincial-level VNPT branches in the Mekong Delta region under VNPT.

### **1.3. RESEARCH SUBJECTS AND SCOPE**

#### **1.3.1 Research subjects**

The object of this dissertation research is the relationship among human resource management practices, innovative work behavior, job performance, and the innovation climate.

#### **1.3.2 survey participants**

The unit of analysis is selected provincial-level VNPT branches in the Mekong Delta region under Vietnam Posts and Telecommunications Group. The survey participants are employees currently working at these provincial-level VNPT branches in the Mekong Delta region.

#### **1.3.3 Research Space and Survey Period**

The survey was conducted from May 2024 to December 2024.

### **1.4. RESEARCH METHODOLOGY**

The dissertation employs a mixed-methods approach, combining qualitative and quantitative methods, to evaluate the impact of human resource management on innovative work behavior and job performance of employees at provincial-level VNPT branches in the Mekong Delta region.

### **1.5. NOVELTY OF THE DISSERTATION**

**Novelty 1:** Although numerous studies have examined the role of human resource management, most remain limited and have not comprehensively measured HRM practices. The measurement components of HRM are inconsistent and vary across studies, industries, and time periods. Consequently, HRM practices need to be contextualized for different sectors and stages of development. The first novelty of this dissertation lies in identifying and testing the measurement components of HRM in the

telecommunications industry in Vietnam, specifically at provincial-level VNPT branches in the Mekong Delta region.

**Novelty 2:** The relationship between HRM practices, employees' innovative work behavior, and job performance has not been empirically tested in prior research. In Vietnam's transitional economy, particularly in the era of digital transformation, HRM practices at VNPT exhibit unique characteristics, requiring a reassessment of these relationships. Moreover, the mediating role of IWB in the relationship between HRM practices and job performance has not been tested in the context of Vietnam's digital transformation.

**Novelty 3:** To date, no study has investigated the moderating role of the innovation climate in the relationship between HRM practices and employees' innovative work behavior within the telecommunications sector.

## **1.6. CONTRIBUTIONS OF THE RESEARCH**

This study synthesizes and systematizes theories on HRM and competitive advantage, as well as empirical studies on HRM practices in relation to employees' innovative work behavior and job performance. Accordingly, it contributes to developing a theoretical framework for further research on HRM practices, innovation climate, IWB, and job performance.

The research refines a theoretical model of the relationship among HRM practices, IWB, and job performance, adopting a practical HRM perspective. It also adapts measurement scales to ensure contextual relevance in Vietnam. The findings clarify the relationships among the variables in the model and provide a reliable set of measurement tools that can be used in subsequent HRM and organizational behavior studies.

In practice, the study helps HR managers better understand the influence of HRM practices on employees' innovative behavior and job performance, particularly within provincial-level VNPT branches in the Mekong Delta, and more broadly in Vietnam. The results establish a foundation for VNPT enterprises in the region to create innovation-supportive environments, thereby enhancing overall business performance. Furthermore, the findings serve as a basis for future research on job performance and lay the groundwork for designing HRM strategies and policies in the Vietnamese telecommunications industry.

## **1.7. STRUCTURE OF THE DISSERTATION**

This dissertation is structured into five chapters as follows:

- **Chapter 1:** Introduction to the research
- **Chapter 2:** Theoretical foundations and research model
- **Chapter 3:** Research design
- **Chapter 4:** Research results and discussion
- **Chapter 5:** Conclusion and managerial implications

## **CHAPTER 2: THEORETICAL FOUNDATIONS AND RESEARCH MODEL**

### **2.1. Theoretical Foundations**

#### **2.1.1. Resource-Based View**

This dissertation does not directly include competitive advantage as a specific variable in the research model. However, applying the Resource-Based View (RBV) of Penrose (1959) remains essential as a theoretical foundation. RBV explains how internal resources—particularly intangible and inimitable ones—can create differences in organizational performance. Within this framework, HRM practices and employees' innovative work behavior (IWB) are regarded as strategic resources that form core capabilities and enhance the sustainable value of the enterprise.

#### **2.1.2. Ability–Motivation–Opportunity (AMO) Theory**

The AMO theory has its roots in psychological perspectives on human behavior, focusing on the roles of Ability (A), Motivation (M), and Opportunity (O). In the HRM field, the AMO framework has been widely applied to explain the complex relationship between how employees are managed and subsequent performance outcomes. A widely accepted view is that the combination of an individual's ability (A), motivation (M), and opportunity (O) determines the level of their performance (P). This provides a practical lens to assess how HRM practices influence both employee behavior and organizational effectiveness.

#### **2.1.3. Social Exchange Theory (SET)**

Social Exchange Theory (SET), introduced by Homans (1958), is a psychological and sociological perspective that explains social change and stability as processes of negotiated exchanges between parties. Homans defined SET as the exchange of tangible or intangible activities between at least two individuals. The theory emphasizes that social relationships are shaped by reciprocal exchanges, where actions are motivated by cost–benefit considerations aimed at maximizing value for all parties involved.

Applied in the organizational context, SET explains how exchanges between organizations and employees foster motivation and commitment. When employees perceive fairness, reciprocity, and trust in these exchanges, they are more likely to demonstrate innovative behaviors and higher levels of job performance. Thus, SET highlights the importance of building organizational relationships based on mutuality, equity, and trust to achieve superior outcomes and ensure sustainable development.

## **2.2. KEY CONCEPTS**

### **2.2.1. Human Resource Management Practices**

Human resource management practices are described as an integral part of an organization's culture (Hussain & Rehman, 2013). According to Hussain and Rehman (2013), the adoption of HRM practices is crucial for retaining highly valuable employees who are critical to organizational success. HRM practices help foster a mutually satisfying relationship between human resources and business owners. When employees perceive that their career interests are aligned with HRM practices, positive efforts are likely to follow.

Various HRM practice models have been developed in prior studies. Their components often depend on factors such as national culture, level of national development, industry characteristics, type of business, and even the founder's background and perspective. Consequently, HRM practices may differ across organizations. Nevertheless, there are also common elements that appear across multiple HRM frameworks. In this dissertation, the author adopts the model proposed by Rana and Malik (2017), which has been applied in the telecommunications sector. Therefore, applying this model to VNPT branches in the Mekong Delta region is considered appropriate. The HRM practices model in this study includes five dimensions: (1) Recruitment and Selection; (2) Training and Development; (3) Performance Appraisal; (4) Employee Participation; and (5) Recognition and Rewards.

### **2.2.2. Innovative Work Behavior (IWB)**

Spreitzer (1995) is regarded as one of the first to define innovative work behavior (IWB). IWB reflects the introduction of novel, creative, or distinct elements. It is defined as change-oriented behavior since innovation requires creativity in developing new products, services, ideas, processes, or mechanisms. However, this definition did not explicitly address the implementation activities of innovation, thereby overlooking the distinction between employees' innovative work behavior and their creativity.

### **2.2.3. Job Performance**

Job performance is a critical concept linked to organizational output and success (Campbell, 1990). It refers to the outcomes or results of a process—namely, the completion of tasks to an acceptable level of quality and in accordance with established standards. High job performance not only brings benefits and opportunities for

individuals but also generates value for organizations. Employees with strong performance contribute to achieving corporate goals and enhancing competitiveness (Sonnenstag & Frese, 2002).

### 2.3. RESEARCH OVERVIEW

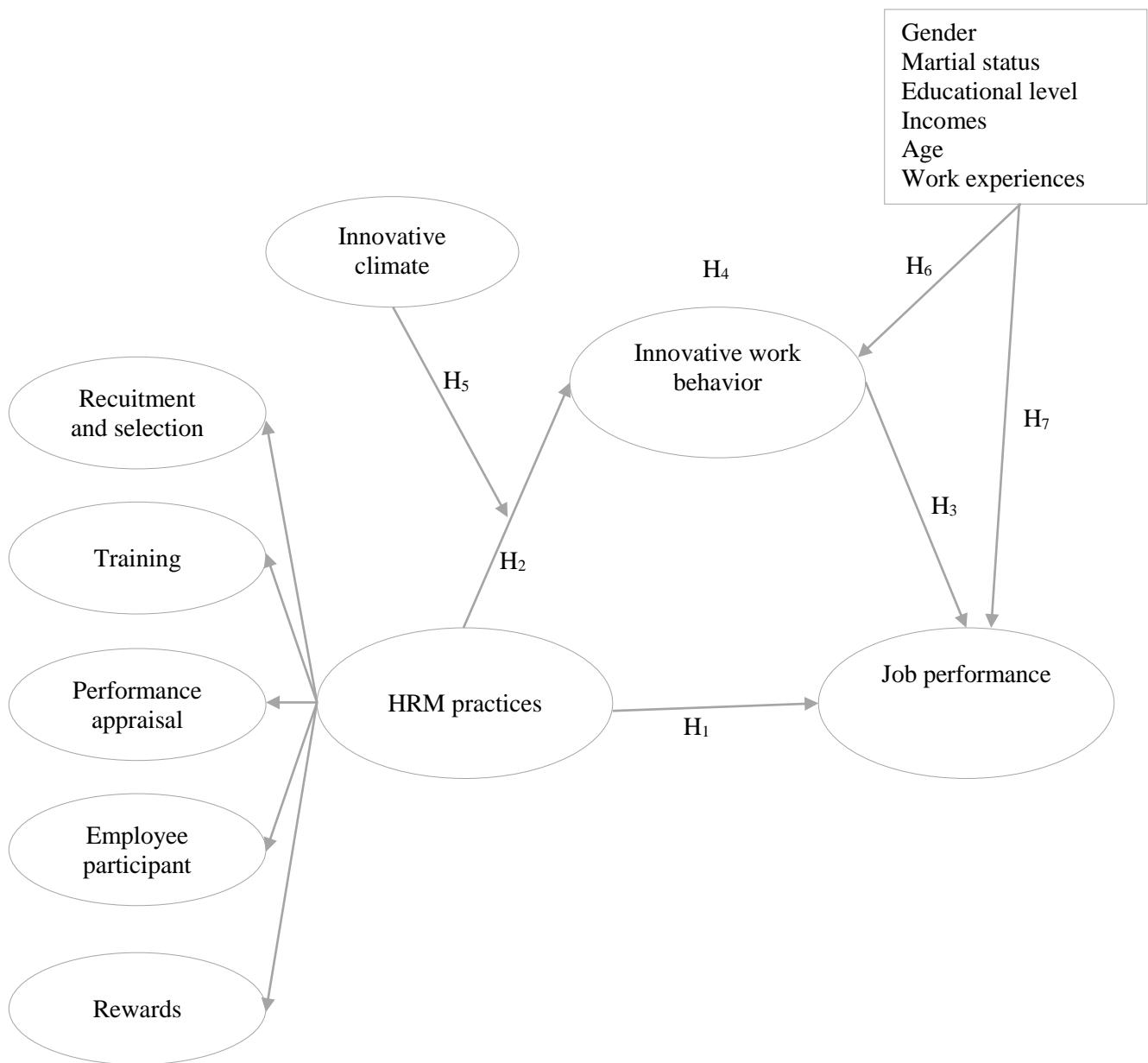
**Table 2.1. Summary of Related Studies**

No.	The authors	Tiles of research
1	Bhatti và Alnehabi (2023)	Vai trò của động lực làm việc trong việc tăng cường sự cam kết và hiệu suất công việc của nhân viên.
2	S. Ahmad và Jalagat (2022)	Phân tích tác động của động lực làm việc đến hiệu quả công việc và xây dựng môi trường làm việc hiệu quả.
3	Cooper và cộng sự (2019)	Nghiên cứu về các yếu tố ảnh hưởng đến sự gắn kết của nhân viên và tác động của nó lên hiệu quả làm việc.
4	Otoo (2019)	Tầm quan trọng của sự gắn kết nhân viên trong việc nâng cao hiệu quả tổ chức và tạo động lực cho đội ngũ lao động.
5	Krishnaveni và Monica (2018)	Vai trò của sự gắn kết của nhân viên như yếu tố trung gian quan trọng trong mối quan hệ giữa HRM và hiệu quả công việc.
6	Rana và Malik (2017)	Sự gắn kết của nhân viên là yếu tố quan trọng trong việc thúc đẩy hiệu suất công việc và văn hóa tổ chức tích cực.
7	Linh và cộng sự (2023)	Đề xuất tập trung nghiên cứu vai trò của sự đổi mới trong công việc để tạo đột phá trong quản trị nguồn nhân lực.
8	Nam và Lan (2022)	Nghiên cứu về cách HRM có thể hỗ trợ hành vi đổi mới trong công việc để nâng cao hiệu quả tổ chức.
9	Hùng (2018)	Đặt nền tảng cho phân tích các yếu tố tổ chức tác động đến sự sáng tạo và đổi mới trong công việc của nhân viên.

No.	The authors	Tiles of research
10	Dung và cộng sự (2017)	Tập trung vào các yếu tố tổ chức ảnh hưởng đến hành vi đổi mới và sáng tạo của nhân viên, đặc biệt trong bối cảnh cạnh tranh ngày càng gay gắt.

## 2.4. DEVELOPMENT OF RESEARCH HYPOTHESES AND RESEARCH MODEL

- **Hypothesis H1:** Human resource management (HRM) practices have a positive effect on job performance of employees working at provincial-level VNPT branches in the Mekong Delta region.
- **Hypothesis H2:** HRM practices have a positive effect on innovative work behavior (IWB) of employees working at provincial-level VNPT branches in the Mekong Delta region.
- **Hypothesis H3:** Innovative work behavior has a positive effect on job performance of employees working at provincial-level VNPT branches in the Mekong Delta region.
- **Hypothesis H4:** Innovative work behavior mediates the positive relationship between HRM practices and job performance of employees working at provincial-level VNPT branches in the Mekong Delta region.
- **Hypothesis H5:** Innovation climate strengthens the positive relationship between HRM practices and innovative work behavior of employees working at provincial-level VNPT branches in the Mekong Delta region.
- **Hypothesis H6:** There is a relationship between demographic variables (e.g., gender, age, work experience, and educational level) and employees' innovative work behavior at provincial-level VNPT branches in the Mekong Delta region.
- **Hypothesis H7:** There is a relationship between demographic variables (e.g., gender, age, work experience, and educational level) and employees' job performance at provincial-level VNPT branches in the Mekong Delta region.

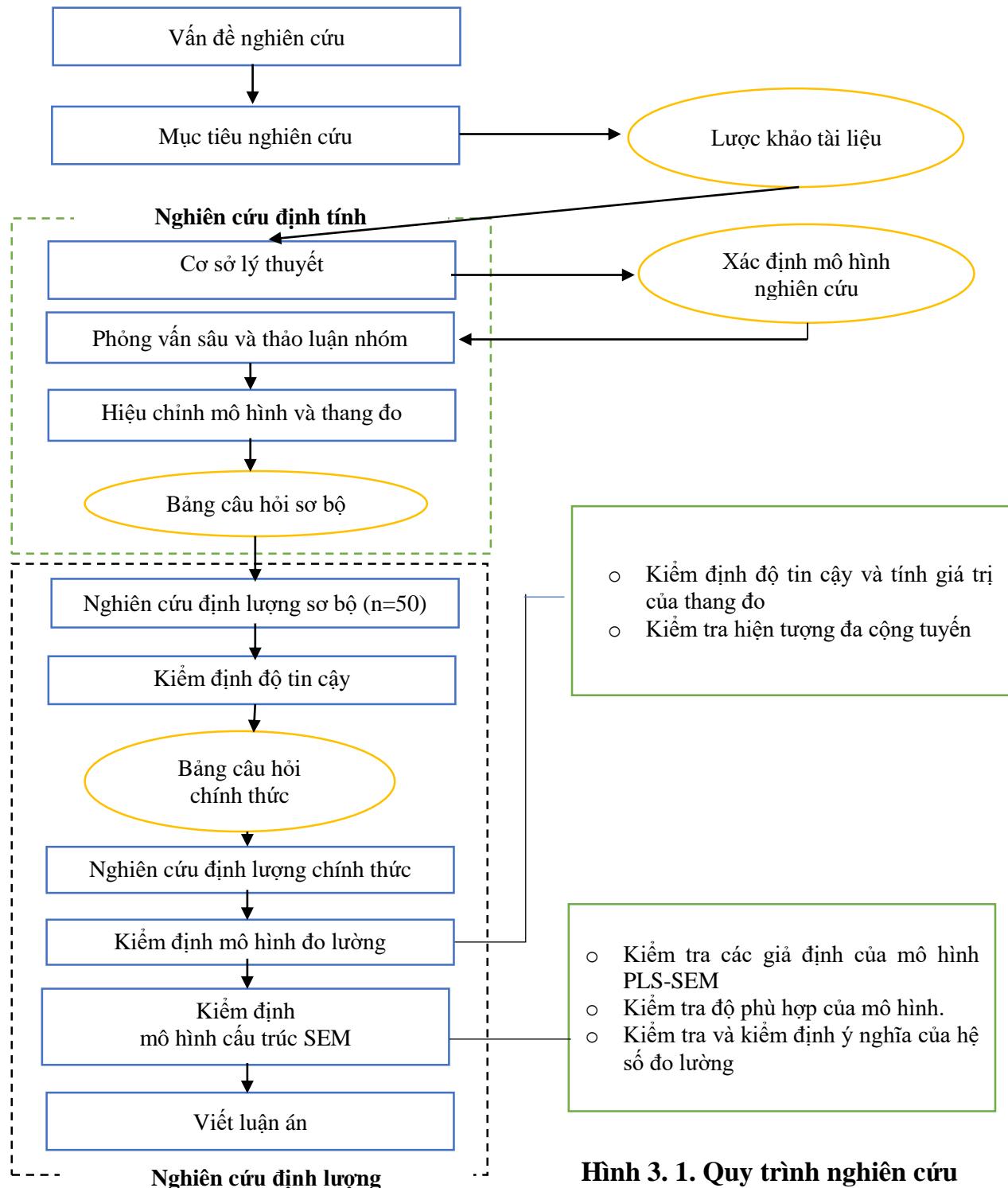


**Figure 2. The conceptual model**

## CHAPTER 3: RESEARCH DESIGN

### 3.1. RESEARCH PROCESS

The author conducted this dissertation following the research process illustrated in Figure 3.1.



## **3.2. RESEARCH METHODOLOGY**

### **3.2.1. Qualitative Research**

The qualitative research phase was conducted in April 2024 using in-depth interviews with experts and focus group discussions with a number of employees working at provincial-level VNPT branches in the Mekong Delta region. The aim of this phase was to refine the research model and adjust measurement scales for the constructs to ensure their suitability in the context of VNPT at the provincial level in the Mekong Delta.

### **3.2.2. Quantitative Research**

The official quantitative research was implemented through a survey of employees working at provincial-level VNPT branches in the Mekong Delta region under Vietnam Posts and Telecommunications Group (VNPT). Once data were collected, the author compiled descriptive statistics, tested the reliability of measurement scales, assessed construct validity, and tested the research hypotheses. Structural model analysis was conducted using **SmartPLS 4.0**, while demographic differences were tested using **SPSS 22**.

## **3.3. SURVEY SAMPLE AND DATA ANALYSIS TECHNIQUES**

### **3.3.1. Sample Size**

To enhance the reliability of research results, the author decided to double the minimum required sample size to account for unusable responses during data collection. Accordingly, the total number of questionnaires distributed was **770** (i.e.,  $385 \times 2$ ).

### **3.3.2. Sampling Method**

The research population consists of all employees working at VNPT branches in the 13 provinces of the Mekong Delta region. Survey respondents included department managers, office staff, and frontline production employees.

To ensure representativeness of the sample, the dissertation employed **quota sampling**. Quota sampling is a non-probability sampling technique designed to construct subsamples that reflect the proportions of key population groups. Predetermined quotas guarantee the inclusion of major population categories in accurate proportions. This method plays a vital role in research design, as it balances scientific rigor with practical feasibility. It enables the sample to capture the diversity of the population while remaining feasible for implementation. In this dissertation, the subsample quotas were set

for VNPT branches across the 13 provinces of the Mekong Delta, ensuring that the collected data accurately reflected the characteristics of the entire region.

### **3.3.3. Data Analysis Method**

This study employs **Partial Least Squares Structural Equation Modeling (PLS-SEM)** as the primary data analysis technique.

# CHAPTER 4: RESEARCH RESULTS AND DISCUSSION

## 4.1. SAMPLE STATISTICS

The research was conducted with survey participants being employees working at VNPT branches in 13 provinces of the Mekong Delta region. The author distributed 770 questionnaires directly to respondents. A total of 700 completed questionnaires were collected. Among these, 21 responses were invalid (e.g., respondents selected the same option for all items), leaving **679 valid responses**, representing a usable rate of **97%**.

The questionnaires were coded and the data were processed using **SPSS 22.0** for statistical analysis. The 679 valid respondents were then classified by gender, marital status, educational level, age, income, and work experience (see Appendix 9).

## 4.2. RESULTS OF MEASUREMENT MODEL ANALYSIS

### 4.2.1. Reliability Assessment of the Measurement Scales

**Table 4.1. Results of Scale Reliability Analysis**

Constructs	Coding	Items	Cronbach's Alpha	CR	Conclusions
Human resource management practices	HRMP	20	0,928	0,930	Accepted
Recruitment and selection	RS	4	0,854	Accepted	Accepted
Training	TR	4	0,858	Accepted	Accepted
Performance appraisal	PA	4	0,820	Accepted	Accepted
Rewards	RR	4	0,834	Accepted	Accepted
Employee participation	EP	4	0,827	Accepted	Accepted
Innovative climate	IC	5	0,830	0,868	Accepted
Innovative work behavior	IWB	5	0,861	0,866	Accepted
Job performance	JB	5	0,889	0,897	Accepted

### 4.2.2. Validity Assessment of the Measurement Scales

Validity assessment evaluates how well the constructs are measured. According to Hair et al. (2019), testing the validity of latent variables is necessary to demonstrate that the constructs measure what they are intended to measure and do not measure what they are not supposed to measure. The author conducted validity checks for all measurement scales used in this study. Two types of validity tests were performed: **convergent validity** and **discriminant validity**.

**Table 4.2. Results of Convergent Validity Measurement of the Scales**

Constructs	Coding	Items	Outer loading	AVE	Conclusions
Human resource management practices	HRMP	20	0,614	0,500	Accepted
Recruitment and selection	RS	4	0,780	0,697	Accepted
Training	TR	4	0,799	0,702	Accepted
Performance appraisal	PA	4	0,755	0,650	Accepted
Rewards	RE	4	0,777	0,668	Accepted
Employee participation	EP	4	0,748	0,659	Accepted
Innovative climate	IC	5	0,571	0,602	Accepted
Innovative work behavior	IWB	5	0,764	0,642	Accepted
Job performance	JP	5	0,775	0,693	Accepted

### 4.3. RESULTS OF STRUCTURAL MODEL ANALYSIS

**Figure 4.3. Path Coefficients of the Relationships among Constructs in the Model**

Hypothesis	Relationship	$\beta$	SD	T	P-value	Result
$H_1$	HRMP → RS	0,891	0,009	101,732	0,000	
	HRMP → TR	0,856	0,013	67,200	0,000	
	HRMP → PA	0,859	0,011	75,446	0,000	
	HRMP → RE	0,714	0,020	34,823	0,000	
	HRMP → EP	0,798	0,012	64,529	0,000	
	HRMP → JP	0,271	0,043	6,271	0,000	Supported
$H_2$	HRMP → IWB	0,354	0,047	7,464	0,000	Supported
$H_3$	IWB → JP	0,307	0,047	6,562	0,000	Supported
$H_5$	HRMP*IC → IWB	0,107	0,032	3,387	0,001	Supported

**Hypothesis H1** proposed that HRM practices are positively correlated with job performance. The results indicate a significant positive relationship between them ( $\beta = 0,271$ ;  $p = 0,000$ ) (Table 4.13).

**Hypothesis H2** suggested that HRM practices are positively associated with innovative work behavior. The findings confirm a significant positive relationship between the two constructs ( $\beta = 0,354$ ;  $p = 0,000$ ) (Table 4.13).

**Hypothesis H3** proposed that innovative work behavior is positively related to job performance. The results verify a significant positive relationship between them ( $\beta = 0,307$ ;  $p = 0,000$ ) (Table 4.13).

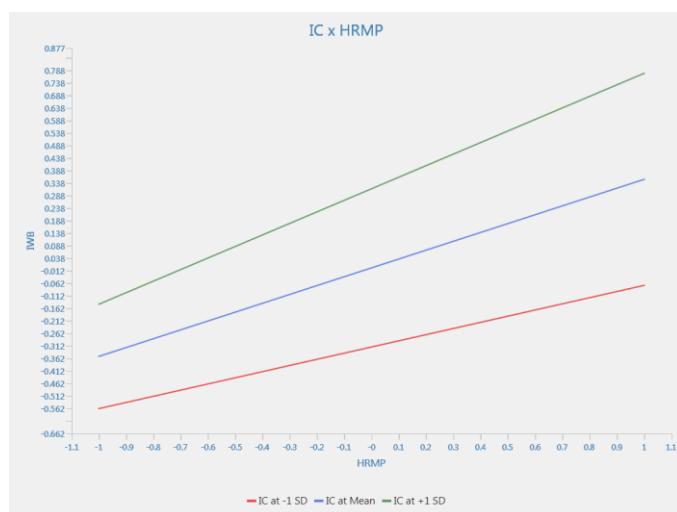
Next, the study tested the **mediating role of innovative work behavior**, and the results are presented in Table 4.4.

**Table 4.4. Results of the Mediating Role of Innovative Work Behavior**

Hypothesis	Relationship	Direct effect	Indirect effect	Total effect	Types of effect	Result
H <sub>4</sub>	HRMP→IWB→ JP	0,271***	0,109***	0,380***	Trung gian một phần	Supported

*Ghi chú: \*\*\*=p < 0,001; \*\*=p <0,01; \*=p <0,05.*

**Hypothesis H4:** The negative relationship between HRM practices (HRMP) and job performance (JP) would be mediated by innovative work behavior (IWB). The analysis results confirm that IWB plays a mediating role in the relationship between HRMP and JP, with a regression coefficient of 0.109 and a p-value of 0.000. Therefore, this mediating role is statistically supported, and Hypothesis H4 is accepted. In addition, the direct relationship between HRMP and JP was also confirmed (Hypothesis H1). This indicates that the relationship between HRMP and JP is **partially mediated** by IWB. Moreover, the total effect of HRM practices on employees' job performance, incorporating the contribution of IWB, was estimated using SmartPLS 4.0. The results confirm a statistically significant positive total effect of HRM practices on JP ( $\beta = 0.380$ ;  $p = 0.000$ ) (Table 4.4).



**Figure 4.1. Results of Moderation Analysis of Innovation Climate**

**Hypothesis H5** proposed that the innovation climate moderates the relationship between HRM practices and innovative work behavior (IWB). The results show that the effect of the interaction term (IC\*HRMP) on IWB is 0.107 with a p-value of 0.000 (Table 4.13).

#### **4.4. TESTING GROUP DIFFERENCES WITHIN THE POPULATION**

To examine differences in job performance and innovative work behavior across individual demographic characteristics, the author conducted independent-sample T-tests and one-way ANOVA tests to assess Hypotheses H6 and H7.

- Based on the analysis results, **Hypothesis H6** was rejected. There is no significant difference in innovative work behavior across demographic characteristics.
- Similarly, the results show that **Hypothesis H7** was rejected. There is no significant difference in job performance across demographic characteristics.

#### **4.5. DISCUSSION OF DISSERTATION FINDINGS IN RELATION TO PREVIOUS STUDIES**

The findings of this dissertation confirm the HRM practices model of provincial-level VNPT branches in the Mekong Delta, consisting of five components: (1) Recruitment and Selection, (2) Training, (3) Performance Appraisal, (4) Employee Participation, and (5) Rewards. In addition, the dissertation explains the complex mechanisms through which HRM practices influence innovative work behavior, job performance, and the moderating role of the innovation climate. In this section, the author compares these findings with previous studies to highlight the distinct contributions of the dissertation.

## CHAPTER 5: CONCLUSION AND MANAGERIAL IMPLICATIONS

### 5.1. CONCLUSION

Based on theoretical foundations and prior studies, the author initially proposed a preliminary research model. The dissertation was then conducted using a mixed-methods approach: qualitative research through secondary and primary data review, in-depth interviews with experts to refine the research model, and focus group discussions with employees to adjust the measurement scales; and quantitative research through a pilot survey with 50 employees followed by the main survey with 770 questionnaires distributed. A total of 679 valid responses were obtained. Data analysis employed SPSS 22 for demographic profiling and group difference testing, and SmartPLS 4.0 for measurement and structural model testing using the PLS-SEM technique.

The findings reveal that HRM practices directly affect job performance; HRM practices significantly enhance innovative work behavior (IWB); and IWB directly improves job performance. Furthermore, IWB was confirmed as a mediating variable. Finally, the innovation climate strengthens the positive relationship between HRM practices and IWB. These results provide robust empirical evidence that well-designed HRM practices play a crucial role in fostering employees' innovative behavior. When employees perceive strong organizational investment, support, and empowerment through structured HRM policies, they are more likely to propose new ideas, improve work processes, and actively participate in innovation. Such innovative behavior serves as a key bridge to enhance individual performance, which ultimately contributes to overall organizational success. In other words, HRM is not merely an administrative tool but a strategic lever enabling sustainable development by cultivating and maintaining an innovation-driven culture. This forms a necessary foundation for organizational adaptability, competitiveness, and long-term success in today's digital economy and dynamic business environment.

### 5.2. CONTRIBUTIONS OF THE RESEARCH

**First**, this study provides a unique context for understanding HRM practices in the telecommunications sector, particularly with respect to employee job performance. Most prior studies examined HRM practices as higher-order constructs with varying dimensions across industries and countries. Few studies specifically explored HRM practices in telecommunications. This dissertation identified and validated a five-

dimensional HRM practices model for provincial-level VNPT branches: (1) Recruitment and Selection, (2) Training, (3) Performance Appraisal, (4) Employee Participation, and (5) Rewards. Importantly, the study also showed that the contribution levels of these components differ, with recruitment and selection being the most significant, followed by performance appraisal, training, employee participation, and rewards. This addresses the first research gap by adapting HRM practice models to the telecommunications industry in Vietnam.

**Second**, the study confirmed the positive relationship between HRM practices and employee job performance, consistent with prior studies. This reinforces the essential role of HRM in enhancing employee performance and supports Blau's (1964) Social Exchange Theory, which posits that organizations create supportive, fair environments in exchange for employees' enhanced performance.

**Third**, the study goes further by demonstrating the mediating role of IWB in the HRM–job performance link. While most prior studies focused on direct effects, this dissertation fills the second research gap by providing empirical evidence of IWB as a partial mediator. The findings highlight that employees connect HRM practices to innovation at work, which in turn improves performance.

**Fourth**, this research is the first to empirically confirm the moderating role of innovation climate in the HRM–IWB relationship in the telecommunications context, thereby addressing the third research gap. The findings indicate that HRM practices are more effective in promoting IWB when employees perceive their organization as innovation-supportive.

**Finally**, unlike prior research, this dissertation tested demographic differences in IWB and job performance. Although no significant differences were found, the results contribute novel empirical evidence to the literature by confirming the non-existence of such effects.

### **5.3. MANAGERIAL IMPLICATIONS**

The findings hold important implications for HR policymakers at provincial-level VNPT branches in the Mekong Delta region. The study demonstrates that five HRM practice components contribute differently to the HRM construct in the following order: (1) Recruitment and Selection, (2) Performance Appraisal, (3) Training, (4) Employee

Participation, and (5) Rewards. Managers should prioritize these practices strategically to foster innovation and improve job performance.

#### **5.4. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

Despite addressing its objectives, this dissertation has some limitations: Data were collected only from VNPT provincial branches in the Mekong Delta, limiting generalizability across the entire telecommunications industry. Future studies should expand the scope to include VNPT nationwide and other telecom organizations. Variables were primarily measured using self-reported surveys, which may introduce subjectivity and social desirability bias. Future research should incorporate objective indicators, such as employees' KPIs, and evaluations from supervisors and managers. This study employed a cross-sectional design, collecting data at a single point in time, which restricts causal inference. Future studies should adopt longitudinal designs to track data across multiple time periods and establish stronger causal conclusions.

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