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**RESEARCH ON THE IMPACT OF DECENT WORK ON
EMPLOYEES' TURNOVER INTENTION – A CASE STUDY
IN THE HOTEL SECTOR IN HO CHI MINH CITY**

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PART I. INTRODUCTION

1. Rationale for the research

As a service-intensive sector, the hotel industry relies heavily on human capital, with frequent employee–customer interactions central to service delivery (Lewis & Chambers, 1989; Schneider & Bowen, 1993). Thus, human resource quality and management are vital to organizational success (Bitner et al., 1990; Baum, 2006). High turnover imposes significant recruitment and training costs, erodes institutional knowledge, and weakens internal stability (Liu-Lastres et al., 2023; Stamolampros et al., 2019). In hospitality, where frontline service quality drives customer satisfaction, excessive turnover also undermines service consistency, customer loyalty, and brand reputation (Dogru et al., 2023). Internally, it disrupts morale, reduces commitment, and impairs operational effectiveness (Zhang, 2016; Kim & Park, 2020; Davidson et al., 2010; Li, Kim & Zhao, 2017).

Despite its growing importance in contemporary discourse on sustainable employment, the concept of decent work, which encompasses dimensions such as meaningful employment, health and safety, and fair compensation, remains underexplored in the hospitality literature (Jobbehdar & Tanova, 2023). This is particularly salient in the hotel industry, which is often characterized by high job demands, irregular working hours, emotional labor, and a pressurized environment. Under such conditions, the relationship between decent work and turnover intention becomes even more pronounced (Giousmpasoglou, 2024). However, empirical investigations that rigorously examine this relationship within the hospitality sector are still relatively scarce (Edralin, 2016; Bolton & Laaser, 2020).

In light of these challenges, it is imperative to identify and analyze the contextual, organizational, and individual-level factors that shape turnover intention especially those associated with decent work, such as occupational health and safety, adequate remuneration, conducive working conditions, and alignment with personal and professional values (Ciarlante et al., 2024). Understanding these factors is essential for formulating effective and sustainable human resource management strategies. Accordingly, examining the interplay between decent work and turnover intention can offer meaningful insights into employees' actual needs, thereby enabling hotel organizations to devise targeted interventions aimed at enhancing job quality, promoting employee retention, and fostering long-term organizational resilience.

2. Research objectives

This study aims to establish a solid theoretical foundation and empirically examine the relationship between decent work, work-life balance, and employee turnover intention within the hotel industry in Ho Chi Minh City. Based on the research findings, the study seeks to offer practical managerial implications to enhance job quality and reduce employee turnover. The specific objectives are as follows:

- To develop and refine a research framework suited to the hotel industry through a comprehensive review, analysis, and synthesis of relevant theories and prior studies on decent work, work-life balance, and turnover intention;

- To develop, adapt, and validate measurement scales for decent work, work-life balance, and turnover intention to ensure reliability and validity in the Vietnamese hotel context;

- To analyze and assess the effects of decent work and work-life balance on hotel employees' turnover intention;

- To examine the mediating role of work-life balance in the relationship between decent work and turnover intention, thereby clarifying the underlying mechanisms;

- To propose theoretical and practical implications to improve job quality and enhance work-life balance, supporting hotel enterprises in creating decent working environments, improving employee experience and engagement, and promoting sustainable organizational development.

3. Research object and Survey object

Research object: The primary focus of this thesis is to investigate the influence of decent work on employees' turnover intention within the hotel industry. The study seeks to clarify how perceptions of decent work shape employees' decisions to remain in or leave their organizations.

Survey object: The empirical component of the research targets employees working in 3 to 5 star hotels in Ho Chi Minh City. The survey participants are drawn from key operational departments, including front office (reception), food and beverage (restaurant), housekeeping (room service), and administrative (office) units.

4. Scope of the study

4.1. Scope of research content

The study adopts the perspective of hotel employees, focusing on

how perceptions of decent work influence work-life balance and, subsequently, turnover intention. The research framework is grounded in employee-centered analysis of working conditions and their psychological implications.

4.2. Scope of location

The study is conducted in 3- to 5-star hotels located in Ho Chi Minh City. This hotel segment was selected to ensure the representativeness and relevance of the sample, as these establishments typically have more structured human resource policies and standardized working environments, allowing for a more accurate assessment of the relationship between workplace conditions and employee outcomes.

4.3. Scope of Time

- **Secondary data:** Collected from reports and statistical publications issued by relevant departments and regulatory agencies in Ho Chi Minh City between 2015 and 2025. This is supplemented by academic literature, including books, peer-reviewed journal articles, and credible online sources.

- **Primary data:** Gathered through a structured survey administered to hotel employees from late 2023 through 2024, focusing on their perceptions of decent work, work-life balance, and intention to quit.

5. New contributions of the research

5.1 Theoretical contributions

First, the study systematizes the theoretical foundations of decent work in the service sector, with a focus on hospitality, and clarifies the mediating role of work-life balance in the relationship between decent work and turnover intention, offering a nuanced perspective on employee behavior in high-contact environments.

Second, it expands the conceptualization of decent work by integrating Work Psychology Theory and the Job Demands-Resources (JD-R) Model. Decent work is framed as a multidimensional construct encompassing psychological well-being (physical and mental safety), adequate remuneration, fulfilling and effective work, appropriate working time and workload, and complementary value, dimensions particularly relevant to the high-pressure hotel context.

Third, the study proposes a comprehensive theoretical model linking decent work and turnover intention. It also develops and validates a composite scale for decent work, comprising five dimensions: health and safety, adequate remuneration, working time and workload, fulfilling and productive work, and complementary values.

Fourth, the research is situated in Ho Chi Minh City's hotel industry—a labor-intensive sector with high staff turnover—providing practical insights for HR management and a foundation for broader applications in Vietnam and other emerging service markets.

5.2 Practical implications

First, the study affirms that decent work is a comprehensive and strategic construct for guiding human resource practices in the hotel industry. It encourages a long-term perspective on workforce development, particularly vital amid post-COVID-19 labor volatility.

Second, five key dimensions: health and safety, working time and workload, fair income, work efficiency and fulfillment, and complementary values, are identified as core determinants of decent work. Strengthening these areas enhances HR quality, reduces turnover, and promotes organizational stability.

Third, the findings show that decent work not only directly lowers turnover intention but also improves work-life balance. Decent working conditions enable employees to manage time and energy effectively, maintain well-being, and sustain long-term engagement, critical for performance in hospitality roles.

Fourth, the study highlights decent work as a strategic pathway toward sustainable development, aligned with SDG 8. In a competitive labor market, ensuring decent conditions is essential for building internal capacity and enhancing service-sector competitiveness.

PART II. RESEARCH CONTENT

CHAPTER 1. SCIENTIFIC FOUNDATIONS OF THE IMPACT OF DECENT WORK ON EMPLOYEES' TURNOVER INTENTION

1.1 Decent work

1.1.1 Concept of decent work

In this study, decent work is conceptualized as a multidimensional construct that reflects the intersection of fundamental working conditions, social justice, and the personal dignity of workers (Duffy et al., 2016; Fabio & Maree, 2016). It refers to employment that guarantees a living wage, ensures occupational safety and health (ILO, 2019; Benach & Muntaner, 2007), and provides access to social protection systems. Moreover, it is carried out in a fair and inclusive work environment that upholds diversity and empowers individuals

(Blustein et al., 2016; Ferraro, 2018). Beyond material benefits, decent work also supports meaning-making, personal development, and autonomy. It meets the physical, social, and psychological needs of workers, thereby enhancing human dignity and contributing to broader societal goals such as equity and sustainable development (Crespi-Vallbona et al., 2023).

1.1.2 Measurement of decent work

A review of the literature suggests that decent work is assessed through various dimensions encompassing both objective conditions and subjective experiences. These include fundamental principles and rights at work, reasonable working hours and workload, fulfilling and efficient work, meaningful compensation, access to social protection, equal opportunities, and safe working environments (Ferraro et al., 2018; ILO, 2017). Additional key indicators identified in contemporary studies include decent remuneration, work schedules that permit rest and recovery, occupational health and safety, and quality interpersonal relationships in the workplace (Duffy et al., 2017). Other measures emphasize job stability and security, the ability to balance work with family and personal life, sufficient income, and opportunities for personal growth and fulfillment (Webster et al., 2015; Wang & Cheung, 2024).

1.2 Employee Turnover intention

1.2.1 Concept of Turnover intention

Turnover intention is broadly defined as an individual's conscious and deliberate will to leave an organization. According to Carmeli and Weisberg (2006), this process unfolds in three progressive stages: contemplating departure, actively searching for alternative employment, and ultimately making the decision to resign. This indicates that turnover intention is not a spontaneous act, but rather a multi-stage process involving cognitive, emotional, and behavioral components. Awang, Amir, and Osma (2013) further conceptualize turnover intention as a behavioral attitude that can serve as a strong predictor of actual employee exit behavior. Recent research by Lestari and Margaretha (2021) highlights that turnover intention may reflect employees' aspirations for better employment opportunities, while Kakar and Saufi (2021) frame it as the final outcome of an evolving disengagement process, triggered either by voluntary resignation or external termination.

In the context of the hospitality industry, a sector known for its emotionally demanding roles, extended work hours, and high interpersonal engagement, turnover intention is particularly pronounced.

Studies have shown that this intention is significantly influenced by job-related stress, perceived injustice in compensation systems, and the level of managerial support provided to employees (Ashforth & Humphrey, 1993; Kim et al., 2008). These factors interact to shape employees' perceptions of their work environment, thus influencing their inclination to remain within or depart from their organizations.

1.2.3 Factors affecting employees' turnover intention

Turnover intention in the hospitality industry is shaped by a range of personal, organizational, and contextual factors. Individual-level determinants include self-efficacy, emotional states (e.g., stress, anxiety), age, gender, education, and external pressures such as family obligations or societal expectations (Aselage & Eisenberger, 2003; Khaliq et al., 2022; Harrison et al., 2006). Conversely, prior experience, adaptability, and a strong sense of professional responsibility can buffer against turnover (Lam & Chen, 2012; Wang & Cheung, 2024).

Organizational factors such as supportive work environments, intrinsic motivation, and perceived justice foster job satisfaction and commitment, while occupational stress, inequitable HR practices, and toxic leadership exacerbate turnover risk (DiPietro & Condly, 2007; Kim, 2008). Economic drivers—including competitive compensation, benefits, and promotion opportunities—remain critical (Saeed et al., 2023; Lum et al., 1998), whereas emotional labor demands and limited upward mobility often lead to disengagement (Saporna & Claveria, 2013).

Importantly, recent studies emphasize decent work as a comprehensive framework that integrates safe conditions, fair income, manageable workloads, fulfillment, and value alignment factors that directly reduce turnover intention and indirectly strengthen work-life balance (Giousmpasoglou, 2024; Blomme et al., 2010b). Promoting decent work through flexible policies, supportive leadership, and a positive organizational culture is therefore a strategic approach to enhancing retention and performance in high-pressure service settings (Crespi-Vallbona et al., 2023; Kim & Park, 2023)

1.3 Work-life balance

Work-life balance (WLB) refers to an individual's ability to manage and find satisfaction in both professional and personal roles. Greenhaus et al. (2012) define WLB through three dimensions: time balance (equitable time allocation), engagement balance (equal psychological involvement),

and satisfaction balance (comparable satisfaction across domains). These dimensions form a comprehensive framework for understanding how individuals maintain well-being amid role demands.

WLB is essential for preserving mental health, emotional resilience, and overall life satisfaction (Cain et al., 2019), especially in labor-intensive sectors like hospitality, where irregular hours and service pressures heighten work-life conflict. In such contexts, inadequate balance can lead to stress, diminished quality of life, and higher turnover. Promoting WLB thus supports both employee well-being and organizational sustainability.

CHAPTER 2. LOCAL CONTEXT AND RESEARCH METHODOLOGY

2.1 Ho Chi Minh City: Context of the research

Ho Chi Minh City (HCMC), with its strategic geographical location, well-developed transportation infrastructure, rich cultural and tourism resources, and expanding hospitality sector, has established itself as the leading hotel and tourism hub in Vietnam. In the post-pandemic period, the city has witnessed a strong resurgence in tourism-related activities, reflected in the increasing influx of both domestic and international visitors. This recovery has, in turn, heightened expectations for the quality of accommodation services and the professionalism of hotel personnel.

Despite its promising prospects, the hospitality sector in HCMC faces significant human resource challenges, particularly the shortage of skilled and experienced labor. This shortage presents a major obstacle to sustainable industry growth. In response, a comprehensive strategy is required, one that strengthens the linkage between training institutions and hotel businesses, improves workforce quality, leverages technological advancements in operations and service delivery, and ensures decent working conditions for employees. These factors are essential not only for enhancing competitiveness but also for fostering a modern, professional, and sustainable hospitality industry amid the increasing demands of international integration.

2.2 Research methodology

This study adopts a multi-phase research design, combining both qualitative and quantitative approaches to ensure methodological rigor

and theoretical depth. The research process is divided into four main stages:

Stage 1: The study begins by defining objectives and reviewing relevant literature and theories. A bibliometric analysis using VOSviewer identifies key trends, concepts, and research gaps, forming the basis for a preliminary theoretical model.

Stage 2: Qualitative research through expert interviews and focus groups in the hotel and tourism sector refines the model, informs scale development, and supports questionnaire design suited to the research context.

Stage 3: A pilot survey tests scale clarity and reliability. Cronbach's Alpha and EFA assess internal consistency and dimensionality, leading to questionnaire adjustments before full deployment.

Stage 4: The official survey is conducted among employees at 3- to 5-star hotels in Ho Chi Minh City. Data is analyzed using Cronbach's Alpha, EFA, CFA, and SEM to validate the model and test hypothesized relationships.

This process allows for both the verification of the proposed theoretical framework and the derivation of practical recommendations. The framework specifically examines the impact of decent work and work-life balance on employees' turnover intention, contributing to both theoretical development and practical application within the hospitality sector.

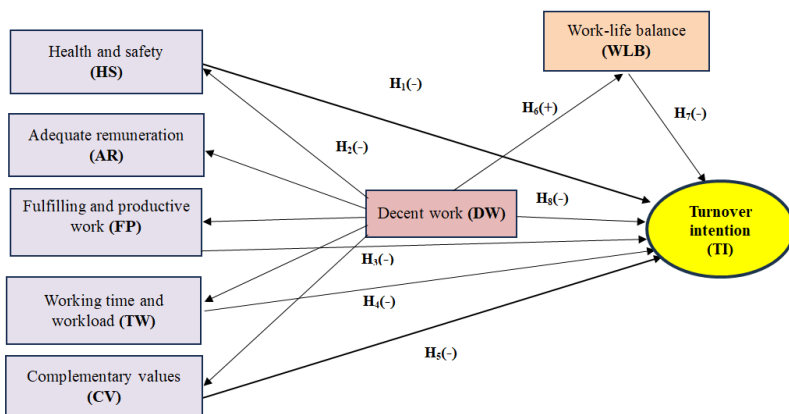


Figure 2.1: Proposed Research Model

(Source: Author, 2024)

Questionnaire construction

The questionnaire comprises three parts: an introduction outlining the research purpose; demographic information with six items (age, gender, work experience, education, marital status, job position); and 35 measurement items across seven constructs: health and safety (6), adequate remuneration (6), fulfilling and productive work (5), working time and workload (5), complementary value (4), work-life balance (4), and turnover intention (5). All items used a 5-point Likert scale, adapted from prior studies and refined through expert consultation for contextual fit.

Sampling and data collection methods

The study employed a combination of cluster sampling and controlled convenience sampling to ensure representativeness while maintaining feasibility in practical implementation. Data were collected from 15 hotels (4 three-star, 5 four-star, and 6 five-star) in Ho Chi Minh City, primarily located in District 1, which hosts a concentration of high-end hospitality establishments.

Preliminary quantitative research

The preliminary survey aimed to assess the reliability and clarity of the scale. After removing invalid responses, 120 valid samples remained for analysis. SPSS version 27.0 was used to perform reliability analysis (Cronbach's Alpha) and exploratory factor analysis (EFA) to examine internal consistency and initial factor structure.

Official quantitative research

The official survey yielded 395 responses, with 386 valid samples retained after removing 9 due to inconsistencies. Descriptive statistics described demographic characteristics, mean, standard deviation. Independent T-tests and ANOVA assessed differences in turnover intention by gender and other categorical variables. Reliability was tested using Cronbach's Alpha, excluding items with item-total correlations below 0.3. EFA confirmed factor structure suitability via KMO and Bartlett's test. CFA validated the measurement model using indices (χ^2/df , CFI, TLI, GFI, RMSEA), ensuring convergent (loadings ≥ 0.5 , $p < 0.05$) and discriminant validity (Fornell-Larcker, HTMT). SEM was employed to examine structural relationships, comparing first- and second-order models for explanatory strength.

CHAPTER 3. RESEARCH RESULTS

3.1 Preliminary quantitative analysis results.

3.1.1 Assessment of Scale reliability

The reliability testing results indicate that all seven scales health and safety, adequate remuneration, fulfilling and productive work, working time and workload, complementary value, work-life balance, and turnover intention demonstrate satisfactory internal consistency, with Cronbach's Alpha coefficients exceeding the 0.6 threshold, in accordance with standards for quantitative research. The remaining observed variables, after removing those with low item-total correlations, all possess item-total correlation values above 0.3, suggesting strong alignment with their respective scales and positive contributions to overall reliability. These findings confirm that the measurement instruments used in the study are sufficiently reliable to proceed with subsequent analyses such as exploratory factor analysis (EFA) and structural equation modeling (SEM).

Table 3.1: Results of Scale Reliability Assessment

Variable	Cronbach's Alpha
HS	0,805
AR	0,895
FP	0,792
TW	0,920
CV	0,861
WLB	0,850
TI	0,902

(Source: Analysis results, 2025)

3.2 Official Quantitative analysis results

3.2.1 Descriptive statistics and Demographic effect tests

The survey sample comprises 386 hotel employees with a relatively balanced gender distribution (40.5% male and 59.6% female). The workforce is predominantly young, with 74% aged between 18–25 and 20% aged 26–35, reflecting the demographic characteristics typical of the hospitality industry. Most respondents have 1–3 years of experience (67%), indicating the value of practical skills in the sector. Regarding educational attainment, 80% hold a university degree, revealing a trend toward higher labor qualifications. The majority of participants are unmarried (82%), which is consistent with the flexible work schedules in the hotel sector. Employees are distributed across various

departments, including food and beverage (43.9%), housekeeping (15.8%), and front office (9.8%), demonstrating functional diversity aligned with service delivery roles.

In addition, statistical tests were employed to examine differences in turnover intention across demographic groups. The independent-samples t-test indicated no statistically significant difference between male and female employees, suggesting that gender does not distinguish turnover intention in the hotel sector. One-way ANOVA results showed that among the examined variables, only educational level exhibited a statistically significant difference, whereas age, work experience, marital status, and department did not. Post hoc analysis further revealed that employees with higher educational attainment tended to report higher turnover intention, reflecting differences in career expectations and development opportunities across education levels.

3.2.2 Cronbach's Alpha reliability assessment

The reliability analysis conducted using Cronbach's Alpha coefficients confirms that all scales employed in the study meet the required reliability standards, with values ranging from 0.795 to 0.944. Notably, the turnover intention scale (0.944), working time and workload (0.899), and adequate remuneration (0.892) exhibit particularly high reliability, reflecting strong internal consistency. Other scales, work-life balance (0.857), health and safety (0.844), complementary value (0.824), and fulfilling and productive work (0.795) also demonstrate good reliability, confirming their suitability for further analysis.

3.2.3 Exploratory factor analysis

Exploratory factor analysis (EFA), conducted using the Principal Axis Factoring extraction method and Promax rotation, confirms the model's suitability for factor structure investigation. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is 0.912, indicating excellent suitability for factor analysis. Bartlett's Test of Sphericity is statistically significant (sig. < 0.05), validating the presence of significant correlations among items. The analysis extracted seven factors with Eigenvalues greater than 1, accounting for a total variance of 61.77%, which exceeds the minimum acceptable threshold for explanatory power. All observed variables have factor loadings above 0.5, with many exceeding 0.7, indicating strong convergence within their respective constructs.

3.2.4 Confirmatory factor analysis

The results of confirmatory factor analysis (CFA) indicate that the measurement model demonstrates an acceptable level of fit with the empirical data. The key goodness-of-fit indices are within recommended thresholds: Chi-square/df = 2.545 (< 3), CFI = 0.908 (> 0.90), and RMSEA = 0.063 (< 0.08). The Tucker-Lewis Index (TLI) equals 0.898, approaching the acceptable cutoff of 0.90 (Hu & Bentler, 1998). The RMSEA value of 0.063 further supports the model's adequacy based on the criteria established by Browne and Cudeck (1993). These indicators collectively suggest that the model demonstrates a satisfactory overall fit and is appropriate for use in subsequent SEM analysis.

3.2.5 Assessment of the Quality of Observed Variables, Convergent Validity, and Discriminant Validity

Interaction testing confirmed that all observed variables were statistically significant ($p < 0.05$), supporting item inclusion (Hair et al., 2017). CFA results showed high factor loadings (> 0.7), indicating strong convergent validity, except for FP1 (0.597) and FP4 (0.572) in the fulfilling and productive work (FP) construct. Removing these items improved the model's fit and internal consistency. All constructs achieved composite reliability (CR) > 0.7 and AVE > 0.5, confirming reliability and convergent validity. Notably, TI and WLB had high CR values (0.945 and 0.860). Discriminant validity was supported, with all HTMT values below 0.85 (Henseler et al., 2015), indicating clear distinction among constructs.

3.2.6 Analysis of the Contribution of First-Order Variables to the Second-Order Construct

The five first-order constructs: health and safety (HS), adequate remuneration (AR), fulfilling and productive work (FP), working time and workload (TW), and complementary values (CV), were modeled as reflective indicators of the second-order construct decent work (DW). The second-order CFA confirmed the model's validity with acceptable fit indices: CMIN/DF = 2.941, TLI = 0.901, CFI = 0.913, RMSEA = 0.071 (Hu & Bentler, 1999). All standardized path coefficients were significant ($p < 0.05$), indicating reliable reflection of DW. FP ($\beta = 0.837$) and AR ($\beta = 0.769$) had the strongest contributions, followed by TW ($\beta = 0.694$), HS ($\beta = 0.648$), and CV ($\beta = 0.467$). These results validate the multidimensional structure of decent work and the study's theoretical model.

Table 3.2: Significance of the contribution of First-Order variables to Second-Order variable

Relationship			Standardized Coefficient	P value
HS	→	DW	0,648	***
AR	→	DW	0,769	***
FP	→	DW	0,837	***
TW	→	DW	0,694	***
CV	→	DW	0,467	***

(Source: Analysis results, 2025)

3.2.7 Evaluation of Adjusted Coefficient of Determination (R^2 Adjusted)

The adjusted R^2 results indicate that the model demonstrates acceptable explanatory power across key dependent variables. Fulfilling and productive work (FP) showed the highest adjusted R^2 at 0.633, indicating strong predictive capacity. Other constructs—including work-life balance (WLB), adequate remuneration (AR), working time and workload (TW), and health and safety (HS)—had moderate-to-high values (0.486–0.556). In contrast, complementary values (CV) recorded a lower adjusted R^2 of 0.234, suggesting limited explanatory strength and the need for additional predictors. Turnover intention (TI) achieved an adjusted R^2 of 0.362, acceptable given the complexity of behavioral variables in social science. Overall, the model effectively captures key dimensions of decent work and its impact on quitting intention.

Table 3.3: Adjusted R^2 values

Dependent Variable	Adjusted R^2	Explanation Level
TW	0,502	Average-Good
AR	0,551	Average-Good
HS	0,486	Average-Good
CV	0,234	Low
FP	0,633	Near High
WLB	0,556	Average-Good
TI	0,362	Average

(Source: Analysis results, 2025)

3.2.8 SEM model results

The results of the structural equation modeling (SEM) analysis evaluating the direct effects of first-order variables on turnover intention

(TI) revealed that several hypotheses were supported. Hypothesis H1 was accepted, as health and safety (HS) had a statistically significant and negative effect on turnover intention, with a standardized regression coefficient of $\beta = -0.477$. This result indicates that greater employee satisfaction with workplace health and safety is associated with a substantially lower intention to quit. Hypothesis H2, which examined the relationship between adequate remuneration (AR) and turnover intention, was also supported, albeit with a more modest effect size ($\beta = -0.124$, $p = 0.011 < 0.05$). Similarly, adequate working time and workload (TW) demonstrated a significant negative influence on turnover intention, with $\beta = -0.165$, thereby supporting hypothesis H4. In contrast, the two remaining variables fulfilling and productive work (FP) and complementary values (CV) did not exhibit statistically significant direct effects on turnover intention ($p > 0.05$). As a result, hypotheses H3 and H5 were not supported in the current model, suggesting that these constructs may exert their influence indirectly or require further contextual elaboration. These findings highlight the relative importance of physical and structural working conditions in mitigating employee attrition within the hotel industry context.

Table 3.4: Standardized Regression Coefficients of the Impact of First-Order Variables on Turnover Intention

Relationship			Standardized Coefficient	P-value	Statistical Significance
CV	→	TI	-,052	,300	Not significant
FP	→	TI	-,042	,422	Not significant
AR	→	TI	-,124	,011	Significant
HS	→	TI	-,477	***	Strongly significant
TW	→	TI	-,165	***	Strongly significant

(Source: Analysis results, 2025)

Hypothesis H6 examines the impact of decent work (DW) on work-life balance (WLB). The results indicate a strong and statistically significant relationship, with a standardized regression coefficient $\beta = 0.75$ and a high significance level. This finding implies that when employees perceive their jobs as fulfilling, fair, and meaningful across dimensions such as health, pay, workload, and value, they are more likely to maintain a healthy balance between their professional and personal lives.

In contrast, hypothesis H7, which investigates the influence of work-life balance on turnover intention (TI), was not supported. The regression

coefficient was $\beta = 0.087$ with a p-value of 0.342, indicating no statistically significant effect. This result suggests that although work-life balance is desirable, it may not be a direct determinant of quitting behavior in this context.

Hypothesis H8 assesses the direct impact of decent work on turnover intention. The findings reveal a strong negative relationship, with $\beta = -0.663$ and high statistical significance. This supports the conclusion that when employees experience decent working conditions, their intention to leave the organization is significantly reduced.

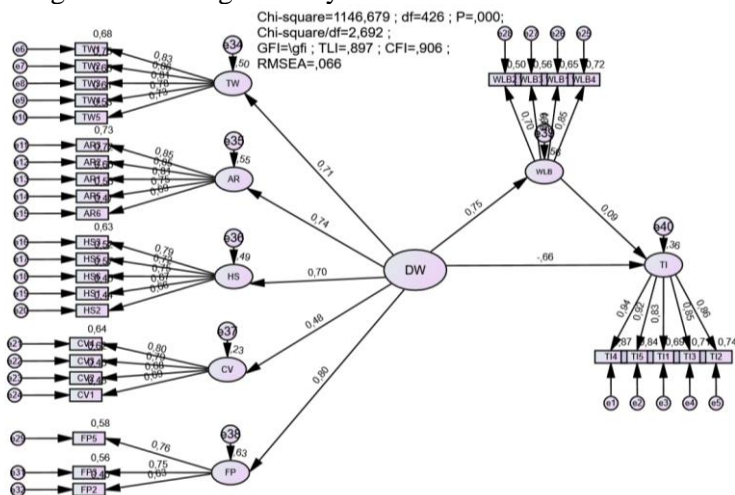


Figure 3.1: SEM model with second-order variables

(Source: Analysis results, 2025)

Table 3.5: Standardized Regression Coefficients of SEM Model

Relationship			Standardized Coefficient	P-value	Statistical Significance
TW	→	DW	0,709	***	Strongly significant
AR	→	DW	0,742	***	Strongly significant
HS	→	DW	0,697	***	Strongly significant
CV	→	DW	0,484	***	Strongly significant
FP	→	DW	0,795	***	Strongly significant
DW	→	WLB	0,746	***	Strongly significant
WLB	→	TI	0,087	,342	Not significant
DW	→	TI	-0,663	***	Strongly significant

(Source: Analysis results, 2025)

CHAPTER 4. DISCUSSION OF RESULTS AND RESEARCH IMPLICATIONS

4.1 Discussion of results

4.1.1 Decent Work scale

The decent work scale constructed in this study is grounded in robust theoretical frameworks, namely the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2011) and the Psychological Theory of Work (Duffy et al., 2016). Decent work is conceptualized through five core dimensions: health and safety (HS), adequate remuneration (AR), fulfilling and productive work (FP), adequate working time and workload (TW), and complementary values (CV). Specifically, the health and safety construct comprises five observed variables with a Cronbach's Alpha coefficient of 0.844; the adequate remuneration construct attained a reliability coefficient of 0.892, with item-total correlations ranging from 0.653 to 0.789; the fulfilling and productive work construct yielded a Cronbach's Alpha of 0.795; the adequate working time and workload construct reached 0.899, indicating a high level of internal consistency; and the complementary values construct achieved a reliability coefficient of 0.824. These results confirm that the items used to measure decent work are reliable and internally consistent. Moreover, the second-order measurement model analysis demonstrates that the decent work construct exhibits sound structural validity and reliability. First-order dimensions including TW, AR, HS, CV, and FP all recorded high standardized factor loadings (ranging from 0.47 to 0.84) and made statistically significant contributions to the overall construct, validating the multidimensional structure of decent work in the hospitality context.

4.1.2 Results of Demographic Variable Tests

In addition to testing causal relationships, the study examines differences in turnover intention across employees' demographic characteristics. The results indicate that gender, age, work experience, marital status, and department do not produce statistically significant differences in turnover intention. In contrast, educational level emerges as the only factor with a significant effect, with higher-educated employees reporting greater turnover intention. This finding underscores the importance of career expectations and job quality, rather than traditional demographic attributes, in shaping turnover intention.

4.1.3 Relationship between Health and Safety and Turnover intention

The study's findings indicate that health and safety is one of the most influential factors affecting turnover intention, with a strong negative standardized regression coefficient of $\beta = -0.477$. This result clearly demonstrates that when employees are satisfied with their physical and psychological safety at work, they are less likely to consider leaving the organization. In the context of the hospitality industry, characterized by long hours, customer-facing roles, and heightened occupational stress, ensuring safety has become not just a legal or moral obligation but a strategic imperative. Establishing a safe, respectful, and inclusive work environment that provides comprehensive physical and mental health protections contributes significantly to enhancing employee performance and reducing turnover. This finding carries critical implications for hospitality businesses, which often struggle with high attrition rates and must invest in systems that protect and retain their workforce.

4.1.4 Relationship between Adequate Remuneration and Turnover intention

Income remains a foundational determinant of employees' quality of life and employment stability. Perceptions of fair and adequate remuneration, which ensure a dignified standard of living for individuals and their families, play an important role in shaping employees' job satisfaction and attachment to their organizations. The analysis of the relationship between adequate remuneration (AR) and turnover intention (TI) revealed statistical significance with a regression coefficient of $\beta = -0.124$ ($p = 0.011 < 0.05$), indicating that compensation remains a relevant factor in minimizing turnover. While its effect size is modest compared to other variables, the significance underscores the importance of fair wage systems in human resource strategies. In the post-pandemic labor market, where demand for skilled service workers has fluctuated sharply, hotel businesses must reevaluate their compensation frameworks to ensure transparency, competitiveness, and alignment with industry standards. Beyond its economic value, remuneration also serves as a tangible signal of recognition and respect for employees' contributions.

4.1.5 Relationship between Fulfilling and productive work and Turnover intention

The empirical results indicate that the relationship between fulfilling and productive work (FP) and turnover intention (TI) is not statistically

significant, with a regression coefficient of $\beta = -0.042$ and a p-value of 0.422. This suggests that, in the present model, there is insufficient evidence to conclude a direct effect of employees' perceived fulfillment or productivity at work on their intention to quit. While this finding may seem counterintuitive, it highlights that job meaningfulness or task engagement may not independently deter turnover unless supported by other workplace factors such as fair compensation, work-life balance, or psychological safety. Nonetheless, fulfilling and productive work remains theoretically important as it contributes to the overall perception of decent work and may influence turnover indirectly. Therefore, HR policies should continue to emphasize job design principles that align individual capabilities with job demands, ensure recognition of contributions, provide constructive feedback, and allow employees to experience meaningful results from their efforts, all of which can strengthen job satisfaction and organizational commitment over time.

4.1.6 Relationship between Adequate working time and workload and Turnover intention

The analysis results indicate that adequate working time and workload (TW) has a statistically significant negative effect on turnover intention, with a standardized regression coefficient of $\beta = -0.165$. This finding aligns closely with the operational reality of the hotel industry, in which employees are frequently required to maintain uninterrupted service availability, particularly during holidays, weekends, and peak seasons. The high expectations of flexibility and extended work hours place considerable strain on employees. To address this, hotel enterprises should implement systematic workload assessment tools, incorporating real-time feedback from employees to ensure a realistic match between assigned tasks and individual capacity. In addition, supporting skill development and task rotation mechanisms can reduce overload and promote engagement. Achieving a balance in workload not only enhances operational efficiency but also mitigates burnout and fosters long-term organizational commitment.

4.1.7 Relationship between Complementary values and Turnover intention

The analysis shows that the relationship between complementary values (CV) defined as the alignment between organizational values and employees' personal or familial values, and turnover intention is not statistically significant ($\beta = -0.052$, $p = 0.300$). This result indicates that there is insufficient evidence to assert a direct influence of value

congruence on employees' intention to leave in the current research context. Nonetheless, this finding does not negate the broader theoretical role of value alignment in employee behavior. Prior research has consistently demonstrated that person–organization value fit positively correlates with job satisfaction, organizational identification, and long-term retention. However, such effects are often indirect, mediated through constructs like meaningfulness at work or engagement. The non-significance in this study may stem from contextual characteristics of the hotel industry, where immediate operational demands may overshadow deeper psychological value alignments in influencing turnover behavior.

4.1.8 Relationship between Decent work and Work-life balance

The structural equation model results confirm a significant and positive relationship between decent work (DW) and work-life balance (WLB), with a standardized regression coefficient of $\beta = 0.75$ and a high statistical significance level ($p < 0.001$). This demonstrates that when employees perceive their working conditions as decent including fair compensation, supportive environments, manageable workload, and meaningful engagement they are more likely to maintain equilibrium between their professional and personal roles. This balance reduces inter-role conflict, enhances emotional well-being, and enables employees to cope more effectively with stressors arising from both domains, thereby improving overall life satisfaction and mental health.

4.1.9 Relationship between Work-life balance and Turnover intention

The SEM results indicated that work-life balance (WLB) did not have a statistically significant direct effect on turnover intention ($\beta = 0.087$; $p = 0.342$). While this relationship did not reach the conventional level of statistical significance, the finding remains theoretically plausible when interpreted within the specific context of the hotel industry—an environment characterized by irregular working hours, high service intensity, and frequent schedule fluctuations. In such settings, the blurring of boundaries between work and personal life is often internalized and accepted by employees as an implicit professional norm, potentially diminishing the perceived impact of work-life imbalance on their intention to leave.

4.1.10 Relationship between Decent work and Turnover intention

The findings from SEM confirm a strong and statistically significant negative relationship between decent work (DW) and turnover intention (TI), with a standardized regression coefficient of $\beta = -0.66$ ($p < 0.001$).

This result reaffirms that when employees perceive their jobs as meeting key psychological, social, and economic needs, their inclination to leave the organization is significantly reduced. A well-designed working environment that satisfies the multidimensional components of decent work—such as meaningfulness, safety, fairness, and contribution to self-worth—not only motivates employees to stay but also facilitates the full utilization of their talents. This encourages higher levels of satisfaction, engagement, and sustained commitment. These results provide strong empirical support for integrating the principles of decent work into strategic human resource management, particularly in service-intensive and labor-dependent industries such as hospitality.

4.2 Research implications

4.2.1 Theoretical implications

First, this study enriches the theoretical foundation of decent work within the service sector, particularly in tourism and hospitality-industries characterized by high work pressure and intensity. The research identifies five core dimensions of decent work: health and safety, adequate remuneration, fulfilling and productive work, reasonable working time and workload and value congruence between the individual, family, and organization.

Second, the study extends the conceptualization of decent work through an integrated approach combining the Job Demands–Resources (JD-R) model and the Psychology of Working Theory (PWT). This integration connects material and psychosocial factors, highlighting the multidimensional nature of the concept and its relevance to the unique post-pandemic characteristics of the hospitality industry.

Third, the study develops and empirically validates a theoretical model examining the impact of decent work on turnover intention. The findings clarify the direct influence of key work conditions—such as pay, safety, and workload—on employee retention, while revealing that work-life balance plays only an indirect supporting role in this relationship.

Fourth, the research is conducted within the hospitality sector in Ho Chi Minh City, demonstrating the model’s practical applicability and potential for comparative studies across different accommodation segments. The results hold both academic and practical significance, offering strategic insights for human resource management oriented toward humanistic and sustainable development, in alignment with the United Nations Sustainable Development Goal 8 (SDG 8) on promoting decent work and economic growth.

4.2.2 Practical implications

First, hotels should strengthen occupational health and safety management, encompassing both physical and psychological well-being, by improving working conditions, standardizing safety procedures, and fostering a respectful and supportive work environment to reduce stress and burnout.

Second, effective management of working time and workload is essential through appropriate shift scheduling and the application of technology in task allocation and working-hour monitoring, thereby helping to maintain work–life balance and occupational sustainability.

Third, hotels should develop competitive, fair, and transparent compensation and benefits policies, integrating both financial and non-financial rewards to enhance work motivation and reduce turnover intention.

Fourth, promoting productive and fulfilling work through practice-oriented training, clear career paths, and appropriate recognition mechanisms can nurture intrinsic motivation and long-term employee commitment.

Fifth, hotels should enhance complementary values and cultural fit by clearly communicating organizational mission, core values, and the social meaning of work, thereby strengthening employees' emotional attachment and organizational commitment.

Finally, human resource management should be oriented toward sustainability by integrating HR technologies, strengthening employer branding, and amplifying employee voice, with the aim of reducing turnover intention and enhancing the hotel industry's long-term competitiveness.

4.3 Limitations and Future research directions

Although the study yields several important findings, a number of limitations should be acknowledged.

First, the non-fully random sampling method may reduce the representativeness of the sample and limit the generalizability of the results.

Second, the cross-sectional research design does not capture changes in turnover intention over time, particularly in the highly seasonal context of the hotel industry.

In addition, the study does not fully depict the state of decent work at the industry level, nor does it sufficiently examine generational and demographic differences or incorporate macro-level socio-economic factors into the analytical framework.

PART III. CONCLUSIONS AND RECOMMENDATIONS

1. Conclusions

This study expands the theoretical and practical foundations of decent work in the hospitality industry—one of the sectors most affected by the COVID-19 pandemic. Using an integrated model and empirical testing in Ho Chi Minh City, it demonstrates that employees assess their jobs not only through material conditions but also through psychological and value-based perceptions. The findings provide reliable empirical evidence confirming the validity of the measurement scale and the relationships among theoretical variables. Decent work is represented by five key dimensions: health and safety, remuneration, working time and workload, fulfilling and productive work, and supplementary values, underscoring the importance of psychological and value factors in fostering motivation and organizational commitment. The scale, developed through the integration of the Job Demands-Resources (JD-R) model and the Psychology of Working Theory (PWT), bridges objective work conditions with subjective experiences, conceptualizing work as a holistic life experience rather than merely an economic activity. Furthermore, work-life balance was found not to have a direct effect on turnover intention, indicating that in the hospitality context, essential factors such as pay, safety, and organizational recognition play a more decisive role. Practically, the study provides a solid basis for developing comprehensive and sustainable human resource strategies that address both material and psychological needs, aligning with the United Nations Sustainable Development Goal 8 (SDG 8) on decent work and sustainable growth in the hospitality sector.

2. Recommendations

For regulatory and management agencies: it is essential to establish and maintain a comprehensive and regularly updated labor database dedicated to the hospitality sector. This database should enable effective monitoring of workforce composition, turnover trends, and the quality of employment. In addition, promoting the standardization and institutionalization of decent work assessment tools is crucial, ensuring these tools are aligned with international labor standards while remaining sensitive to Vietnam's specific socio-economic context. Agencies should also foster multi-stakeholder collaboration, including government bodies, trade unions, enterprises, and training institutions to jointly develop and implement sustainable work standards. Finally, enhancing mechanisms for gathering and responding to employee feedback is vital to ensure that policy interventions are grounded in

empirical evidence and truly address the practical needs and concerns of workers in the hospitality industry.

For hotel enterprises: it is important to regularly assess the level of decent work and monitor turnover intention through employee surveys and structured feedback systems, using the findings to inform and refine human resource policies. Enterprises should adopt integrated HR strategies that harmonize tangible aspects of the job: such as income, working hours, and occupational safety, with intangible motivators like a sense of meaning, recognition, and value alignment. Strengthening internal communication, fostering a culture of mutual respect and continuous learning, and investing in the development of employees' soft skills are also essential to promoting workplace cohesion and a strong professional identity. Ultimately, hotel businesses must recognize that enhancing employee well-being is not only an ethical obligation but also a strategic move that supports service excellence and long-term organizational sustainability.

For employees: it is essential to proactively pursue self-development by continuously upgrading professional skills, fostering emotional resilience, and maintaining both physical and mental well-being. Actively contributing to workplace improvement through constructive feedback, participation in training programs, and upholding a cooperative and positive work attitude plays a vital role in shaping a better work environment. Moreover, employees should recognize that building a decent and fulfilling workplace is a shared responsibility that involves collaboration among the State, enterprises, and the workforce. Such joint efforts are fundamental to cultivating a humane, sustainable, and adaptable hospitality sector, particularly in the face of an increasingly complex socio-economic context.

RESEARCH-BASED PUBLICATIONS RELATED TO THE DISSERTATION

1.1. Articles Published in Hue University Journals

- Nguyen Huynh Mai Xuan, & Nguyen Quyet Thang. (2024). The impact of decent work on employees' intention to leave the hotel industry: A case study in Ho Chi Minh City. *Hue University Journal of Science: Economics and Development*, 133(5D), 159–177.

1.2. Publications in International Journals/Conferences with ISBN or ISSN Indexing

- Nguyen Huynh Mai Xuan. (2024). Proposing a research model and hypotheses on the impact of decent work on turnover intention in the hotel industry. *Journal of Economics and Forecasting*, (21, November 2024), 211–214. ISSN: 1859-4972.
- Nguyen Huynh Mai Xuan & Nguyen Quyet Thang. (2025). A bibliometric analysis of research on decent work in the hotel and tourism industry. *Journal of Economics and Forecasting*, Special Issue (February 2025), 238–242. ISSN: 1859-4972.
- Nguyen Huynh Mai Xuan. (2024). The role of organizational commitment in employees' intention to leave their jobs. In *Proceedings of the Workshop on Sustainable Tourism Development in the Digital Age*. ISBN: 978-604-79-4498-9.
- Nguyen Huynh Mai Xuan. (2025). Developing human resources in Ho Chi Minh City's hotel industry towards sustainability: Current situation and proposed solutions. *Journal of Economics and Forecasting*, March 2025. ISSN: 1859-4972.
- Nguyen, MX.H., Nguyen, T.Q. (2025). Turnover Intention in the Hospitality Industry: A Bibliometric Analysis. In: Alareeni, B., Hamdan, A. (eds) *Leveraging Advanced Technologies: Business Model Innovation and the Future*. ICBT 2024. Lecture Notes in Networks and Systems, vol 1574. Springer, Cham. https://doi.org/10.1007/978-3-032-00447-5_39