



Received: 03-02-2024
Accepted: 13-03-2024

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

Factors Affecting Human Resource Development in 5-Star Hotels in Hanoi City

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Abstract

Research identifies factors affecting human resource development in 5-star hotels in Hanoi city, thereby proposing recommendations to develop human resources in 5-star hotels in the city. Hanoi city desk. In this study, the author directly interviewed 200 people who are leaders, deputy heads of departments, and some employees in departments in 5-star hotels in Hanoi city using the convenient sampling method. The reliability of the data is tested by Cronbach's Alpha coefficient, exploratory factor analysis to build and test scales and use factor score equation to determine the importance of influencing factors.

affect human resource development. Research results show that there are 5 groups of factors identified as having a positive influence on human resource development in 5-star hotels in Hanoi city, including: Attraction and recruitment policies Human resource utilization, Compensation and welfare policy, Training and development policy, Job utilization and evaluation policy, Working environment and conditions. Based on the research, the author proposes some management implications to develop human resources in 5-star hotels in Hanoi City.

Keywords: Human Resources, Hotel, Hanoi City

1. Introduction

In recent years, Vietnam has joined many regional and international economic organizations, especially the World Trade Organization (WTO) in 2006, Vietnamese businesses have many opportunities to expand their markets, but at the same time also face many risks and challenges. In this process of development and integration, the accommodation business in general and high-end hotels in Hanoi city in particular are facing a huge challenge of how to maintain and develop human resources in your business to survive and develop strongly in an increasingly comprehensive and profound competitive environment. The current 5-star hotel system in Hanoi city, although not many in number (only about 30 hotels by the end of 2023), plays an important role in attracting and serving accommodation needs for customers with high paying ability, contributing to increasing the proportion of GDP in the city's total tourism revenue. A reasonable quantity and high quality human resource is the decisive factor for hotels to improve operational efficiency, increase competitiveness and achieve sustainable development. Currently, tourism human resources in general and human resources in hotels in Hanoi city in particular are both lacking and redundant. The problem of the quality of qualified human resources to meet the needs of 5-star hotels in Hanoi city in the future is not simple. Most hotels are aware of the importance of human resource development, but in reality, business owners have not invested properly in human resource development because they are afraid of the costs related to human resource development may exceed the benefits they receive. Therefore, researching the factors affecting human resource development in 5-star hotels in Hanoi city will help hotel managers clearly understand and have specific directions and solutions to develop the human resources of your unit in the future.

2. Theoretical basis and research methods

2.1 Theoretical basis and research model

2.1.1 Human resources and human resource development

There are many different perspectives and approaches to human resources.

According to the human resources textbook of the University of Labor and Social Affairs taught by Associate Professor. Dr. Editor-in-chief Nguyen Tiep, printed in 2005: "Human resources are human resources, the most important and dynamic factor

of growth and socio-economic development. Human resources can be determined for a country, territory, locality (province, city...) and it is different from other resources (finance, land, technology...) in that human resources with Creative labor activities, impact on the natural world and in the labor process arise labor relations and social relations" [7].

According to Associate Professor. Dr. Tran Kim Dung: "The human resources of an organization are formed on the basis of individuals with different roles and linked together according to certain goals. Human resources are different from other business resources because of human nature. Workers have different personal characteristics, abilities, and development potential, and they have the ability to form groups and trade unions to protect their rights. The capacity and behavior of workers can change depending on themselves or the impact of the surrounding environment. Human resource management is much more difficult and complex than managing other elements of the production and business process" [2].

According to authors Nguyen Van Diem and Nguyen Ngoc Quan, in the human resource management textbook of the National University of Economics, printed in 2007: "Human resources of an organization include all workers working in that organization, and Human resources are understood as the resources of each person, which include physical and mental strength" [3].

According to Nguyen Thanh Vu (2015). Human resources are the combination of skills, knowledge and abilities that are under the control of an organization in the form of direct labor relationships and the expression of those capabilities in the form of employee behaviors that are consistent with organizational goals [9].

Phan Huy Xu and Vo Van Thanh (2017) stated that "high quality tourism human resources are first of all direct human resources of the tourism industry that are well-trained with a full range of hard and soft skills, Able to meet a diverse international working environment, integrate into multinational/transnational companies with high working intensity and ability to withstand work pressure" [8].

Human resource development is also approached from different angles. According to the Human Resource Economics textbook, National University of Economics led by Associate Professor, PhD. Tran Xuan Cau- Editor-in-chief in 2008 [1]: "Human resource development is the process of developing physical strength, mental capacity, ability to perceive and absorb knowledge, skills, social dynamism and human creativity; culture; historical tradition.... With a development approach from a social perspective, human resource development is the process of increasing the quantity (scale) of human resources and improving the quality of human resources, creating an increasingly reasonable human resource structure. With a development approach from an individual perspective, human resource development is the process of making people mature, have social capacity (physical strength, mental capacity, personality) and high social dynamism."

According to Yoshihara Kunio (2009), "Human resource development is investment activities aimed at creating human resources with quantity and quality to meet the country's socio-economic development needs, while ensuring ensure the development of each individual" [10].

Bui Van Nhon (2006), Human resource development is the totality of forms, methods, policies and measures to perfect

and improve the quality of human resources (intellectual, physical, and psychosocial qualities) to meet the human resource requirements for socio-economic development in each stage of development [5].

Thus, developing tourist hotel human resources is the implementation of a number of comprehensive solutions to improve the quality of human resources through improving the physical, mental and spiritual strength of people in the organization. To improve the physical, mental and spiritual strength of people in organizations, businesses need to pay attention to the following aspects:

+ Policy to attract and recruit human resources (AR): Policy to attract and recruit human resources reflects views on the purpose, requirements, subjects and methods of selecting workers to ensure customers The hotel has sufficient quantity and quality of human resources with an appropriate structure to carry out its goals and tasks in the current or future period. Policies to attract and recruit appropriate and attractive human resources, stemming from accurate and scientific human resource planning, will attract workers with higher initial quality. This contributes to creating favorable conditions for human resource development in the hotel. Besides, it also directly affects the hotel's human resource development requirements and methods.

+ Salary, bonus and welfare policy (SBW): Better salaries and remuneration policies are important motivations for employees to try to work, contribute, and improve efficiency and quality of work. When workers are able to work centrally without being weighed down by economic pressure, and guaranteed physical conditions will help improve the quality of their work.

+ Training and development policy (TD): Training support for workers and retraining to update and improve qualifications and this is very important to help workers achieve professional qualifications according to job requirements and meet the increasing demands of customers. The more the worker's qualifications match the working position, the higher the quality of work. From there, bringing high customer satisfaction when using the business's services. When employees are given the opportunity to develop, they will do their best to work and contribute to achieving the highest level of productivity, quality, and work efficiency. Having the opportunity to develop is what everyone wants to have.

+ Job utilization and evaluation policy (UE): When employees are given opportunities and developed, they will try their best to work and contribute to achieving productivity, quality, and work efficiency at the highest level. Having the opportunity to work, prove one's abilities and be evaluated worthy of one's contribution is what all workers want to have.

+ Environment and working conditions (EC): For many workers, the fact that the business understands the personal circumstances and thoughts of the worker will create a bond between the worker and the business. Whether or not employees can be assured of working with high quality and efficiency depends on this. This is a good working environment that businesses create for employees. Good relationships with superiors and colleagues such as: Being supported, facilitated, and treated equally, fairly and without bias... this makes workers feel secure in their work and dedication. When workers have good conditions, their spirit is comfortable, and their work efficiency is higher.

2.1.2 Proposed research model

Based on a review of domestic and foreign documents along with the theoretical foundations just presented above, the author proposes a research model "factors affecting human resource development in hotels 5 stars in Hanoi city" includes elements such as the following model:



Source: Compiled by the authors

Fig 1: Proposed research model

Based on the research objectives and research model, we propose factors affecting human resource development with 25 observations built into a model consisting of 5 groups of factors, based on the background theory presented above, the research hypotheses are determined as follows:

Hypothesis H1: Policies to attract and recruit human resources have a positive (+) impact on human resource development in 5-star hotels in Hanoi city.

Hypothesis H2: Salary, bonus and welfare policies have a positive (+) impact on human resource development in 5-star hotels in Hanoi city.

Hypothesis H3: Training and development policies have a positive (+) impact on human resource development in 5-star hotels in Hanoi city

Hypothesis H4: Job utilization and evaluation policies have a positive (+) impact on human resource development in 5-star hotels in Hanoi city.

Hypothesis H5: Environment and working conditions impact in the same direction (+) on human resource development in 5-star hotels in Hanoi city.

Accordingly, the regression equation of the research model has the form:

$$HRD = \beta_0 * AR + \beta_1 * SBW + \beta_2 * TD + \beta_3 * UE + \beta_4 * EC$$

In which: Energy development is human resource development; AR is the Policy to attract and recruit human resources; SBW is Salary, bonus and Welfare Policies; TD is Training and Development Policies; UE is the Job utilization and Evaluation Policies; EC is Working Environment and Conditions.

2.2 Research Methods

2.2.1 Data collection methods

Primary data for the topic is conducted through the following steps:

Building a survey questionnaire: developed from an analytical framework with a 5-level Likert scale to evaluate the impact of factors on human resource development in 5-star hotels in Hanoi city. (1) Strongly disagree, (2) Disagree, (3) No opinion, (4) Agree, (5) Completely agree. Distance value = (Maximum - Minimum)/n = (5 - 1)/5 = 0.8.

Select interview sample: select 200 people who are leaders, managers, and employees in 5-star hotels in Hanoi city. The interview technique is direct questioning using pre-prepared

structured questions based on the research objectives and research model.

Number of samples: Previous studies have shown that there are many ways to choose the total number of samples for investigation, such as the case of using the linear structural analysis method of Hair *et al.* (1995), if the estimation method is Maximum Likelihood, the minimum sample size is 100 - 150. According to Hoelter, the minimum sample size is 200 interviewees. Meanwhile, Bollen believes that the sample size is 5 observations for 1 parameter to be estimated. Therefore, research uses exploratory factor analysis method, the research sample size is often determined based on the minimum size and number of measured variables included in the analysis, the ratio of observations to measured variables is 5:1 means that 1 measured variable requires at least 5 observed variables (Hoang Trong & Chu Nguyen Mong Ngoc, 2008) [6]. Because the exploratory factor analysis model was built with a minimum of 36 observed variables, the minimum sample size of the project is 36 x 5 = 180. Thus, it is necessary to interview at least 180 people working in hotels 5 stars in Hanoi city. In fact, 200 people were interviewed. After collecting and checking, 6 samples were eliminated due to inappropriateness. Finally, 194 questionnaires were processed and analyzed. This has ensured the sample size for the research method.

2.2.2 Processing and analyzing data

Descriptive statistics method: This is a method used that involves collecting data, summarizing, presenting, calculating and describing various characteristics to reflect an overall General accounting software users.

Cronbach's Alpha reliability coefficient method: To test the reliability of the scale. Analyze reliability through commenting on Cronbach's Alpha coefficient to eliminate inappropriate variables and limit garbage variables during the research process. Numbers with item-total correlation less than 0.3 will be eliminated. A scale with a Cronbach's Alpha coefficient of 0.6 or higher can be used in cases where the concept being researched is new. However, it should also be noted that if Cronbach's Alpha is too high (> 0.95), there is a possibility of redundant observed variables (Redundant items) appearing in the scale. A redundant observed variable is a variable that measures a concept that is almost identical to another measured variable, similar to the case of collinearity in regression, in which case the redundant variable should be rejected.

Exploratory factor analysis (EFA) method: Exploratory factor analysis is a statistical analysis method used to reduce a set of many interdependent observed variables into a set of variables (called factors) less so that they are more meaningful but still contain most of the information content of the original set of variables (Hair *et al.*, 1995) [4]. This method aims to identify observed variables as well as test the scale based on the extraction coefficients of the variables. If any variable has a coefficient less than 0.5, it will be eliminated. In factor analysis, we are also interested in the KMO index (Kaiser - Meyer - Olkin) and Sig. to consider the appropriateness of the factor analysis model. If the KMO index is between 0.5 and 1 and Sig. less than or equal to 0.05, the use of factor analysis method is appropriate for the research data.

3. Research results and discussion

3.1 Results of testing scale reliability

Reliability testing results show that the Cronbach's Alpha coefficient of all scales has a value greater than 0.8 (the lowest is the Human Resource Attraction and Recruitment

Policy scale with Cronbach's Alpha coefficient of 0.818). The total variable correlation coefficient is greater than 0.3. Therefore, all scales were accepted and included in the next exploratory factor analysis.

Table 1: Results of testing the scale

Encode	Element	Cronbach's Alpha coefficient
AR	Policy to attract and recruit human resources	0.818
SBW	Salary, bonus and welfare policies	0.897
TD	Training and development policies	0.897
UE	Job utilization and evaluation policies	0.881
EC	Environment and working conditions	0.870
HRD	Human resource development	0.901

Source: Compiled by the authors

3.2 Exploratory Factor Analysis- EFA

Analysis for 5 independent variables includes 25 observed variables. Factor analysis results show that the variables are extracted into 5 groups with total variance extracted = 67.771% > 50% of the accepted scale. The coefficient KMO

= 0.909 is in the range of 0.5 <= KMO <= 1, factor analysis is appropriate. Barlett test with Sig. = 0.000, representing a high level of significance. All Factor loading values of the observed variables of the independent factors are greater than 0.5 so they are accepted.

Table 2: Results of factor analysis

	Factors				
	F1	F2	F3	F4	F5
SBW3	0.821				
SBW4	0.757				
SBW5	0.756				
SBW2	0.755				
SBW1	0.701				
UE3		0.817			
UE4		0.792			
UE2		0.791			
UE1		0.711			
UE5		0.696			
EC3			0.841		
EC2			0.839		
EC4			0.812		
EC5			0.651		
EC1			0.639		
TD3				0.775	
TD2				0.752	
TD5				0.713	
TD1				0.713	
TD4				0.698	
AR3					0.754
AR2					0.739
AR1					0.699
AR5					0.619
AR4					0.597

Source: Compiled by the authors

The analysis for the dependent variable includes 5 observed variables. Factor analysis results show that total variance extracted = 71.654% > 50% of the scale is accepted. The coefficient KMO = 0.875 is in the range of 0.5 <= KMO <= 1, factor analysis is appropriate. Barlett test with Sig. = 0.000, representing a high level of significance. All Factor loading values of the observed variables of the dependent factor ranging from 0.689 to 0.758 are greater than 0.5 so they are accepted.

3.3 Results of multiple regression analysis

The multiple linear regression results show that the model has R² = 0.554 and adjusted R² is 0.547, meaning that the built linear model fits the data set to 54.7% or the model

explains 54.7% of the variation in the dependent variable (human resource development). Besides, the result of Durbin-Watson regression analysis = 1,330. This coefficient is in the range that accepts the hypothesis of no first-order serial correlation (the residuals do not have first-order serial correlation with each other). Also according to the regression analysis results, the model does not violate the multicollinearity phenomenon because the variance magnification factor of the independent variables is less than 2 (VIF varies from 1.494 to 1.914).

On the other hand, ANOVA analysis shows that the F parameter reaches a value of 75.516 calculated from R² of the model with a significance level of Sig. = 0.000, showing that the constructed multivariate linear regression model is

suitable for the collected data set and the included variables are all statistically significant at the 5% significance level. Thus, the independent variables in the model are related to the dependent variable. From the regression results, we see

that the factor that has the strongest influence on human resource development in 5-star hotels in Hanoi city is the policy of attracting and recruiting human resources.

Table 3: Summary of regression model

Model	R	R ²	R ² adjustment	Estimate the standard deviation	Durbin- Watson	
1	0.744 ^a	0.544	0.547	.513	1330	
Predictors: (Constant), AR, SBW, TD, UE, EC						
Dependent Variable: HRD						
ANOVA ^a						
Model	Sum of squares	Df	Mean squared	F	Sig.	Model
1	Regression	99.218	5	19.884	75.516	0.000 ^b
	Residual	79.884	304	0.263		
	Total	179.101	309			

Source: Compiled by the authors

Table 4: Regression coefficients

Model	Coefficients are not standardized		Normalization coefficient	T	Sig.	Multicollinearity statistics	
	B	Standard error				Beta	Variable acceptability
Constant	-.209	.195		-1.068	.286		
THTD	.273	0.55	.251	4.947	.000	.570	1.755
LTPL	.231	.055	.211	4168	.000	.057	1.751
DTPT	.135	.061	.118	2.229	.027	.522	1.914
SDDG	.258	.053	.249	4.891	.000	.566	1.765
DKLV	.137	.051	.126	2.681	.008	.669	1.494

From the regression results, we have a specific standardized regression equation as follows:

$$HRD = 0.251*AR + 0.211*SBW + 0.118*TD + 0.249*UE + 0.126*EC$$

In which: Energy development is human resource development; AR is Labor attraction and recruitment policies; TD is Training and Development Policies; UE is the Job utilization and Evaluation Policies; SBW is Compensation and Welfare Policy; EC is Working Environment and Conditions.

4. Conclusion and policy implications

Research results show that there are 5 proposed factors affecting human resource development in 5-star hotels in Hanoi city. Based on the research results, the author proposes some policy implications as follows:

Regarding policies to attract and recruit human resources: When candidates apply for any job position, employee selection standards must be clearly and objectively determined so that the employees themselves Determine your suitability and perfect your skills and qualifications. All recruitment information, priority regimes... need to be publicly announced on the mass media. The examination process must be closely monitored and ensure fairness. At the same time, businesses also find it easier to recruit.

Regarding salary, bonus and welfare policies: To help workers feel secure in working and developing businesses, we can support moving costs for workers; Partial housing support (rental) for workers who come to work from far away and do not have a stable place to live... Enterprises need to: Issue regulations to protect the rights of workers to gradually standardize team transformation; There are clear and transparent regulations, especially on salaries, bonuses and benefits for employees; Have good insurance for employees; Develop other forms of rewards and incentives

for employees such as: Bonuses for employees who provide quality services to customers such as being praised by customers; Year-end bonus, bonus for exceeding plan, bonus for initiative...

Regarding training and development policies: Enterprises need to focus on: (1) Upgrading and investing in equipment for existing training facilities, ensuring the connection between theoretical learning and professional practice; (2) Innovating the content and training programs for tourist hotel human resources in association with the needs of businesses must be in the direction of improving practical skills to achieve professionalism and regional and national standards. economic; (3) Closely link with colleges, universities, and high schools specializing in hotel and tourism training to select good students and attract them to work at the unit after graduation; (4) In addition to coordination with schools or training centers, hotels need to promote cooperation with other businesses in training. Hotels with training needs can invite experts who have many years of experience and are highly skilled to coach, train and guide employees.

Regarding employment and job evaluation policies: When the process of evaluating job performance is scientific and reasonable, it will create maximum fairness for employees, and most importantly, the employees themselves. Workers must understand these evaluation standards. Businesses need to: (1) Have a clear human resource development strategy from leadership positions to employees; (2) Have strict and reasonable regulations on rewards and discipline; (3) Arranging human resources with the right people, for the right job, with the right capacity and expertise.

Regarding working environment and conditions: Establishing good and close relationships between members so that everyone cares, shares and supports each other to work towards the common goals of the organization. has important implications for the sustainable development of the business, and at the same time, workers must truly feel

secure in their work, not distracted or worried about risks and dangers from partners, customers, even surrounding colleagues... Enterprises need to: (1) Have a mechanism to control and protect workers, especially female workers in shift working conditions (working late at night and early in the morning); (2) There are collective activities in culture, sports, tourism... to strengthen the bond and solidarity between workers and relieve stress after work.

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