

MINISTRY OF EDUCATION AND TRAINING
THE UNIVERSITY OF DANANG

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**THE FACTORS AFFECTING EMPLOYEE WORK
INNOVATION: A CASE STUDY OF HOTELS IN
KHANH HOA PROVINCE**

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CHAPTER 1: INTRODUCTION

1.1. Rational

Innovation has proven to be a factor that creates competitive advantage and performance in the field of tourism and accommodation services. And the dynamism, creativity and skills of employees are important factors that make up the difference of service quality and increase customer satisfaction, contributing to improving the competitiveness of organizations.

The service economy is considered as a key economic area of Khanh Hoa province, expected to contribute about 44% of GDP and attract 40% of labor by 2020. However, Khanh Hoa tourism is in a situation of lacking typical tourism products, but there are too many duplicated products. The value that the tourism industry brings is quite modest, not commensurate with its potential. The main reason is the capacity of the workforce.

However, studies on employee work innovation in the hospitality industry are quite rare. Moreover, in the context of the transition economy, the industrial revolution 4.0, the fundamental theories of human resource management will have certain differences. Therefore, the study of employee work innovation of hotels is an urgent and meaningful topic of academic as well as management practices.

1.2. Overview of research history related the thesis

Currently, researches on employee work innovation of Vietnamese scholars are published very limited. The studies of international scholars still have limitations. It is the limitation of situational factors and personal values, not yet exploring enough

interactions between the factors in the model.

1.3. Objectives of the study

The general objective of the thesis is to explore and evaluate factors affecting the employee work innovation in the accommodation sector in Khanh Hoa province. Specific objectives of the study: To systematize theoretical basis, build multi-level integrated research model as well as assess the role of factors in relation to employee work innovation, and propose policy implications for the organization's sustainable development.

1.4. Research questions

1.5. Objects and scope of the study

The object of the study is the factors affecting the employee work innovation in hotels in Khanh Hoa province. These are organizational-level, job-level and individual-level factors. Primary data is collected from May 2016 to March 2017.

1.6. Approach and research methodology

The approach is based on the chain: Input – Filters – Behavior. Qualitative research aims to build a research model, build and develop scales as a basis for conducting surveys for further quantitative research. Quantitative research method is used to assess the reliability, value of scales, testing models and hypotheses.

1.7. New contributions of the thesis

1.7.1. Theoretical contributions

The research results contribute to a better understanding of the role of organizational climate, job design, thriving at work, psychological capital, brand loyalty, and brand support behaviors for the employee work innovation.

The thesis is also a solid scientific basis for further research on employee work innovation in the organization, contributed to the development of limited theory in the field of service innovation in general and accommodation services in particular.

The thesis is a pioneering research project that explores the factors affecting the employee work innovation in the context of accommodation services in Khanh Hoa province.

1.7.2. Practical contributions

Research results of the thesis will help managers to identify and evaluate the role of each resource in the strategy of building innovation capacity, contributing to forming dynamic capacity, and thereby promoting the edge pictures of businesses.

The results of classification of factors will also be the basis in the planning and decision-making of managers in the process of effectively managing and using the resources of the organization. Thereby conveying the brand's message and promise to customers, forming the brand image associated with the quality of service for customers and the community, creating a strong attraction of the organization to customers and employees, contributing to increase the competitive advantage of businesses.

1.8. Structure of the thesis

The thesis is organized into five chapters. Chapter 1: Introduction. Chapter 2: Rationale and study model. Chapter 3: Research methods. Chapter 4: Research result. Chapter 5: Conclusions and policy implications.

CHAPTER 2: RATIONALE AND STUDY MODEL

2.1. The theoretical basic

2.1.1. The organizational support

Eisenberger et al. (1986) proposed that employees' perceptions of organizational support will shape their attitudes towards the organization, be more committed to the organization, work hard and more effective to achieve certain achievements and get rewarded from the organization. Moreover, it is these perceptions that motivate employees to be more dedicated in their work, loyal to the organization and efforts for innovation.

2.1.2. The Service-Profit chain

This model shows that service quality along with support policies will create satisfaction and loyalty as well as productivity of employees. Thereby increasing customer awareness of the value of products and services provided, leading to customer satisfaction and loyalty and ultimately increasing organizational profits and growth (Figure 2.1).

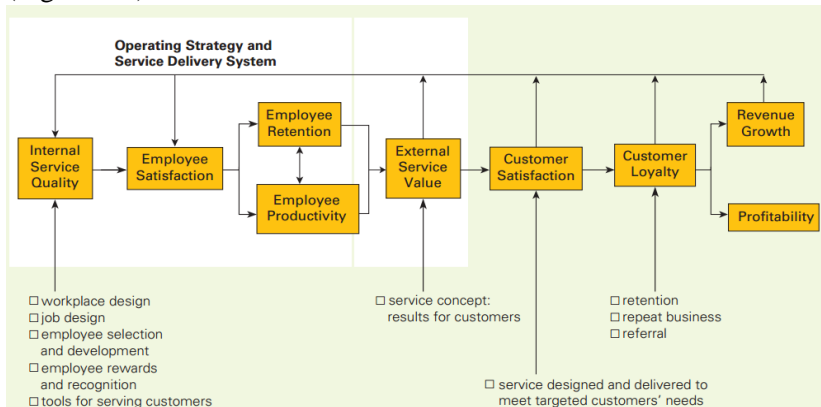


Figure 2.1. The link in the Service-Profit chain

Source: Heskett et al. (1986).

2.1.3. The Two-factor theory

The Herzberg's two-factor theory suggest a two-dimensional paradigm of factors affecting people's attitudes about work. Including: (i) The hygiene factors, related to the context of the work itself, and (ii) The motivation factors, are intrinsic to the job and lead to positive attitudes towards the job. Thus, work must be designed and managed so that it can maximize the ability and capacity as well as motivate workers.

2.1.4. The job characteristics theory

Job characteristics theory stated that the presence of job characteristics will increase the individual's ability to find interesting and meaningful of work, be aware of your own responsibility for work performance, and accumulate knowledge and skills to be able to understand the actual results of work activities (Figure 2.2).

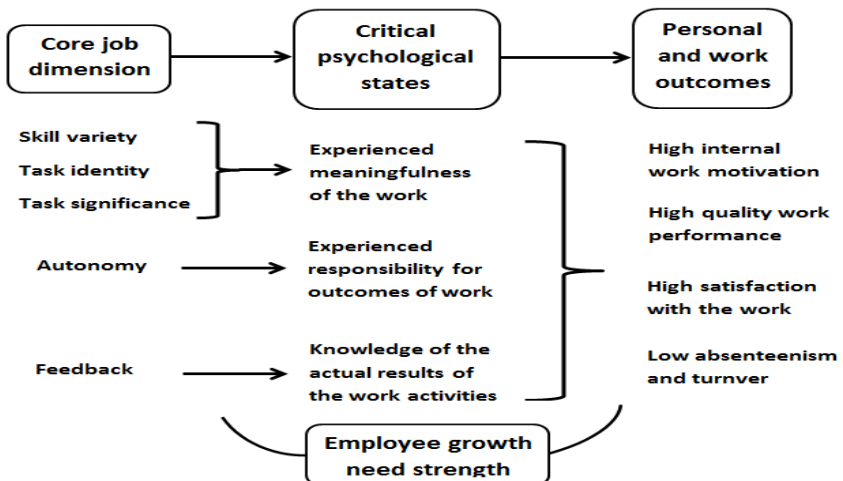


Figure 2.2. The Job characteristics model

Source: Hackman & Oldham (1976); Oldham & Hackman (2010).

Thus, when employees perform jobs that are designed to be motivated, have the support of the organization, work in an environment consistent with their personal goals and values, they will have positive psychological status, will stick with more organizations, will promote their own capabilities, they will make efforts to innovate and improve their work efficiency, which will bring added value to customers. Thereby contributing to spreading the brand and the sustainable development of the organization.

2.2. The concepts concerning innovation

2.2.1. Creation

Creativity is about getting new or useful ideas about products, services, processes or mechanisms.

2.2.2. Innovation

Innovation has been defined by many different authors and represents some important aspects of it, but all emphasize “novelty” as the core of innovation. The novelty includes all that the subject’s perception is new or the differences are presented. In general, it could be a new product or service, a new business method, a new way of distributing goods or products, or a new way of operating. The category of innovation is the foundation of the epistemology of innovation behavior, which is an important factor in the performance of an organization.

2.2.3. Employee work innovation

Employee work innovation is the autonomy of workers in building, developing and applying new processes, work methods or products to improve performance as well as achieve get practical benefits for individuals, groups or organizations.

2.3. Factors affecting employee work innovation

The review of relevant studies has synthesized groups of factors that influence the employee work innovation in four groups: (1) organizational-level factors, (2) team-level factors, (3) job-level factors, and (4) individual-level factors.

2.4. The theoretical gaps

About the research model: Most studies are often limited when only single-level analysis in the research model.

About the influencing factors: (1) studies when referring to the organizational climate, often only studying workers' perceptions in terms of: rewarding, giving control, sharing information, and development opportunities, (2) two dimensions: job control and job demand has not received much attention from scholars, (3) lack of extensive research on the role of psychological capital on the employee work innovation.

Vietnamese studies in this area: According to the author's research, studies related to employee work innovation are quite modest, especially in the field of tourism is quite rare.

2.5. Proposed theoretical framework

The results of group discussion have shown that three groups of factors that affect the employee work innovation are organizational-level factors, job-level factors, and individual-level factors.

2.6. Hypothesis and theoretical research model

2.6.1. Employee work innovation

In the service sector, employee work innovation is the result of the interaction between service staff and customers. In this thesis, the author focuses on employee work innovation, and considers it a multi-stage process as well as exploring the factors that influence employee work innovation.

2.6.2. Job design, psychological capital, thriving at work

Based on theoretical discussion of the service-profit model, about the role of job design, and psychological capital in human resource management, the following hypotheses are proposed:

H1: Thriving at work positively affects the employee work innovation.

H2: Work design positively affects the thriving at work.

H3: Work design positively affects the employee work innovation.

H4: Psychological capital positively affects the thriving at work.

H5: Psychological capital positively affects employee work innovation.

2.6.3. Organizational climate, brand support behaviour, brand loyalty

Organizational support plays an important role in forming positive attitudes and behaviors of workers. The next hypotheses are formed:

H6: Brand support behaviors positively affect the employee work innovation.

H7: Brand loyalty positively affects employee brand support behaviors.

H8: Brand loyalty positively affects the employee work innovation.

H9: The organizational climate positively affects the psychological capital.

H10: The organizational climate positively affects the brand loyalty.

H11: The organizational climate positively affects brand support behaviors.

2.6.4. Model of theoretical research

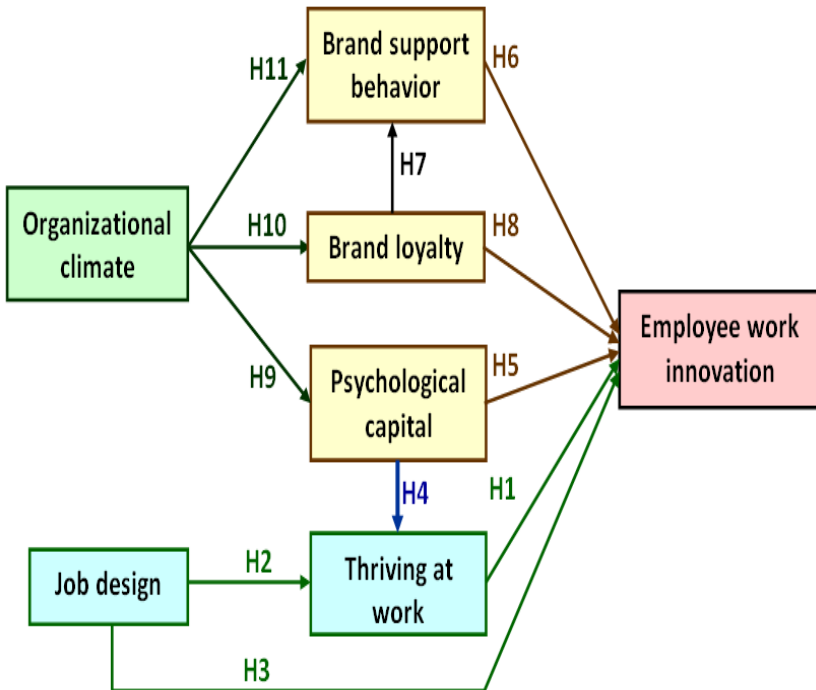


Figure 2.3. Model of theoretical research

CHAPTER 3: RESEARCH METHODS

3.1. Research design

The research process consists of two steps: preliminary research and formal research. Preliminary research is conducted through qualitative methods, and formal research is done by quantitative research methods.

3.2. Building scales

Table 3.9. Summary of scales

Construct	Dimensions	Number of Items	Origin of the scale
Organizational climate	Fairness	3	Bock et al. [35]
	Affiliation	4	
	Innovativeness	3	
Psychological capital	Hope	3	Snyder et al. [207], Carver & Scheier [42], Block & Kremen [34], Parker [162].
	Optimism	3	
	Resilience	3	
	Self-confidence	4	
Thriving at work	Vitality	8	Carmeli & Spreitzer [39]
	Learning	3	
Brand support behavior		4	Punjaisri et al. [179]
Brand loyalty		3	Punjaisri et al. [177]
Job design		8	Jackson et al. [103]; Wall & et al. [234].
Employee work innovation		6	Scott & Bruce [192].

3.3. Edit and preliminary evaluation of the scale

A number of terms have been adapted to suit the respondents who are workers in hotels. There are explanations and instructions for answering each question. The two items: “I can control the amount of production” and “I can control the quality of my work” are evaluated as not suitable for the invisible characteristics of the service, so they are recommended removal. Preliminary assessment of the scale is carried out by quantitative preliminary research. The results of the 7 constructs (including 14 dimensions) for cronbach’s alpha coefficients are quite good (> 0.7).

3.4. Building a questionnaire

The questions about attitudes and work are considered important, so they will be asked first. The organizational climate is hypothesized to be the basis for the consciousness, attitude and behavior of workers should be asked in the next position. Next are the questions about brand loyalty, brand support behaviors and employee work innovation. And the questions related to personal information of interviewees are arranged on the last page.

3.5. Sample size

Item used is 58 (4 multidirectional constructs and 3 single direction constructs). Based on the items and constructs, the number of samples for this study is 650.

3.6. Methods of analysis

The thesis uses the following analytical methods: Descriptive statistical methods, methods of analyzing reliability of scales, exploratory factor analysis, confirmatory factor analysis, and structural equation model. Supported software are SPSS and AMOS.

CHAPTER 4: RESEARCH RESULT

4.1. Describe the research sample

There are 627/650 valid samples collected by convenient method, allocated according to the ratio of 1: 1: 1 between three departments: F&B, housekeeping, FO and other departments. Including 234 men and 393 women, working in the housekeeping department (30.14%), F&B department (33.97%), and the FO and other department (35.89%). Among them, most are employees (83.25%), and working in luxury hotels (70.18%).

4.2. The value of items

The average value of the items is 3.60. The highest valued items are for the scale of affiliation (a dimension of organizational climate), and the lowest is for the scale of job design. This result reflects the picture of business culture that always guarantees the quality of service to meet the needs of customers in accordance with the brand standards of the accommodations in Khanh Hoa province. It is the employee cooperation and care of each other to understand and support each other according to the work requirements. Moreover, the results also reflect the professionalism of the accommodation throughout the process of providing services to customers so that service quality is always the best. Statistical values related to Skewness and Kurtosis parameters are less than 1.

4.3. Evaluation measurement model

The first is the Cronbach's alpha test. The results show that the correlation coefficients of variables are quite concentrated, reaching from 0.514 to 0.830. And the cronbach's alpha coefficient is quite good, reaching from 0.765 to 0.913. Next is the EFA procedure. The

variable VI-02 is rejected. As a result, there are 13 component factors extracted. The factor load factor is quite good, reaching from 0.553 to 0.881. Finally, the CFA procedure with 52 indicators. The measurement model has 1196 degrees of freedom, Chi-square = 2059.855 ($p = 0,000$); CMIN / df = 1.722; CFI = 0.949; TLI = 0.944; GFI = 0.884; RMSEA = 0.034. This result shows that the measurement model is consistent with market data. The scales achieve values. The scale test results are summarized in Table 4.13.

Table 4.13. Summary of scale test results

Con-structs	Dimen-tions	Items	Factor loading	ρ_c	ρ_{vc}	Values	
OC	3	FA	3	0.772 - 0.847	0.842	64.11%	Suitability
		AF	4	0.810 - 0.893	0.913	72.56%	
		IN	3	0.742- 0.865	0.860	67.26%	
PS	4	HO	3	0.715 - 0.778	0.784	54.84%	Suitability
		OP	3	0.657 - 0.786	0.770	52.84%	
		RE	3	0.708 - 0.748	0.765	52.07%	
		SE	4	0.700 - 0.752	0.811	51.88%	
TW	2	VI	7	0.655 - 0.793	0.891	54.04%	Suitability
		LE	3	0.778 - 0.854	0.855	66.30%	
JDs	1	6	0.662 - 0.786	0.863	51.38%	Suitability	
BS	1	4	0.782 - 0.848	0.891	67.09%	Suitability	
BL	1	3	0.700 - 0.820	0.814	59.50%	Suitability	
WI	1	6	0.673 - 0.773	0.859	50.53%	Suitability	

4.4. Results of SEM

The results show that the model is suitable for market data and this statistic makes sense with the sample size of 627 (Table 4.14).

Table 4.14. Statistical indicators reflect the model's fit

RMSEA	CFI	TLI	GFI	CMIN	df	p	CMIN/df
0.036	0.940	0.936	0.874	2273.545	1253	0.000	1.814

Table 4.15. Structural model analysis

Dependent constructs	Independent constructs	Path coefficient ^a	S.E.	C.R.
TW (R ² = 68.6%)	<- JDs	0.169***	0.028	5.996
	<- PC	0.763***	0.073	10.403
BS (R ² = 47.6%)	<- BL	0.196**	0.062	3.165
	<- OC	0.771***	0.105	7.340
PC (R ² = 35.5%)	<- OC	0.592***	0.065	9.155
BL (R ² = 47.4%)	<- OC	1.010***	0.091	11.150
WI (R ² = 50.1%)	<- BS	0.097*	0.041	2.357
	<- BL	0.008 ^{ns}	0.042	0.198
	<- PC	0.225*	0.115	1.956
	<- TW	0.253*	0.115	2.198
	<- JDs	0.311***	0.040	7.733

Note: *** : $p < 0,001$; ** : $p < 0,01$; * : $p < 0,05$;

^a: not standardized; ns: not statistically significant

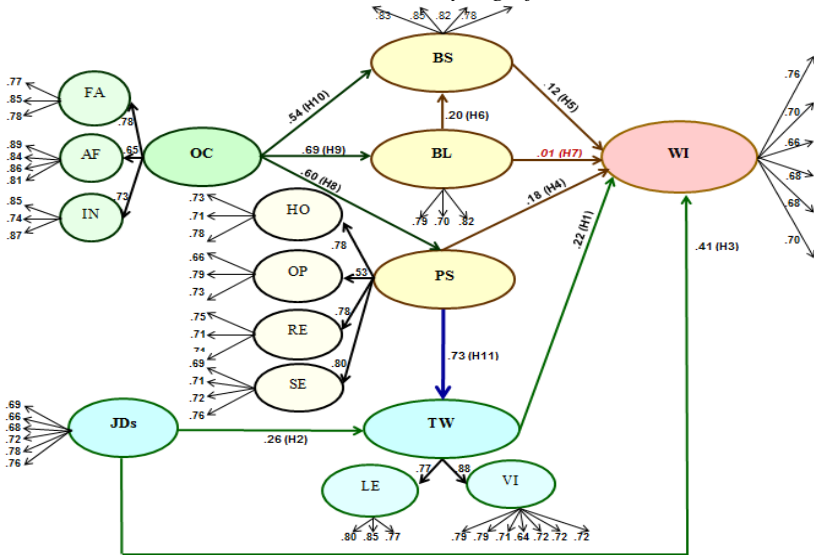


Figure 4.2. Empirical study results

As a result, the organizational climate has a direct positive effect on: psychological capital, brand loyalty, and brand support behaviors. Similarly, job design has a direct impact on thriving at work and employee work innovation. In addition, the role of brand loyalty and psychological capital is also mentioned, reflected in the relationship with brand support behaviors and thriving at work. And finally, employee work innovation is directly positively influenced by brand support behavior, psychological capital, thriving at work, and the strongest is job design.

However, with the data collected, it is not enough to confirm the direct effect of brand loyalty on employee work innovation, but indirectly through brand support behavior. It is the “lag” in finding creative and innovative ideas at work. Workers are always aware of their responsibility and role in fulfilling brand promise. So they always act cautiously, behave properly. In order to do so, they need time to improve their professional skills, gain experience as well as absorb cultural values, understand the organization’s mission before shaping creative, disruptive and innovative behaviors at work (Table 4.15 and Figure 4.2).

4.5. Summary of test results of research hypotheses

Thus, with the collected data, the research results support ten hypotheses: H1, H2, H3, H4, H5, H6, H7, H9, H10 and H11. Hypothesis H8 is not supported. Table 4.17 shows the effect of the independent factors on the dependent factors.

* The direct influencing factors: Thriving at work ($\beta_{tt} = 0.217$), and brand support behaviors ($\beta_{tt} = 0.1115$).

* The indirect influencing factors: Organizational climate ($\beta_{gt} = 0.424$), and brand loyalty ($\beta_{gt} = 0.023$).

* The factors that directly and indirectly influence: Job design ($\beta_{tc} = 0.461$), and psychological capital ($\beta_{tc} = 0.343$).

Table 4.17. Resulting influence between constructs

Cons- tructs	Affect	WI	TW	BS	PC	BL
TW	Inirect					
	Direct	0.217				
	<i>Total</i>	0.217				
BS	Inirect					
	Direct	0.115				
	<i>Total</i>	0.115				
PC	Inirect	0.158				
	Direct	0.185	0.729			
	<i>Total</i>	0.343	0.729			
JDs	Inirect	0.056				
	Direct	0.405	0.256			
	<i>Total</i>	0.461	0.256			
BL	Inirect	0.023				
	Direct			0.200		
	<i>Total</i>	0.023		0.200		
OC	Inirect	0.424	0.434	0.138		
	Direct			0.538	0.595	0.689
	<i>Total</i>	0.424	0.434	0.676	0.595	0.689

Source: Authors' calculations.

Moreover, factors such as brand loyalty, brand support behaviors, psychological capital, and thriving at work also demonstrate a mediating role in stimulating creative employee ideas and increasing innovation. Thus, this finding explores the

relationships between organizational level and job level factors with individual level factors, thereby stimulating and increasing employee work innovation. This is a remarkable result for managers in creating and maintaining a competitive organizational climate towards workers in the accommodation sector, including affiliation, fairness and support innovation.

4.6 Multi-group analysis

A multi-group analysis procedure is used to test whether there is a difference in the model of the factors affecting employee work innovation by gender (Male - Female), department (FO and F&B - Other), working position (Staff - Manager), experience (Less than 3 years - Over 3 years), and star rating of the hotels (4 and 5 stars - 2 and 3 stars). The Chi-square test of variable and partial invariant models.

As a result, testing the difference between the two models (Non-invariance and invariance) is statistically significant ($p < 0.05$): by (1) Sex ($p = 0.008$) and by (2) Department ($p = 0.001$).

Accordingly, the relationship between (i) thriving at work and and employee work innovation, (ii) psychological capital and employee work innovation, (iii) brand support behavior and employee work innovation, and (iv) brand loyalty and brand support behavior, are changing by gender and by department. Meanwhile, the remaining relationships are not affected. The summary results of the changes are shown in Table 4.20

Table 4.20. The results test the difference of relationships

Hypotheses	Relationship	Estimated by gender		Estimated by department	
		Male	Female	Front	Other
H1	WI <- TW	+	ns	ns	+
H5	WI <- PC	ns	+	+	ns
H6	WI <- BS	ns	+	+	ns
H7	BS <- BL	ns	+	ns	+

Note: +: Positive influence, ns: no statistical significance.

Thus, if there are factors that affect employee work innovation, there will be differences in the role of these factors according to gender and department. Specifically, (i) For female workers or those working in the FO and F&B, the psychological capital and brand-supporting behaviors are important for employee work innovation, (ii) For male workers or working in the room division and other division, the thriving at work plays a key role, and (iii) if it is male workers or those working in the FO and F&B, the brand supportive behavior is not affected by the brand loyalty, while for female employees or working in the room division and other division, positive effect.

This result has further confirmed the role of the leader in the organization. Characteristics of human resources in hotels are young, and they are easy to adapt to the organizational climate. Therefore, managers need to stimulate their creative ideas and work innovation through factors such as creating an organizational climate and design work.

CHAPTER 5: CONCLUTIONS AND POLICY IMPLICATION

5.1. Research summary

5.2. Research results

5.2.1. Measurement model

With 53 initial items, after the EFA procedure, one item was removed. The scales achieve the values of verification through CFA method. These include: (i) Employee work innovation is a unidirectional construct, and (ii) influential factors include: Brand loyalty, brand support behavior, job design, psychological capital, thriving at work, and organizational climate.

This result is evidence confirming and has contributed to pioneering the specialization of a scale of employee work innovation in hotels and resorts, and influencing factors. The results are also implication for (i) managers to create an environment of harmony, fairness and innovation as well as job design that motivates workers, and (ii) marketers to create a strategy to spread the values and organizational brand image to the community through the establishment of brand loyalty and stimulating brand support behavior of workers.

5.2.2. Theoretical research model

There are 10 hypotheses that are supported and 1 that are rejected. Specifically, the organizational climate has a positive impact on psychological capital ($R^2 = 35.5\%$), on brand loyalty and, with this factor, increases brand support behavior ($R^2 = 47.6\%$). Psychological capital and job design are considered as an important foundation to help workers become more thrive in their works ($R^2 = 68.6\%$). Finally, employee work innovation is directly affected by job

design, psychological capital, thriving at work, and brand support behavior ($R^2 = 50.1\%$).

This result has contributed to solving an important remaining problem, which is the complexity in analyzing organizational level factors that affect employee work innovation. It is also evidence that the organizational climate acts as a social control system, influencing employee attitudes through values and beliefs that tame in an organization. The research results have discovered an important role of psychological capital for the thriving at work. Moreover, another important implications of the research model is to identify the root role of the organizational climate and job design as well as the interplay between factors in promoting employee work innovation.

5.3. New contributions of the thesis

The study has reviewed more than 70 studies on innovation in the work of workers, thereby forming a multi-level integrated research model. With this study, the mechanisms of cognitive behavior leading to innovation in work were identified. It is through awareness of the organizational climate as well as job design, employees will gradually stabilize their minds, have a positive psychological state, and form a link with the organization, thereby striving and promote brand support behaviors. As a result, increased employee work innovation. This has contributed to more clearly explain the process and the extent to which employees participate and demonstrate work innovation. The results of the study have contributed to overcome the limitations on tourism-related issues, and the interaction between personal and situational and contextual factors suggested by other scholars. As such, the study has made

certain new contributions to the theory as well as management practices in increasing employee work innovation and influencing factors. These contributions will be discussed and reported according to each group of factors involved in the model.

5.3.1. The role of individual level factors

An important contribution of the thesis is to clarify the role of brand loyalty, psychological capital and efforts of employees in spreading organizational brand image, thereby increasing work innovation. According to the author's knowledge, there has been no research considering the employee work innovation affected by the combination of the above factors. This discovery reflects the prudence of hotels and resorts in providing high quality services to travelers. Therefore, brand loyalty employees need time to accumulate knowledge and skills to better meet customer needs and fulfill brand promise. This is the foundation for employee work innovation in hotels and resorts.

Thus, an important contribution in this thesis is that the research results have proven to stimulate and develop innovation in the work of employees from brand loyalty, brand support behavior and psychological capital. This affirmation is important because it leads the management view that, when employees achieve a positive state of mind, trust in their own abilities, satisfaction with current jobs, moreover, feeling the happiness of working and then steadfastly maintaining their dedication to the development of a hotel or resort, brand support behavior will increase. From there, stimulate and develop work innovation. As a result, customers get the best service, as it is guaranteed by high quality staff.

5.3.2. The relationship between the organizational level and individual level factors

The research results demonstrate the fundamental role and wide range of cultural influences on the values, codes of conduct or standards of the affiliation, fairness and innovativeness of organizational climate of hotels and resorts.

Specifically, the organizational climate not only influences the intention to share knowledge, or motivates work, but also increases brand support behaviors. That is the role of social values, ethical philosophy in human resource management, which are reflected in the organizational climate (Fairness, Affiliation, Innovativeness). The results of the thesis are evidence that the organizational climate acts as a social control system, affecting the attitudes of employees through values and beliefs dominated by an organization.

As such, the thesis results in less expensive but sustainable ways of developing psychological capital, establishing brand loyalty and implementing brand support behavior. Since there, encourage creative ideas and work innovation of workers. This is the basis to help businesses plan appropriate resources, save costs and time in promoting positive behaviors of employees, creating stability from within the organization, thereby contribute to sustainable development as well as formulating development strategies in the relationship of stakeholder interests.

5.3.3 The relationship between job level and individual level factors

A noteworthy contribution of the thesis is that the research results support the proposal to turn the psychological capital premise for the thriving at work in the research model. The research results also shed light and expand the research results of Porath et al., on the view that thriving at work leads to the result that employees complete their tasks more than expected by organization, but moreover, it is an important step in promoting the creativity and work innovation of workers.

Moreover, while previous studies have supported the relationship between job design and employee learning and readiness, this thesis has expanded that idea in relation to employee work innovation. These results also shed light on the skepticism about the relationship between job design and the employee work innovation “ambiguous relevance” or “partial confirmation”.

In terms of management practices, the dissertation has contributed to help managers identify the importance of creating a dynamic organizational climate and job design to motivate employees, in a strategy to create competitive advantage from staff. They are loyal, skilled, experienced and brave at work. This is especially means for tourism businesses, with the need to recruit young, dynamic and skilled workers.

In summary, besides the new academic contributions, the thesis is also a reliable scientific basis for decision-making by administrators in topical issues: Solving the risk of reaching the “tipping point” of Vietnam’s tourism, making the tourism industry a key economic sector, in accordance with Politburo’s Resolution No.

08-NQ/TW of January 16, 2017, and with Vietnam's tourism development strategy to 2030, with a vision to 2050.

5.4. Administration implications for hotel administrators

The research results of the thesis have shown that employee work innovation is most directly affected by job level factors. Next is the individual level factor. Although there is no direct influence, the organizational level factors have a significant influence on increasing employee work innovation (Table 4.17). In addition, to gain a comprehensive understanding of innovation, managers need to look at the correlation between the various factors. Because employee work innovation is a complex process, the result of the interconnected factors. It is also implied for businesses to promote the creative and innovative activities of employees in the organization.

5.4.1. Creating an organizational environment geared towards 5.4.2 employees

5.4.2. Motivational work design

5.4.3. Form organizational brand loyalty

5.4.4. Develop brand support behaviors for employees

5.5. Limitations of the study

The thesis still has limitations such as: Samples are collected by convenient methods, the research model does not include all other typical factors in the hospitality industry, research using cross-sectional research design, and not considering all the relationships of each component in the scale (multidirectional) to the other factors. These limitations are suggestions for further research directions.

LIST OF PUBLISHED WORKS

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