

Research Factors Affecting the Working Motivation of Employees at Accommodation Facilities in Danang

Trinh Le Tan¹⁾, Phan Vu Tram Anh²⁾, Pham Nguyen Phuong Nhu³⁾, Tran Thi Anh Thu⁴⁾,
Vien Dinh Anh Tuan⁵⁾, Hoang Ngoc Hung⁶⁾

1), 2), 3), 4), 5), 6) FPT University, Vietnam

*Email: letandtu@gmail.com¹⁾, anhpvtids140035@fpt.edu.vn²⁾, nhupnpds140095@fpt.edu.vn³⁾,
thuttads140146@fpt.edu.vn⁴⁾, tuandvads140165@fpt.edu.vn⁵⁾, hungnhds140141@fpt.edu.vn⁶⁾*

Abstract

Work motivation is one of the burning issues for businesses and society, bringing great influence to individuals and organizations, so the team has studied the influencing factors and made recommendations to improve the quality of work. Recognizing issues affecting work motivation of employees at accommodation establishments in Da Nang. The author does this research to find out the factors that affect work motivation and from that offers the solution. The objective of the study is to find out the motivational factors that affect employees at accommodation establishments, thereby making reasonable suggestions to improve motivation. This study is carried out using quantitative methods and hypotheses, models of domestic and foreign studies. The surveyed employees are those who have been working in accommodation business establishments. The data analysis methods used in this paper are Cronbach and EFA methods, correlation, and regression. The results show that there are 5 factors affecting motivation including (1) Self-recognition; (2) Company Relationship; (3) Working Environment; (4) Job Characteristics; (5) Salary & Bonus. In which Self-recognition is considered the most important factor. Research-based on real problems, help businesses staying in Da Nang to see the problem and improve benefits, training policies for employees to increase work performance better to increase revenue, reduce employee turnover rate... and other issues.

Keywords: Working Motivation, Hospitality Industry, Danang City, Accommodation Establishments, Employees Performance

1. Introduction

After 2003, the tourism industry was oriented to become a spearhead economic sector in Danang, with coastal development policies and, in particular, My Khe Beach, the city successfully attracted foreign investors, highlight mention are these big names in the hotel service industry such as InterContinental, Novotel, Hyatt, Pullman, and so on appeared in Danang (danangfantasticity, 2015).

According to statistics of AirDNA, Danang has 4,901 lodging businesses (AirDNA MarketMinder, 2021) but follow Results of tourism activities in 2020 of Da Nang Department of Tourism, statistics show that in Da Nang in 2021, there are only has 1,239 lodging businesses with 44,697 rooms (Da Nang City Department of Tourism, 2021), it means in addition to the accommodation facilities that are rated as standard by the tourism department, there are many other accommodation establishments such as homestay, share a home, etc that have not been specified. To look more detail about the number of lodging facilities in Danang, in 2019, the city has 263 facilities has been ranked according to the authority and the Provincial Tourism Professional Authority within 20 five-star hotels, 31 four-star hotels, 44 three-star hotels, 50 two-star hotels, 94 one-star hotels, 1 premium villa, 2 resorts up to standard, 1 luxury apartment, 2 apartments up to standard and 18 guest house

(Nguyen D. H., 2019). The number of lodging increased year by year, especially at three to five-star hotels (Da Nang City Department of Tourism, 2021).

With large quantity of lodging accommodations, lodging industry bringing great profit to Da Nang, the number of guests served by accommodation establishments was estimated at 7.1 million, up 22%; in which international arrivals were estimated at 2.17 million, up 24%; revenue from accommodation and travel services is estimated at 9,781 billion VND, up 10.2% (planned to increase by 8.1%) in 2019 (News, 2021). Accumulated in the first 11 months of 2020, the total number of visitors to accommodation establishments is estimated at 2,434.3 thousand turns, down 63.9% over the same period in 2019, reaching 30.1% of the plan; in which, international visitors are estimated at 686.2 thousand arrivals, down 73.8%, domestic tourists are estimated at 1,748.1 thousand arrivals, down 57.6%; total revenue of accommodation and travel services is estimated at VND 3,705.3 billion (Danang Planning General Department, 2020).

Besides, the lodging industry in Danang also created many job opportunities for over 52,000 people (Ministry of Culture, Sports and Tourism National Administration of Tourism, 2015). But the reality is that the rate of absenteeism in Vietnam in 2016, although there was a decrease compared to 2015, from 13.1% to 12.2% still at the highest in Asia and follow another survey on employee turnover rate, conducted by JobStreet.com in 2016 with 2,000 candidates, found that 67.8 % desire to leave their present job to seek for a new one (Pham, 2017). A high labor turnover rate has a relationship between it and performance reduction in staff (AlBattat & Som, 2013). When one person leaves, others may feel disappointed and that will affect their productivity in their job. Moreover, organizations will spend a large amount of money on retaining new employees, who will replace the old employees, whether they are managers or just part-timers, which will greatly affect the business, from revenue to instructor performance (Holston-Okoe & Mushi, 2018). High employee turnover rates will lead to business failure, profitability, and the lack of appeal for professionals in the hospitality sector.

Essentially, employee motivation is linked to staff turnover and performance (Miao et al., 2020). (Timoti, 2020) also suggests that further study be conducted on variables that impact employee performance, which is generally motivating ones. The components of motivation must be understood by the organization in order for employee performance to improve. Employee satisfaction may improve as a result of the incentive. Motivation may also help employees perform better in the workplace (J. Greeno, 2017). Furthermore, according to (Md Sabri et al., 2019), motivation may connect employees closer to the firm, resulting in improved individual and company performance.

As a result, it is critical to understand the elements that influence employee motivation during this time. Correspondingly, we decided to research the following topic: *“Investigate the factors influencing staff motivation at a Danang hotel have been studied.”*

2. Literature Review

2.1 Motivation Definition & Theories

Motivation is defined as a psychosomatic process that directs a person to behave and react in a way that helps them to satiate certain unfulfilled needs (Shantz & Latham, 2011), and what gives the impulses and direction for employees to carry out their responsibilities (Lauby, 2005).

Employees are pushed to perform by motivation which is inextricably linked to desire and

ambition, besides that, employees have both intrinsic and extrinsic drives according to researchers (Timoti, 2020). Extrinsic and intrinsic motivation are determinants of workplace engagement, therein, intrinsic motivation is what staff's emotions are created inside and impetus by extrinsic motivation like a peaceful working environment, interesting activities, well salary, etc (PUTRA et al., 2017). In the hospitality sector, particularly in small accommodation firms, motivational antecedents of job engagement have been examined infrequently, and no studies have been done to investigate the effects of motivators on employee work engagement. Employee motivation has the effect of mediating the relationship between work environments on employee engagement (Paais & Pattiruhu, 2020).

2.2 Characteristics of Hospitality Labor

Human resource in the accommodation business is a collection of staff working at hotels, motels, and homestays who contribute their efforts and intelligence to create products to achieve revenue and profit goals for the business (Ministry of Culture, Sports and Tourism National Administration of Tourism, 2015).

Staff in the accommodation business requires a young age of about 20-40 years old (Tom Baum, n.d.), and mainly female workers by gender, because they are suitable for serving jobs in departments such as Housekeeping, Reception, Bar, Restaurant, while men are suitable for Management and Security departments, Kitchen (Hotelcareers.vn, n.d.).

This age varies by the department of the hotel, motel, and homestay depending on the business scale.

- Reception Department: from 20-25 years old
- F&B Department: from 20 to 30 years old
- Housekeeping Department: 25 - 40 years old

In addition, the department with the highest average age is the management department from 40 to 50 years old (Hotel Careers, 2020).

The hospitality industry is a service business, products created mainly must have contact between people, so it has its own characteristics consist of a large amount of labor, working time is very stressful mentally and staff work 24/24, the work is highly specialized (VietnamBiz, n.d.) Seasonality labor in accommodation means that during the peak season, a large number of employees are required, working with strong intensity and vice versa, in the off-season, only a few employees are required to do management, security, and maintenance (Sáez-Fernández et al., 2020). Labor of the accommodation business is highly industrialized, working under the principle of high discipline. During the labor process, technical operations must be performed accurately, quickly, and synchronously (Vietnam Briefing News, n.d.)

2.3 The factors affecting work motivation

2.3.1 Salary & Bonus

Income is considered a factor that plays a huge role in promoting the impact on employee motivation (Kenneth A. Kovach, 1987).

In the study by Lindner income is ranked as the second factor in the factors affecting employee's work motivation

Ho Dieu Khanh's research in the article "Solutions to motivate employees in banks in Da Nang City" has also shown the importance of salary by quantitative research and Salary is the

2nd factor among the 5 factors that motivate employees to work.

Research by Luthans shows that income not only helps employees meet basic needs but also higher needs in life (Luthans, 2006).

The research paper “Factors that affect motivation and job satisfaction of employees within the hospitality industry” refers to the amount paid to employees, as well as employees' perceptions of pay equality and the pay mechanisms used to divide wages among employees in effect to staff's motivation (Vu Minh Hung, 2017).

Research by Oswald Mhlanga, 2018 also showed that fair payment is an important factor similar to the idea in the study of Omar Abdallah Alshamey (Omar Abdallah Alshamey, 2019).

Research by Barzoki, Attafar & Jannati also assumes salary and bonus have the largest influence on employee motivation, according to the findings, and the study's highlight is that it mentions the impact of personal life on employee motivation at work (ShaemiBarzoki et al., 2012).

2.3.2 Job Characteristics

Kovach (1987) said that an interesting job is one that presents diversity, creativity, challenges, and creates opportunities to use and promote personal skills and abilities (Kenneth A. Kovach, 1987).

According to Hackman & Oldham(1976), the work model, if properly designed, motivates employees from within, creates general satisfaction, and creates work efficiency.

In addition, the job must use many different skills, create interesting and challenging tasks, and employees need to have some decision-making power (Oldham & Greg R., 1976).

Author Koskinen (1995) concludes that employee motivation is related to diversity at work. Specifically, employees who perform diverse jobs will be more motivated to work than those who do repetitive work (Koskinen, 1995).

Tran Ngoc Quyen shows that the more interesting the work, the more the employees will become enthusiastic and interested in focusing on the work (N. Q. Tran, 2015).

According to Hadi and Adil (2010), zero-order correlation demonstrated a positive and substantial association between numerous employment features, work motivation, and job satisfaction. Multiple regression analyses demonstrated that work characteristics were important predictors of intrinsic motivation, extrinsic motivation, and job satisfaction (Hadi & Adil, 2010).

Sultan, Sarwat (2012) shows employee motivation and job characteristics are inextricably linked. According to the findings, an appropriate combination of the five core job characteristics of skill variety, task identity, task significance, autonomy, and feedback can help organizations motivate and satisfy their employees (Sultan & Sarwat, 2012).

2.3.3 Company Relationship

Research by Sabiroh Md Sabri, Hasyeilla Abd Mutalib & Nor Azwani Hasan concluded that an organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Employees stated that having a good relationship with the employer helps to motivate them in doing their work (Md Sabri et al., 2019)

The research by Tran Ngoc Quyen had come to the conclusion with the idea is the results drawn from the study show that only four have a significant impact on employee motivation, including salary and financial compensation, training opportunities. and development, leadership style, relationships with colleagues (N. Q. Tran, 2015).

Master Nguyễn Thị Thu Trang with her research came to the conclusion with the main idea that employees will feel more at ease if they have a positive working relationship with their coworkers and are valued (T. T. T. Nguyen, 2021).

Pham Thi Van Anh (2017) shows from many of her testing methods and concluded with the main idea most employees desire to develop honest and open relationships with their coworkers, which will help them perform better at work and help the organization grow (Pham, 2017).

According to the findings of the experts Nomutsa. T. Marewo, Dr. Chipso Mutongi, Thabani Nyoni, and Dr. Smartson. P. Nyoni's research, "In the case of a relationship with colleagues and superiors as a motivational tool, 65 percent strongly agree that a good relationship of an employee with colleagues increases employee motivation, 20 percent agree to this, and 5 percent disagree (Nyoni, 2020).

One of the four results of Aris Setiyani, Djumarno, Setyo Riyanto, and Lenny Ch. Nawangsari's (2019) study was: "Employee motivation has the impact of moderating the link between work settings and employee engagement (Setiyani et al., 2019).

2.3.4 Self-recognition

According to Nasina Mat Desa 's thesis, recognition is the admission of an individual's professional competence, talent, and experience in the organization. Recognizing employees' creativity, dedication, innovation, and improvement of processes and ways of working is a morale booster, making them feel they have made an important contribution to the organization, and creating opportunities for advancement (Nasina Mat Desa, 2019).

Brun & Dugas (2008) shows that most employees have a desire to be recognized by their managers, colleagues, and customers. This need has been recognized by workers, and partly by social and organizational contexts (Brun & Dugas, 2008).

According to studies, recognition works best in businesses that have a strong culture of support, understand psychology, and apply reward concepts to employees, therefore encouraging their working spirit and accomplishing numerous great successes in their careers (Nasina Mat Desa, 2019).

According to Nikos Andriotis' (2018) theory, employee appreciation in the workplace is highly essential in the culture of any organization. Outstanding employees can be rewarded with a public commendation in front of all colleagues, or they can be rewarded with something as simple as a "thank you" email for their efforts or a warm welcome at work (Andriotis, 2018).

Employee recognition has become an essential component of organizations' HR strategy, according to the thesis of Bartłomiejczuk, Greg (2015), and plays an important role in boosting contributions as well as cohesiveness among members at work. While recognition is not a new issue, it has become more strategic with the introduction of a program that links recognition to corporate objectives and desired behavior (Bartłomiejczuk, 2015)

2.3.5 Training Program

Maimuna Muhammad Nda & Dr. Rashad Yazdani Fard (2013) demonstrated the important role training and development play in employee productivity and demonstrated that investing in human resource training has a lasting impact long-term for business (Ali et al., 2018)

This research of M. Usha, Dr. M.Nandhini, Dr. P.Palanivelu (2016) shows that effective training can boost employee morale and loyalty to the company, and businesses that offer great training opportunities are less likely to leave their current jobs (Karthic, 2016).

Research by Marcel F. van Assen shows that improving training methods and using a common method are both related to employee engagement, but it causes some negative effects. Therefore, training should not only be on conventional improvement methods but field expansion and continuous improvement (van Assen, 2020).

2.3.6 Job Security

Job security is one of the elements that might inspire employees, according to the Maslow Hierarchy of Needs (Maslow, 1943) and Herzbege's hygiene theory (Herzberg, 1987).

According to Kovach, job stability, no volatility, and no fear of losing a job would assist increase employee motivation, particularly among blue-collar workers, and with white-collar employees, it is the primary need (Kenneth A. Kovach, 1987).

Work engagement has a close connection with job security, with high job security, people in the hospitality industry will have a motivation to work (Altinay et al., 2019).

The research indicates that job stability is a significant motivator for those over the age of 30, and an individual's management position within the organizational structure impacts his or her motivating variables (Zopiatis & Constanti, 2007).

Not only with the 30s but with young people, job stability is far more significant in motivating students in their present occupations than it is in their thoughts regarding future jobs.

2.3.7 Working Environment

Finally, one of the factors that may motivate employees is the working environment. In this regard, various studies have emphasized the importance of a creative, challenging, and positive working environment for the employees to work effectively, and to remain motivated in organizations (Setiyani et al., 2019)(Pawel Korzynski, 2013).

Employee motivation and engagement are influenced by the work environment. This indicates that a positive work environment can boost employee motivation and engagement among the Y millennial generation (Setiyani et al., 2019).

2.3.8 Working Motivation

According to Sang (Sang, 2017), setting and accomplishing objectives, clear expectations, acknowledgment, feedback, and supportive management, all contribute to an increase in workplace motivation. It thrives in a good work atmosphere, which is why so many executives are interested in learning new methods to encourage their employees.

Finding strategies to enhance motivation is critical, according to Marewo's study (2020), since it helps us to modify behavior, build skills, be creative, create objectives, expand interests, make plans, develop talents, and boost engagement. Employee motivation is influenced by numerous intrinsic variables, according to the study. Employee successes,

recognition, work itself, responsibility and progression, compensation structure, the amount of appreciation felt by employees, and employee perceptions of their employment were among the criteria considered. (Quyen, 2015).

Intrinsic process, instrumental, self-concept-external, self-concept-internal, and goal internalization are the five sources of motivation assessed. Following is a quick overview of these five sources of inspiration. (Setiyani et al., 2019). Nasina Mat Desa demonstrated that people that are motivated are more likely to attain their personal objectives. If a person is motivated, he will be satisfied with his employment. Individual self-development will be aided by motivation. Working with a dynamic team will always benefit an individual. (Nasina Mat Desa, 2019).

This research of (Oldham and Greg R., 1976) indicated motivation is required to tackle high-level difficulties, to put one's ideas into action, and to achieve a vision, or a goal. It boosts self-esteem, self-discipline, job happiness, work performance, employee health, vision, and sense of purpose.

3. Research Method

3.1 Research models

The Kovach model is widely popularized and evaluated by many researchers and used in many studies. Similarities with different theories and reliability are tested. This model is quite popular not only in the world but also in Vietnam. The author chooses the motivational model of Kovach (1987) as the research model for this thesis.

3.1.1 Independent and dependent variables

The dependent variable within the scope of the research topic is the labor motivation of employees in the accommodation models in Da Nang. The independent variables correspond to the motivational components in the Kovach model, however, there are the adjustment of factors to suit the characteristics of the service industry in general and the accommodation industry in Da Nang in particular.

The control variable includes 4 individual characteristics such as age, sex, marital status, education level to ensure the rigor of the research thesis.

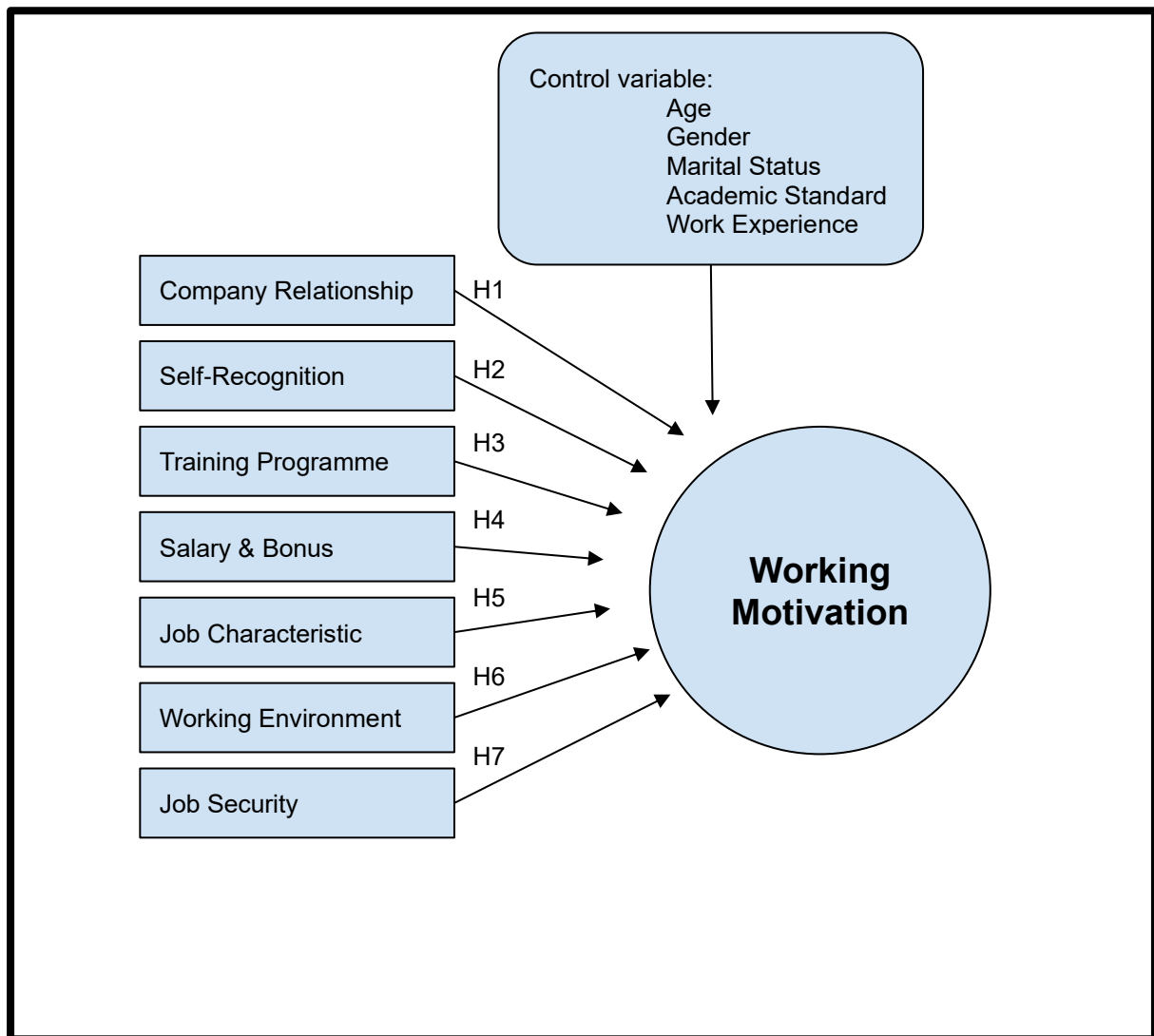


Figure 1: Research model, the hypothesis of Employee Motivation

3.1.2 Recommended Scales

Based on previous research in Literature Review, the authors have synthesized factors and designed scales, discussed the main factors to consider when conducting questionnaires presented in the table as follows:

Table 1: Recommended Scales

Factor	Code	The scale	Source
Salary & Bonus	SB1	1. Salary commensurate with ability and contribution	(T. M. P. Tran, 2016)
	SB2	2. The income is enough to meet the needs in life	(T. T. T. Nguyen, 2021) (Ho, 2021)

	SB3	3. Salary and benefits are paid in full and on time	(N. Q. Tran, 2015) (Truong, 2017)
		4. Income is on par with other businesses in the same field	(Nasina Mat Desa, 2019)
	SB4	5. Salary, bonus, and allowances are paid fairly and satisfactorily	
	SB5	6. Bonuses have the effect of encouraging, encouraging	
	SB6	7. Welfare policies show concern for employees such as maternity, sickness, vacation, etc.	
	SB7		

Job Characteristics	JC1	1. My job is suitable for my professional qualifications and training	(Vu Minh Hung, 2017) (Hadi & Adil, 2010)
	JC2	2. My work matches my personality and passion	(Truong, 2017)
	JC3	3. Interesting job, helps me improve my skills and creativity	(N. Q. Tran, 2015) (Sultan & Sarwat, 2012)
	JC4	4. Challenging work, requiring products and services to meet standards	(Oldham & Greg R., 1976)
	JC5	5. The nature of the job ensures health and does not have many risks	

Company Relationship	CR1	1. Have timely support from superiors when needed	(Ho, 2021) (N. Q. Tran, 2015)
	CR2	2. The superiors treat all employees fairly	(Oldham & Greg R., 1976)
	CR3	3. The superiors always listen to suggestions	(T. D. Nguyen, 2012)
	CR4	4. I always get feedback from my superiors about my work performance	
	CR5	5. Colleagues are ready to support me when needed	
	CR6	6. Colleagues are dedicated and enthusiastic at work	
		7. Colleagues are close and friendly	

CR7

Self-recognition	SR1	1. Accurate, timely, and complete assessment by superiors	(N. Q. Tran, 2015)
	SR2	2. Superiors evaluate work performance fairly	(Bartlomiejczuk, 2015)
		3. When you have a good performance, you will be praised and rewarded	(Andriotis, 2018)
	SR3	4. The evaluation criteria given by the enterprise are reasonable and detailed	(Brun & Dugas, 2008)
	SR4	5. I am assigned fair and clear tasks	(Nasina Mat Desa, 2019)
	SR5	6. I am provided with enough information and materials to do the job well	(Truong, 2017)
	SR6		
Training Programme	TP1	1. Professional and reasonable training policy	(Chiaburu & Lindsay, 2008)
	TP2	2. Employees have the opportunity to learn, develop and improve their knowledge, hard and soft skills at work to improve their skills and morale.	(van Assen, 2020)
			(Karthic, 2016)
	TP3	3. An integrated employee operating and organizational environment promotes cooperation, respect, friendship, and trust among employees.	(J. Greeno, 2017)
		4. Training programs are held periodically to improve the skills of employees	(Ali et al., 2018)
	TP4		
	TP5	5. Training results have helped me improve work efficiency	

Job Security	JS1	1. Stability of job position and employment in the enterprise for a certain period of time	(Ho, 2021) (PUTRA et al., 2017)
	JS2	2. The company is operating stably and doing business effectively	(Luthans, 2006)
		3. Believe in the development activities of the business/company in the coming time	(Altinay et al., 2019)
	JS3		
Working Environment	WE1	1. Create a motivational environment, superiors apply a tactful and delicate method when criticizing.	(T. D. Nguyen, 2012) (Vu Minh Hung, 2017)
	WE2	2. Superiors know how to let employees self-recognize mistakes and give highly constructive criticism	(N. Q. Tran, 2015) (Setiyani et al., 2019)
		3. The peaceful environment between each position, colleagues, and superiors have sympathy and help with personal and family problems	(Pawel Korzynski, 2013) (Korzynski, 2013)
	WE3	4. High advancement opportunities with job-specific processes	
	WE4	5. Fair and transparent promotion opportunities based on working capacity	
		6. Opportunity to advance quickly with a higher salary than the same position in other industries	
	WE5		
	WE6		
Employee Motivation (Y)	WM1	1. Motivated, stimulated by the tasks and challenges of JC1's work	Sang, 2017)
	WM2	2. The salary and bonus are motivating and consistent with SB6's working capacity	(Marewo, 2020)
	WM3	3. Fair promotion opportunities, and in line with the capabilities and contributions of PO2 employees	(Quyen, 2015)
	WM4	4. I like to work in the environment I love and among people who have the same passion for CR7	(Setiyani et al., 2019)

(Nasina Mat Desa, 2019)

(Oldham and Greg R., 1976)

3.2 Research Process Model

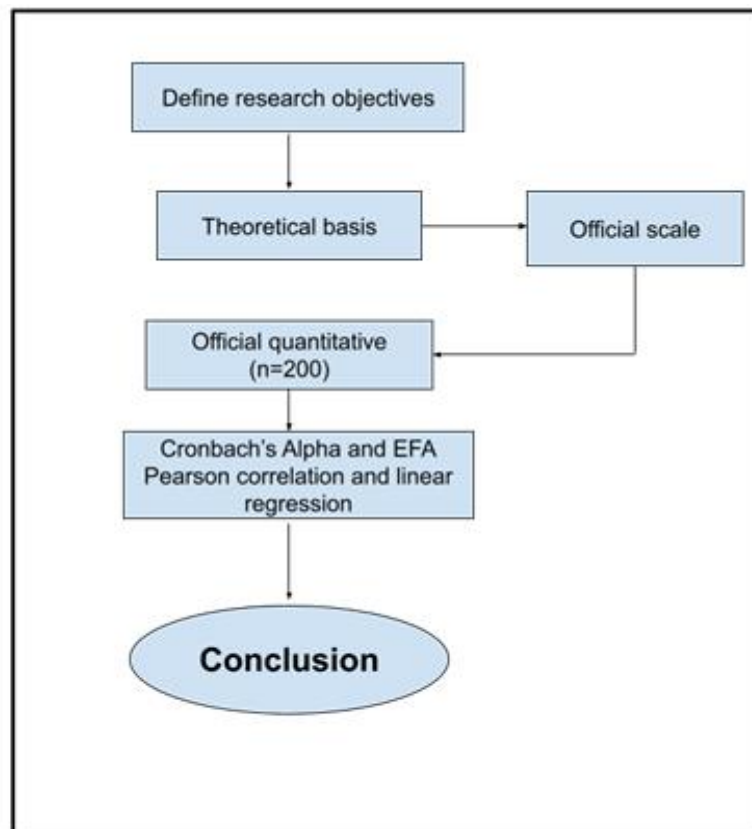


Figure 2: A Research Process Model

3.3 Research Method

3.3.1 Qualitative method:

Based on Kovach's model, as well as other models and comparable research at domestic and international, the author has synthesized the working motivation factors of employees in the industry and has modified somewhat to fit the requirements of the lodging service business in Da Nang.

3.3.2 Quantitative method:

SPSS system and Cronbach Alpha are used to analyze the reliability of data, then use EFA to reduce data, after that use regression and Pearson correlation lead to results. The author uses quantitative methods to investigate which motivation factors affect employees: 5 Likert-scale to assess the important level of those factors from (1) is totally agreed to (5) which is totally disagreed.

3.3.1 Cronbach Alpha

Cronbach's Alpha reliability coefficient:

- $\alpha \geq 0.9$: Very good factor scale
- $0.9 > \alpha \geq 0.8$: Good factor scale
- $0.8 > \alpha \geq 0.7$: Acceptable factor scale
- $0.7 > \alpha \geq 0.6$: Acceptable factor scale for new studies
- $0.6 > \alpha \geq 0.5$: Factor scale is not suitable
- $0.5 > \alpha$: Factor scale is not suitable

Cronbach's Alpha is a test used to examine and evaluate the scale's dependability. The correlation coefficient of the “Total Corrected Item - Total Correlation Variable” reflects the value of more or less contribution. As a result, we may exclude the ineffective variables from our study model.

3.3.2 EFA Analysis

EFA stands for Exploratory Factor Analysis. Factor analysis is an exploratory form of statistical analysis that aims to reduce data into a more precise understanding of the variables to be measured. In other words, it helps researchers understand the numbers and reduce an amount of n measurable variables into a group of k concepts (constructs) where $k < n$.

Factor loading is an indicator to ensure the practical significance of EFA:

- Factor loading > 0.3 is considered the minimum level
- Factor loading > 0.4 is considered important
- Factor loading > 0.5 is considered practical significance

The condition for exploratory factor analysis is to satisfy the following requirements:

- Factor loading > 0.5
- $0.5 \leq KMO \leq 1$: KMO (Kaiser-Meyer-Olkin) coefficient is an index used to consider the suitability of factor analysis.
- Bartlett test (Sig. < 0.05): Used to consider the hypothesis that variables are not correlated in the population. The observed variables are correlated with each other in the population.

- Percentage of variance > 50%: This shows the percentage variation of the observed variables.

3.3.3 Regression analysis

Regression analysis is a statistical technique used to estimate the equation that best fits the set of observations of the dependent and independent variables. It allows the best estimate of the true relationship between the variables to be obtained, as well as their relative importance in each individual case.

Linear regression equation: $y' = \beta x_i + x_i + i$

3.3.4 Pearson correlation

Pearson correlation coefficient (symbol r) is a test statistic that measures the statistical relationship or association between dependent variables and continuous variables. It is the best method to measure the association between variables of interest because it is based on the covariance method.

Pearson correlation coefficient (r) fluctuates from -1 to +1:

- $r = 0$: Two variables have no linear correlation
- $r = 1$; $r = -1$: Two variables have an absolute linear relationship.
- $r < 0$: Negative correlation coefficient. If x increases, y decreases and vice versa
- $r > 0$: Positive correlation coefficient. If x increases, y increases and vice versa

Pearson correlation coefficient (r) is considered significant if and only if the observed significance level (sig.) is less than $\alpha = 5\%$.

- r is between 0.50 and ± 1 : strongly correlated
- r is between 0.30 and ± 0.49 : mean correlation
- r is below ± 0.29 : weak correlation
- $r = -1$ data distributed on a straight line with a negative slope
- $r = 1$ data distributed on a straight line with a positive slope

3.4 Data Sampling

3.4.1 Data choosing method

Convenient data choosing methods is belonging to non-probability sampling. Students, undergraduates, and staff with experience working in the lodging industry and professional skills such as university qualifications, college, and vocational schools make up the research's subject.

3.4.2 Data size

Following to J.Hair and coworker (1998), the minimum data size to analyze EFA factors have to multiply 5 times total of an observed variable factor in scale table that equal with 40 items in the survey: $40 \times 5 = 200$, so the author built the initial quantity of samples as 200.

4. Findings and Discussions

The entire sampling method, 250 questionnaires, was distributed to all employees working at the accommodation facilities, collecting 210 samples, eliminating 7 unsatisfactory tables because of leaving a lot of information blank, using 203 samples to observe.

4.1 Characteristics

Table 2: Descriptive statistics of demographic factors

		Frequency	Percent (%)
Gender	Male	103	51.0
	Female	88	43.6
	Other	11	5.4
	Total	202	100.0
Age	Under 20 years old	39	19.3
	From 20 years old to under 23 years old	116	57.4
	From 23 years old to under 30 years old	31	15.3
	Above 30 years old	16	7.9
	Total	202	100.0
Academic Level	University	154	76.2
	College	25	12.4
	General Labor	23	11.4
	Total	202	100.0

Work Experience	Under 1 Year	103	51.0
	From 1 year to under 3 years	56	27.7
	Above 3 years	43	21.3
	Total	202	100.0
Marital Status	Single	168	83.2
	Married	34	16.8
	Total	202	100.0

4.2 Assessing the Reliability of the Scale (Cronbach's Alpha)

The results showed that variables with Cronbach's coefficient's alpha are greater than 0.6 and have a correlation coefficient of variables greater than 0.4. Variables are used in the subsequent EFA analysis.

Table 3: Summary table of Cronbach's Alpha coefficients of the scales

No	Items	N of Items	N of Items satisfying	Cronbach's Alpha
1	Salary & Bonus (SB)	7	7	0.897
2	Job Characteristics (JC)	5	5	0.962
3	Company Relationship (CR)	7	7	0.975
4	Self-recognition (SR)	6	6	0.951
5	Training Programme (TP)	5	5	0.938
6	Working Environment (WE)	6	5	0.901
7	Job Security (JS)	3	3	0.924

8	Working Motivation (WM)	4	4	0.679
---	-------------------------	---	---	--------------

4.3 Exploratory Factor Analysis EFA

The EFA factor analysis included 38 independent observation variables using the “Principal Component” method and the “Varimax” rotation. The Barlett test result with sig.=0.000 is less than 0.005, and the KMO coefficient of 0.881 is greater than 0.5 after analysis. For Eigenvalues > 1, the total variance extracted is 79.407 percent > 50 percent, implying that 79.407 percent of data variations can be explained. This implies that the observed variables have a strong enough correlation to warrant the use of EFA. There are seven extracted factor groupings.

Table 4: Results of the EFA analysis from independent observation variables

Items	Factor loading						
	1	2	3	4	5	6	7
CR5	0.933						
CR7	0.927						
CR3	0.926						
CR1	0.926						
CR6	0.924						
CR4	0.922						
SR6		0.905					
SR2		0.893					
SR4		0.881					
SR5		0.879					

SR3	0.873
SR1	0.858
JC5	0.938
JC2	0.925
JC1	0.919
JC4	0.910
JC3	0.896
SB5	0.847
SB6	0.836
SB7	0.809
SB1	0.794
SB3	0.792
SB4	0.744
SB2	0.676
TP1	0.888
TP5	0.874
TP3	0.847
TP2	0.847

TP4	0.838
WE3	0.912
WE2	0.893
WE4	0.867
WE1	0.858
WE6	0.646
WE5	0.704
JS3	0.829
JS2	0.821
JS1	0.799

The coefficients satisfy the conditions

Cronbach's Alpha	0.897	0.962	0.975	0.951	0.938	0.901	0.924
Eigenvalue	7.424	6.543	5.120	4.091	3.570	2.425	1.183
Cumulative %	79.407%						
KMO	0.881						
Barlett's Test	Sig.=0.000						

Table 5: EFA analysis results for the dependent variables

	Factor Loading
	1
WM2	.774
WM3	.698
WM1	.695
WM4	.687
The coefficients satisfy the conditions	
Cronbach's Alpha	0.679
Eigenvalue	2.041
Cumulative %	51.014
KMO	0.618
Barlett's Test	Sig. = 0.000

The EFA results show that the four observed variables are extracted into a dependent variable factor, all of which have factor loading factor > 0.5 and a total extraction variance of 51.014 percent, with only KMO number is 0.618 good with significance level Sig. = 0.000 in the Barlett test and the quantity Eigenvalue = 2.041 satisfying the condition. As a result, these detected factors are kept for further investigation.

4.4 Correlation Matrix

Table 6. Correlation between variables

		Y	X1	X2	X3	X4	X5	X6	X7
Y	Pearson Correlation	1	.184**	.312**	.297**	.370**	.105	.418**	.047
	Sig. (2-tailed)		.009	.000	.000	.000	.139	.000	.507
	N	202	202	202	202	202	202	202	202
X1	Pearson Correlation	.184**	1	-.136	.051	-.105	-.049	.012	-.037
	Sig. (2-tailed)	.009		.054	.471	.138	.491	.869	.605
	N	202	202	202	202	202	202	202	202
X2	Pearson Correlation	.312**	-.136	1	-.021	-.025	.070	.131	-.414**
	Sig. (2-tailed)	.000	.054		.767	.727	.322	.063	.000
	N	202	202	202	202	202	202	202	202
X3	Pearson Correlation	.297**	.051	-.021	1	-.111	-.246**	-.055	-.056
	Sig. (2-tailed)	.000	.471	.767		.117	.000	.435	.429
	N	202	202	202	202	202	202	202	202

X4	Pearson Correlation	.370**	-.105	-.025	-.111	1	-.238**	.107	.314**
	Sig. (2-tailed)	.000	.138	.727	.117		.001	.128	.000
	N	202	202	202	202	202	202	202	202
X5	Pearson Correlation	.105	-.049	.070	-.246**	-.238**	1	.194**	-.445**
	Sig. (2-tailed)	.139	.491	.322	.000	.001		.006	.000
	N	202	202	202	202	202	202	202	202
X6	Pearson Correlation	.418**	.012	.131	-.055	.107	.194**	1	-.155*
	Sig. (2-tailed)	.000	.869	.063	.435	.128	.006		.027
	N	202	202	202	202	202	202	202	202
X7	Pearson Correlation	.047	-.037	-.414**	-.056	.314**	-.445**	-.155*	1
	Sig. (2-tailed)	.507	.605	.000	.429	.000	.000	.027	
	N	202	202	202	202	202	202	202	202

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

According to the correlation matrix in the table above, there is a linear connection between Y dependent variables and independent variables X1, X2, X3, X4, X7 since the Sig significance

level is 0.00, less than 0.05. As a result, the usage of these linear regression analysis variables is suitable.

4.5 Multiple Regression Analysis

Table 7. Estimate the beta coefficient of the model by the Enter method

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-.149	.215		-.693	.489		
	X1	.196	.039	.247	5.056	.000	.967	1.034
	X2	.184	.028	.317	6.466	.000	.961	1.041
	X3	.204	.028	.355	7.316	.000	.984	1.016
	X4	.285	.034	.405	8.267	.000	.964	1.037
	X6	.256	.036	.350	7.152	.000	.967	1.034

Adjusted R Square = 0.535;

F (ANOVA) = 47.173;

Sig. (ANOVA) = 0.000;

Durbin – Watson = 1.426.

The results of the ANOVA analysis reveal that the statistical value $F = 47.173$ with the value $\text{sig} = 0.000$ demonstrates that the regression model is appropriate for the data set. Durbin-Watson is $1 < 1.426 < 2$, showing no correlation between variables in the model. When the VIF of all variables is 2, it implies that no collinearity exists. The corrected R^2 coefficient is 0.535, indicating that the independent factors explain 54% of the variation in the dependent variable.

The standardized regression equation: $Y = -0.149 + 0.247X_1 + 0.317X_2 + 0.355X_3 + 0.405X_4 + 0.350X_6$. The 5 factors that were originally set were accepted.

4.6 Verification of Conformity of the Model

Scatterplot scatter plots demonstrate that the residual dispersing randomly about the route passes through zero degrees and varies significantly in the ± 1 range, demonstrating that the linear relation assumption is not broken. The histogram displays the standard distribution curve superimposed on the frequency chart, a very tiny mean value close to 0 (mean = $6.25E-17$), and a standard deviation close to 1 (Std. Dev = 0.987), suggesting the approximate residual distribution. The P-P plot also indicates that the perspectives do not deviate too much from the predicted straight line, implying that the residual distribution with standard distribution is not violated. As a result, the linear regression model presented above is an appropriate model.

4.7 Test Relationship between Geographic Information and Working Motivation

Based on the One-Way ANOVA mean difference analysis technique for age, education level, gender, job experience, and the Independent Sample T-Test for marital status, the author discovered that there is a statistically significant variation in the motivating variables of respondents from different age groups, genders, and education levels. There was no statistically significant variation in motivation variables for various job experiences or marital status.

4.8 Discussion

The author used a combination of qualitative and quantitative research methods, numerical processing, and analysis using SPSS 20.0 software to identify 05 impact factors to employee motivation at accommodation facilities in Danang, and those factors are arranged in descending order of impact as follows: Self-recognition; Company Relationship; Working Environment; Job Characteristics; Salary & Bonus, and provide a set of objective solutions as a result.

4.9 Recommendation

Solution implications for the training program element

- Develop criteria and utilize KPIs to analyze the responsibilities and capabilities of middle management workers, leading them into more effective contacts with lower-level employees and upper-level leaders as a solution for the training program aspect.
- Offer relevant solutions for increasing human resource quality by developing short-term courses for employees and developing appropriate training programs.
- Extending operational models to make it easier for employees to advance in their careers.

Solution implications for the Salary & Bonus factor

- Build payroll according to employees' capacity and contribution at each level.
- Clearly in the distribution of bonuses to employees who are active and have outstanding contributions and achievements in the month.
- Wages meet basic human needs and comply with the law on employees' basic salaries.

Solution implications for factor job characteristic

- Tasks are clearly defined and accompanied by evaluation criteria.

- Developing support services, serving life, inspiring employees, pushing them to work hard, work calmly, and stay with the firm

Solution implications for factor self-recognition

- Recognize and value workers' efforts and recommendations in promoting and expanding the firm.
- Respect workers because respecting them means valuing the worth of the job they produce. Respect builds trust, and trust bridges the gap in the workplace.

Solution implications for factor company relationship

- Establishing a communal atmosphere of harmony and equality
- Managers may listen, sympathize, and respond properly by categorizing employees based on their abilities and work experience.

Solution implications for factor job security

- Offer reasonable procedures to assist good workers who are making long-term contributions
- When there is an employee restructuring, external workers who have worked for a long time and are 30 years old or older will have a higher desire to keep the firm.
- Employees' insurance levels should be supported in the event of an unforeseen event.

Solution implications for the factor work environment

- Create an innovative, dynamic, and equally demanding working atmosphere in order to keep people engaged.
- When the number of employees grows, ensure that working conditions, such as equipment and workspace, are maintained.
- Provide job descriptions that emphasize design investment, empowerment, and self-sufficiency.

5. Conclusion

The research has achieved the target that finds seven significant factors positively affecting the working motivation of employees at accommodation facilities in Danang. Based on articles, surveys, and research papers, this study has established a theoretical model of 7 factors with 43 items impacting the working motivation of employees. It has used a multivariable regression model of Kovach on 203 survey samples and identified 5 major factors which have statistically significant effects, including (1) Self-recognition; (2) Company Relationship; (3) Working Environment; (4) Job Characteristics; (5) Salary & Bonus. Furthermore, the study makes suggestions based on four coefficient variables and their relationships to other things generated from the model's results.

Because this study only focuses on Danang, future research should expand into other regions of Vietnam consisting of students, undergraduates, and staff who have experience working in the lodging industry with professional skills including university qualification, college, and vocational schools.

References

- AirDNA MarketMinder. (2021). *Airbnb Data on 4,901 Vacation Rentals in Da Nang* |. AirDNA - Airbnb & Vrbo Data. <https://www.airdna.co/vacation-rental-data/app/vn/default/da-nang/overview>
- AlBattat, A. S., & Som, A. M. (2013). Employee Dissatisfaction and Turnover Crises in the Malaysian Hospitality Industry. *International Journal of Business and Management*, 8(5), p62. <https://doi.org/10.5539/ijbm.v8n5p62>
- Ali, R. A. A. M. A., Yusoff, R. M., Kazi, A. G., & Ismail, F. B. (2018). The Mediating Effect of Job Performance on the Association between Training and Employees' Productivity in Public Organizations in U.A.E. *International Journal of Entrepreneurial Research*, 1(1), 11–14. <https://doi.org/10.31580/ijer.v1i1.134>
- Altinay, L., Dai, Y.-D., Chang, J., Lee, C.-H., Zhuang, W.-L., & Liu, Y.-C. (2019). How to facilitate hotel employees' work engagement: The roles of leader-member exchange, role overload and job security. *International Journal of Contemporary Hospitality Management*, 31(3), 1525–1542. <https://doi.org/10.1108/IJCHM-10-2017-0613>
- Andriotis, K. (2018). *Degrowth in Tourism: Conceptual, Theoretical and Philosophical Issues*. CABI.
- Bartlomiejczuk, G. (2015). *How do Recognition Programs Impact Employee Engagement and How have Companies with a Large Global Footprint Structured such Programs to Drive Results?* <https://ecommons.cornell.edu/handle/1813/74425>
- Brun, & Dugas. (2008). *An analysis of employee recognition: Perspectives on human resources practices: The International Journal of Human Resource Management: Vol 19, No 4*. <https://www.tandfonline.com/doi/abs/10.1080/09585190801953723>
- Chiaburu, D. S., & Lindsay, D. R. (2008). Can do or will do? The importance of self-efficacy and instrumentality for training transfer. *Human Resource Development International*, 11(2), 199–206. <https://doi.org/10.1080/13678860801933004>
- Da Nang City Department of Tourism. (2021). *Da Nang City Department of Tourism*. <https://tourism.danang.gov.vn>
- Danang Planning General Department. (2020). *Economic situation of Da Nang city in November 2020*. https://dpi.danang.gov.vn/web/guest/chi-tiet?id=3730&_c=30,34,35,37,38,39,40,41,42,43,44,50,51,52,53,54,55,56,57,58,59,60,61,62,63,64,65
- danangfantasticity. (2015, October 15). *Da Nang Tourism, Development Paths*. <https://danangfantasticity.com/tin-tuc/du-lich-da-nang-nhung-chang-duong-phat-trien.html>
- Hadi, R., & Adil, A. (2010). Job characteristics as predictors of work motivation and job satisfaction of bank employees. *Journal of the Indian Academy of Applied Psychology*, 36(2), 294–299.
- Herzberg, F. (1987). *One more time: How do you motivate employee?*
- Ho, D. K. (2021). *Solutions to motivate employees in banks in Ho Chi Minh City. Danang*.
- Holston-Okae, B. L., & Mushi, R. J. (2018). Employee Turnover in the Hospitality Industry using Herzberg's Two-Factor Motivation-Hygiene Theory. *International Journal of Academic Research in Business and Social Sciences*, 8(1), 216–244.

Hotel Careers. (2020). *HR in Hospitality industry*.

Hotelcareers.vn. (n.d.). *Learn about Human Resource Management in Hotels*. Retrieved September 16, 2021, from <https://hotelcareers.vn/tim-hieu-ve-quan-tri-nhan-su-trong-khach-san.html>

J. Greeno, E. (2017). *The role of empathy in training social work students in motivational interviewing: Social Work Education: Vol 36, No 7*. <https://www.tandfonline.com/doi/abs/10.1080/02615479.2017.1346071>

Karthic, U. (2016). Effective Employee Training Impart Employee Retention. *International Journal of Management Research and Review*, 6, 416–421.

Kenneth A. Kovach. (1987). *What Motivates Employees? Workers and Supervisors Give Different Answers*.

Korzynski, P. (2013). EMPLOYEE MOTIVATION IN NEW WORKING ENVIRONMENT. *INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH*, 5(5), 7.

Koskinen. (1995). *Job enrichment, work motivation, and job satisfaction in hospital wards: Testing the job characteristics model—KIVIMÄKI - 1995—Journal of Nursing Management—Wiley Online Library*. <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1365-2834.1995.tb00086.x>

Lauby, S. J. (2005). *Motivating Employees*. American Society for Training and Development.

Luthans, F. (2006). *Potential Added Value of Psychological Capital in Predicting Work Attitudes—Milan Larson, Fred Luthans, 2006*. <https://journals.sagepub.com/doi/abs/10.1177/10717919070130020601>

Luu, T. N. B., & Luu, T. T. (2013). *Factors affecting the work motivation of employees in the hotel*.

Marshall, T., Mottier, E. M., & Lewis, R. A. (2015). Motivational Factors And The Hospitality Industry: A Case Study Examining The Effects Of Changes In The Working Environment. *Journal of Business Case Studies (JBKS)*, 11(3), 123–132. <https://doi.org/10.19030/jbcs.v11i3.9289>

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), 370–396. <https://doi.org/10.1037/h0054346>

Md Sabri, S., Abd Mutalib, H., & Hasan, N. (2019). *Elements of Employees' Motivation in Hospitality Industry*. 4, 13–23.

Mhlanga, O. (2018). *Factors influencing employee motivation in hotels*. African Journal of Hospitality, Tourism and Leisure.

Miao, S., Rhee, J., & Jun, I. (2020). How Much Does Extrinsic Motivation or Intrinsic Motivation Affect Job Engagement or Turnover Intention? A Comparison Study in China. *Sustainability*, 12(9), 3630. <https://doi.org/10.3390/su12093630>

Ministry of Culture, Sports and Tourism National Administration of Tourism. (2015). *Professional training course for Tourism Narrators*.

Nasina Mat Desa, L. S. (2019). *Influence of Salary, Promotion, and Recognition toward Work Motivation among Government Trade Agency Employees*.

- News V. (2021). *Da Nang: Accommodation facilities increase sharply, room occupancy is low*. VietNamNet. <https://infonet.vietnamnet.vn/doi-song/da-nang-co-so-luu-tru-tang-manh-cong-suat-buong-phong-dat-thap-19760.html>
- Nguyen D. H. (2019, June 20). *The list of tourist accommodation establishments in Da Nang city has been ranked*. Danang tourism portal. <https://danangfantasticity.com/amp/tin-tuc/danh-sach-co-so-luu-tru-du-lich-tren-dia-ban-thanh-pho-da-nang-da-duoc-xep-hang.html>
- Nguyen, T. D. (2012). *RESEARCH ON WORK SATISFACTION OF EMPLOYEES AT TRUNG HAI - HAI DUONG Cement Company*.
- Nguyen, T. T. T. (2021). *CREATE LABOR MOTIVATION AT GARMENT JOINT STOCK COMPANY IMPORT AND EXPORT THAI BINH*.
- Nyoni, T. (2020). *THE IMPACT OF EMPLOYEE MOTIVATION ON EMPLOYEE PERFORMANCE*.
- Oldham, O., & Greg R., G. R. (1976). Job Characteristics and Internal Motivation. *Human Relations*, 29(6), 559–569. <https://doi.org/10.1177/001872677602900605>
- Omar Abdallah Alshamey. (2019). *FACTORS THAT AFFECT MOTIVATION AND JOB SATISFACTION OF EMPLOYEES WITHIN THE HOSPITALITY INDUSTRY*.
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Pawel Korzynski. (2013). *EMPLOYEE MOTIVATION IN A NEW WORKING ENVIRONMENT*.
- Pham, T. V. A. (2017). *Motivating employees of Sao Bien Hotel*.
- PUTRA, E., Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17, 228–241. <https://doi.org/10.1177/1467358415613393>
- Sáez-Fernández, F. J., Jiménez-Hernández, I., & Ostos-Rey, M. del S. (2020). Seasonality and Efficiency of the Hotel Industry in the Balearic Islands: Implications for Economic and Environmental Sustainability. *Sustainability*, 12(9), 3506. <https://doi.org/10.3390/su12093506>
- Setiyani, A., Djumarno, D., Riyanto, S., & Nawangsari, L. (2019). The Effect of Work Environment on Flexible Working Hours, Employee Engagement and Employee Motivation. *International Review of Management and Marketing*, 9(3), 112–116.
- ShaemiBarzoki, A., Attafar, A., & RezaJannati, A. (2012). *An analysis of factors affecting the employees motivation based on Herzberg's hygiene factors theory (The study: Golpayegan City Saipa Corporation industrial complex's staff)*. 6, 115–123.
- Shantz, A., & Latham, G. (2011). The effect of primed goals on employee performance: Implications for human resource management. *Human Resource Management*, 50(2), 289–299. <https://doi.org/10.1002/hrm.20418>
- Sultan, S., & Sarwat, S. (2012). *Examining the Job Characteristics: A Matter of Employees' Work Motivation and Job Satisfaction*. <https://web.b.ebscohost.com/abstract?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=10289097&AN=88432335&h=htjCb1ZID74eOQcWM3CXxAKtaMbJ8WIS21wpo>

NAOG2WjwVmw%2f8WWc8iq5DKA13svNIPWZJLnBGn82oqVglBJA%3d%3d&crl=c
&resultNs=AdminWebAuth&resultLocal=ErrCrlNotAuth&crlhashurl=login.aspx%3fdirect%
3dtrue%26profile%3dehost%26scope%3dsite%26authtype%3dcrawler%26jrn%3d10289097
%26AN%3d88432335

Timoti, K. (2020). *Motivation & Employee Productivity: A Review Of Literature*.
<https://doi.org/10.13140/RG.2.2.11807.79526>

Tom Baum. (n.d.). Demographic Changes and the Labour Market in the International
Tourism Industry. *Department of the Human Resource Management University of
Strathclyde, Glasgow*.

Tran, N. Q. (2015). *RESEARCH ON WORKING MOTIVATION OF EMPLOYEES AT
HUONG GIANG HOTEL*.

Tran, T. M. P. (2016). *RESEARCH OF FACTORS AFFECTING MOBILE WORKING
POWER OF EMPLOYEES AT COMPANY's branch TW2 PHARMACEUTICAL ONE-
MEMBER LIMITED TEST NGUYEN*.

Truong, D. S. (2017). *Researching the factors that motivate employees at DHC Investment
Corporation in Da Nang City*.

van Assen. (2020). *Full article: Training, employee involvement and continuous improvement
– the moderating effect of a common improvement method*.
<https://www.tandfonline.com/doi/full/10.1080/09537287.2020.1716405>

Vietnam Briefing News. (n.d.). *Vietnam's Hospitality Industry: Understanding Current
Trends and Challenges*. Retrieved September 16, 2021, from [https://www.vietnam-
briefing.com/news/vietnams-hospitality-industry-understanding-current-trends-
challenges.html/](https://www.vietnam-briefing.com/news/vietnams-hospitality-industry-understanding-current-trends-challenges.html/)

VietnamBiz. (n.d.). Labor in Tourism. 2019.

Vu Minh Hung. (2017). *Factors affecting the work motivation of employees at Public Service
One Member Limited Liability Company in Phu Nhuan District, HCMC*.

Zopiatis, A., & Constanti, P. (2007). Human resource challenges confronting the Cyprus
hospitality industry. *EuroMed Journal of Business*, 2(2), 135–153.
<https://doi.org/10.1108/14502190710826022>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to
the journal.

This is an open-access article distributed under the terms and conditions of the Creative
Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>)