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**THE IMPACT OF DESTINATION SOCIAL
RESPONSIBILITY ON EMPLOYEES' RESPONSIBLE
BEHAVIOR IN THE HOTEL SECTOR IN DALAT**

Major: Tourism
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SUMMARY OF TOURISM DOCTORAL DISSERTATION



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The research was completed at the
School of Tourism, Hue Univeristy

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PART I. INTRODUCTION

1. The rationale of the study

The hotel industry is an industry that depends on nature to survive, and tourist trips can only be made when the climate at the destination is stable and clean; the environment is not polluted. Therefore, hotels need to promote activities to protect the environment. To do this well, employees and managers at hotels need to have awareness of responsible behavior towards the environment during their work to help limit environmental pollution at tourist destinations. Therefore, a question is raised: "How do employees in the hotel industry perceive DSR at tourist destinations, and how does that awareness affect their responsible behavior?".

Furthermore, to develop responsible tourism at the destination requires the cooperation of all stakeholders such as destination management organizations and tourism service providers, local residents, tourists, workers, etc. Meanwhile, workers are one of the key stakeholders in the context of sustainable tourism development; specifically, workers (hotel staff, chefs, tour guides, drivers, etc.) are those who provide quality services, they directly interact with tourists to create experiences and impressions for tourists. Employees help preserve local culture, convey cultural values in an authentic way, contributing to the preservation of intangible heritage, helping tourists to return and introduce them to others, creating a contribution in tourism revenue for society. Workers can participate in green tourism activities such as guiding tourists to comply with environmental protection rules at the destination, performing services friendly to the natural environment such as reducing waste, saving energy, using environmentally friendly products such as paper bags, bamboo straws, etc. Employees are seen as "gatekeepers" who help prevent actions that cause harm to the environment, ecosystems or society. In addition, workers with better incomes will contribute to sustainable local economic development. They can participate in decision-making activities, contribute ideas to the development of local tourism development strategies; their participation helps ensure that tourism develops in a harmonious direction between economic benefits, environmental protection, cultural preservation and social maintenance (Nguyen Ha, 2014; Dinh Tang, 2024). The above

reasons show that employees not only play an important role but are also an important link, the soul for developing responsible tourism at the destination. In addition, Dalat is a tourist destination with potential strengths in natural landscapes, human resources are the premise for creating unique tourism products such as eco-tourism, community tourism, agricultural tourism, adventure tourism, etc. (Mai Anh Bao, 2025). With the outstanding development of tourism in Dalat, it is inevitable that there will be negative impacts on the environment and society (Nguyen Manh Hung, 2023). Therefore, stakeholders, specifically employees, who are the subjects creating tourism products at this destination, need to have awareness of destination social responsibility to carry out responsible behaviors to ensure sustainable tourism development.

However, up to now, according to the author's research, there has been no research on the perception of DSR of tourist destinations in the relationship between the perception of DSR of tourist destinations and the responsible behavior of employees in the hotel sector. Previous studies mostly focused on environmental behavior while responsible behavior is a combination of many behaviors such as environmental behavior, social behavior (Su et al., 2018); while studies on general behavior in relation to the perception of DSR of destinations have not been mentioned. Most of the studies focused on tourists and residents (Su et al., 2020); previous studies also assessed the implementation of DSR of destinations affecting residents and tourists through pro-tourism behaviors, quality of life, visit intention, and environmentally responsible behavior. Therefore, future studies need to explore more complex models through social behaviors (Su & cs., 2020), the contribution back to the community brings socio-economic development effects (Su & cs., 2018). Moreover, there has been no previous research on responsible behavior that mainly focuses on environmental behavior and has not focused on employees in the field of hotel. These are also gaps that future research needs to address.

Up to now, according to the author's research, there has been no research on the perception of DSR of tourist destinations in the relationship between the perception of DSR of tourist destinations and the subjects of employees in the hotel sector as well as research on general responsibility behavior in the relationship with the

perception of DSR of destinations to fill the gaps that previous studies have proposed.

Based on the above situation, the topic "**The impact of destination social responsibility on employees' responsible behavior in the hotel sector in Dalat**" was chosen as the author's doctoral thesis.

2. Research objectives

2.1. General objective

The overall objective of the dissertation is to examine the influence of destination social responsibility perception on the responsible behavior of employees in the hotel sector in Dalat. On that basis, managerial implications are proposed to enhance employees' perception of destination social responsibility and to promote their responsible behavior toward the destination.

2.2. Specific objectives

- To systematize the theoretical and practical foundations of destination social responsibility, responsible behavior of employees in the hotel sector, and the relationship between destination social responsibility and employees' responsible behavior in hospitality;
- To analyze the influence of employees' perception of destination social responsibility on their responsible behavior in the hotel sector in Dalat;
- To propose managerial implications to enhance employees' perception of destination social responsibility and promote responsible behavior among employees in the hotel sector in Dalat.

3. Research subjects and scope

3.1. Research object

The research subject of the dissertation consists of theoretical and practical issues related to destination social responsibility, as well as the influence of destination social responsibility perception on the responsible behavior of employees in the hotel sector.

The survey subjects of the dissertation are employees working in hotels in Dalat.

3.2. Research scope

Spatial scope: The research is conducted in Dalat city, referred to as the Dalat tourism destination.

Time scope: The dissertation was conducted from April 2023 to November 2024. Secondary data was collected from 2022 to 2024

to evaluate destination social responsibility in Dalat. Primary data was collected from June 2023 to May 2024 for quantitative analysis in the dissertation research.

4. Research design and procedure

4.1. Research design and process

To examine the impact of destination social responsibility perception on the responsible behavior of employees in the hotel sector in Dalat city, the author designs the research process consisting of three stages as follows:

Stage 1: Developing the theoretical foundation of destination social responsibility and the responsible behavior of employees in the hotel sector; constructing the research model; identifying research methods; and designing the questionnaire and survey instruments.

Stage 2: Conducting surveys and interviews with experts and employees in the hotel sector; assessing the extent to which destination social responsibility is perceived and its influence in the Dalat tourism context.

Stage 3: Proposing managerial implications aimed at improving, developing, and enhancing destination social responsibility perception and responsible behavior of employees in the hotel sector in Dalat.

The above stages are implemented sequentially; however, some activities may be integrated or conducted simultaneously. Depending on the objectives and tasks of each stage, different research methods may be applied, and certain methods may be used across multiple stages.

PART 2. RESEARCH CONTENT
CHAPTER 1. THEORETICAL BASIS OF DESTINATION
SOCIAL RESPONSIBILITY AND RESPONSIBLE
BEHAVIOR OF EMPLOYEES IN THE HOTEL SECTOR

1.1. Basic concepts of destination social responsibility

The concept of destination social responsibility originates from corporate social responsibility (CSR). CSR is used to demonstrate that businesses utilize their profits to contribute to community welfare (Dmytriiev et al., 2021). CSR represents responsible efforts undertaken by enterprises to generate positive impacts on society while minimizing negative effects (He et al., 2022). It is a complex concept, difficult to define, encompassing various approaches that may vary across locations, periods, and cultures (Ozdora et al., 2016). In the tourism context, Su et al. (2020) stated that a tourism destination is a complex geographical area involving diverse stakeholders, resources, and interests that require mutual understanding and collaboration. Therefore, CSR is not a fully appropriate framework in this case, as it refers primarily to the responsibility of a single organization and does not sufficiently reflect the nature of destination-level responsibility, which involves joint efforts among all stakeholders (Mohammed et al., 2022; Su et al., 2022; Su et al., 2020). Accordingly, the concept of destination social responsibility represents the collective responsibility of all stakeholders within a destination (Su et al., 2018).

Destination social responsibility reflects coordination and cooperation among stakeholders in the conservation and sustainable development of a destination. It is not evaluated solely based on individual stakeholder activities, but rather assessed comprehensively through the extent to which responsible behaviors are collectively implemented (Su et al., 2016). This study focuses on assessing destination social responsibility from the perspective of employees in the hotel sector, as well as examining the influence of their perception of destination social responsibility on their responsible behavior.

1.2. Concept of stakeholders

Stakeholders of a tourism destination are individuals or organizations that influence or are involved in the destination and its development. The term stakeholders refers to those who exert

influence on the destination both internally and externally (Sacha Reid & Charles Arcodia, 2007).

In a narrow sense, stakeholders are viewed as actors within an organization (Waligo et al., 2013). In a broader sense, stakeholders are any groups or individuals who can affect or be affected by the achievement of an organization's objectives (Silvestre & Fonseca, 2020). Stakeholder theory indicates that different individuals and groups can support and influence an organization, while simultaneously being influenced by it (Steg et al., 2013).

Tourism destination stakeholders include destination management organizations, employees, tourism service providers, tourism enterprises, local authorities, local communities, and tourists (Su et al., 2018). Destination management organizations play a crucial role as coordinators of the key elements that form tourism products and services and in gathering essential information for communication and destination marketing efforts, thereby contributing to the improvement of community well-being (Zhang et al., 2022).

1.3. Concept of employee behavior in the hotel sector

1.3.1. Concept of employee behavior and responsible employee behavior

According to Bui Anh Tuan et al. (2009), human behavior is the external expression of an individual's thoughts through actions, gestures, and states in a specific situation and within a particular period of time. Human behavior is governed by two main groups of factors: objective factors and subjective factors. Objective factors include external conditions such as living environment, working conditions, education, and other contextual influences on human behavior. Meanwhile, subjective factors reflect an individual's cognitive capacity, attitude, and ability to regulate their behavior, which vary from person to person. Human behavior in general, and employee behavior in particular, can be categorized into organizational behavior and non-organizational behavior.

1.3.2. Environmentally responsible behavior

Environmentally responsible behavior is described as an individual's effort to conserve the environment by seeking solutions to environmental problems (Hansen et al., 2016). Environmentally responsible behavior among tourism employees in general, and hotel

employees in particular, involves minimizing environmentally harmful activities and demonstrating commitment to environmental protection (Ruepert et al., 2016). This implies that environmentally responsible behavior among employees can contribute to reducing and preventing degradation of the natural environment (Lee et al., 2021). Hotel employees, as individuals who create tourism products and directly participate in tourism operations, exert a certain level of influence on the destination environment (Su & Swanson, 2017; Su et al., 2020). Tourism employees in general, and hotel employees specifically, can engage in environmental protection by reducing or avoiding behaviors that cause environmental damage (Chiu et al., 2014).

Overall, environmentally responsible behavior represents the effort of individuals to conserve the environment by seeking solutions to environmental issues, thereby reducing negative environmental impacts and contributing to sustainable destination development (Stern, 2000).

1.3.3. Socially responsible behavior

Social responsibility can be reflected through various behaviors, such as showing concern for tourists' health and safety during work processes, as well as participating in social activities that benefit the community (Su et al., 2022). Socially responsible behavior comprises four dimensions: civic action, education, humanitarian efforts, and persuasive actions (Lee, 2011).

Overall, socially responsible behavior refers to individuals' efforts to pursue policies, make decisions, and take actions aimed at achieving goals that contribute to social value.

1.4. Theories on the perception of destination social responsibility

- Stakeholder Theory
- Social Information Processing (SIP) Theory
- Signaling Theory
- Stimulus Organism Response theory - SOR
- Social Identity Theory

CHAPTER 2. RESEARCH OVERVIEW AND PROPOSED RESEARCH MODEL

2.1. Overview of domestic research on destination social responsibility

2.2. Overview of international research on destination social responsibility

2.3. Proposed research hypotheses and model

2.3.1. *Research hypotheses*

- **H1:** Destination social responsibility positively affects employees' trust.

- **H2:** Destination social responsibility positively affects employees' perceived task importance.

- **H3:** Employees' trust positively affects organizational identification.

- **H4:** Perceived task importance positively affects identification with place-based tourism development programs.

- **H5:** Employees' trust positively affects identification with place-based tourism development programs.

- **H6:** Perceived task importance positively affects organizational identification.

- **H7:** Organizational identification positively affects employees' responsible behavior.

- **H8:** Identification with place-based tourism development programs positively affects employees' responsible behavior.

2.3.2. *Research Model*

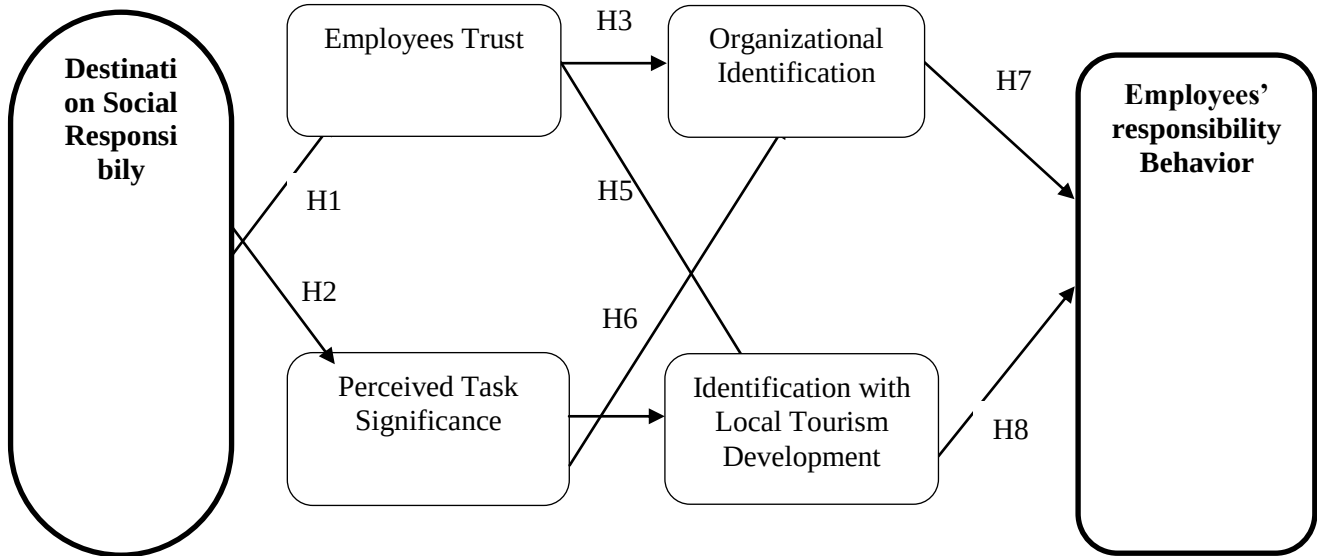


Fig. 2.1. Research Model

(Source: Authhor's proposal, 2024)

CHAPTER 3. RESEARCH CONTEXT AND METHODOLOGY

3.1. Characteristics of the Research Area

Dalat is a city under Lam Dong Province, located on the Lang Biang Plateau at an elevation of 1,500 meters, with a total area of 39,329 km². The city is well-known for its beautiful natural landscapes, cool climate, and is considered one of the most famous tourist destinations in Vietnam. Geographically, Dalat is situated in the northern part of Lam Dong Province, bordered by Lac Duong District; Don Duong District to the east and southeast; and Lam Ha and Duc Trong districts to the west and southwest. Dalat benefits from favorable natural topography and climate. Surrounded by pine forests and characterized by fresh, mild weather year-round, the city possesses ideal conditions for tourism development. These natural advantages provide Dalat with diverse tourism resources and strong potential to develop sustainably as a major tourist destination.

3.2. Research Methodology

This study employs a mixed-methods approach, combining both qualitative and quantitative techniques to explore the relationship between employees' perception of destination social responsibility (DSR) and their environmentally responsible behavior within the hotel sector. The research is implemented through the following steps: (1) Developing measurement scales, (2) Conducting exploratory research, (3) Testing the reliability and validity of the scales measuring perceived destination social responsibility and employees' environmentally responsible behavior in hotels.

Scale Development

The scale construction process consists of two main stages. In the first stage, literature review and theoretical analysis were conducted to examine previous studies related to measuring the perception of destination social responsibility (DSR) in Dalat. In the second stage, an expert focus group discussion technique was employed to gather insights from specialists and hotel business managers regarding employees' perceptions of destination social responsibility. Participants were encouraged to engage in open discussions to expand ideas and generate new perspectives.

CHAPTER 4. RESEARCH RESULTS

4.1. Sample Information

A total of 650 questionnaires were distributed, with 450 administered in person and 200 online. Of these, 487 were returned, of which 14 were invalid, leaving 473 valid responses for analysis. The survey covered 60 hotels, including 10 five-star hotels, 20 four-star hotels, 15 three-star hotels, 8 two-star hotels, and 7 one-star hotels. The respondents were employees aged 18 to over 50, currently working in hotels across Dalat city. The distribution of valid responses by hotel rating was as follows: 41 responses from one-star hotels, 45 from two-star hotels, 136 from three-star hotels, 147 from four-star hotels, and 104 from five-star hotels

4.2. Descriptive Statistics of the Sample

4.2.1. Frequency Statistics

According to gender statistics, among the 473 valid responses, 226 were male, accounting for 47.8%, and 247 were female, accounting for 52.2%. This distribution accurately reflects the actual workforce composition in hotels in Dalat.

According to age statistics, 188 employees (39.7%) were aged 18 to 30, 243 employees (51.4%) were aged 31 to 50, and the remaining 42 employees (8.9%) were over 50 years old. Overall, the majority of employees fall within the 31 to 50 age group, followed by the 18 to 30 age group. This age distribution reflects a workforce with work experience, life skills, and a high level of professional expertise.

According to department statistics, the survey sample included 86 employees (18.2%) working in the reception department, 56 employees (11.8%) in security, 146 employees (30.9%) in the housekeeping department, 35 employees (7.4%) in administration, and 124 employees (26.2%) in the restaurant department. The remaining 26 employees (5.5%) worked in other departments.

Regarding work experience, 184 employees (38.9%) had 1 to less than 3 years of experience, 165 employees (34.9%) had 3 to less than 5 years, and 124 employees (26.2%) had over 5 years of work experience.

According to position statistics, 373 employees (68.6%) held staff positions, while 117 employees (31.4%) held management positions.

According to hotel star ratings, the survey sample included 104 employees (22%) from five-star hotels, 147 employees (31.1%) from four-star hotels, 136 employees (28.8%) from three-star hotels, 45 employees (9.5%) from two-star hotels, and 41 employees (8.7%) from one-star hotels.

4.2.2. Mean Statistics

Based on the calculation of mean values, the observed variables for the factors Destination Social Responsibility (DSR), Task Importance Perception, and Identification with Local Tourism Development all reached an agreement level among respondents. Specifically, the mean scores ranged from 2.39 to 4.14, indicating a generally positive perception and recognition of these factors by employees.

4.3. Relationship between Destination Social Responsibility (DSR) and Employees' Environmentally Responsible Behavior in the Hotel Sector

*** Reliability Assessment of the Measurement Scales**

All observed variables had factor loadings greater than 0.3, and the Cronbach's Alpha coefficients for all constructs exceeded 0.6. Therefore, all observed variables met the reliability criteria and were retained for exploratory factor analysis (EFA).

4.4. Exploratory Factor Analysis (EFA)

The Kaiser-Meyer-Olkin (KMO) value was 0.936 (> 0.5) and the significance level (Sig.) was 0.000 (< 0.05), indicating that the data were suitable for exploratory factor analysis (EFA). The variable NT3 ("Dalat provides tourism activities reliably") was removed because its factor loading was below 0.5. All remaining observed variables had factor loadings greater than 0.5 in the rotated matrix, demonstrating that they significantly contributed to the construct structure of the research model.

The eigenvalue indicates the amount of variance explained by a factor. Factors with eigenvalues less than 1 do not summarize information better than a single original variable. The results of this study show that the seven surveyed factors all had eigenvalues greater than 1, with the lowest being 1.072, confirming their suitability for inclusion in the factor structure.

The total variance explained reached 65.174%, indicating that the extracted factors can account for the majority of the variance in

the data. Since this percentage exceeds 50%, it demonstrates that the common variance is greater than the unique variance and measurement error, thereby confirming the suitability of the EFA model used in this study.

Based on the analysis of the rotated factor matrix, the factor loadings of all observed variables were greater than **0.5**. Overall, this indicates that all observed variables made a significant contribution to the construct structure of the research model.

4.5. Common Method Bias (CMB)

To assess the presence of common method bias (CMB), the study employed Harman's One-Factor Test. The results of the exploratory factor analysis indicated that the first factor explained 32.669% of the total variance, which is less than 50%. This finding suggests that the research data were not significantly affected by common method bias.

4.6. Confirmatory Factor Analysis (CFA)

The study conducted confirmatory factor analysis (CFA) on the Responsible Behavior construct, including both first-order and second-order variables, in order to select the optimal indicators for the research model.

4.6.1. Confirmatory Factor Analysis (CFA) for the First-Order Responsible Behavior Construct

CFA was conducted on the first-order Responsible Behavior construct to evaluate the overall measurement model. Unidimensionality, reliability, convergent validity, and discriminant validity were assessed. The results showed the following fit indices $CMIN/DF = 14,045 > 5$; $CFI = 0,857 < 0,9$; $TLI = 0,811 < 0,9$; $GFI = 0,787 < 0,9$; $RMSEA = 0,166 > 0,08$; $PCLOSE = 0,000 < 0,05$. All indices violate the recommended thresholds, indicating that the model does not achieve a good fit.

4.6.2. Confirmatory Factor Analysis (CFA) for the Second-Order Responsible Behavior Construct

CFA was conducted on the second-order Responsible Behavior construct to evaluate the overall measurement model (Figure 4.2). Unidimensionality, reliability, convergent validity, and discriminant validity were assessed. The results showed $CMIN/DF = 2,715 < 3$; $CFI = 0,975 > 0,9$; $TLI = 0,965 > 0,9$; $GFI = 0,965 > 0,9$; $RMSEA = 0,060 < 0,08$; $PCLOSE = 0,121 > 0,05$. The analysis

results indicate that the measurement model fits the research data well, and the scales meet the criteria for unidimensionality.

The analysis of the standardized coefficients for the first-order variables shows that Social Behavior has a standardized loading of 0.713, and Environmental Behavior has a standardized loading of 0.762, both greater than 0.5. This indicates that the first-order constructs adequately explain the second-order construct.

4.6.3. Overall Confirmatory Factor Analysis (CFA)

The results show the following fit indices for the overall model: CMIN/DF = 1,424 < 3; CFI = 0,973 > 0,9; TLI = 0,970 > 0,9; GFI = 0,922 > 0,9; RMSEA = 0,030 < 0,08; PCLOSE = 1,000 > 0,05. These findings indicate that the model fits the research data very well, and the measurement scales used clearly demonstrate unidimensionality.

The results indicate that the standardized loadings are greater than 0.5 and statistically significant ($p < 0.05$), while the composite reliability (CR) values are greater than 0.7, demonstrating that the model meets the criteria for convergent validity. The composite reliability (CR) exceeds 0.7, and the average variance extracted (AVE) values range from 0.504 to 0.594 (> 0.5). Therefore, the measurement scales are considered reliable.

Regarding discriminant validity, the square roots of the average variance extracted (AVE) range from 0.710 to 0.771, which are greater than the standardized correlations between the pairs of constructs: TN $\rightarrow$ NT, TN $\rightarrow$ NV, NT $\rightarrow$ NDT, NT $\rightarrow$ NDP, NV $\rightarrow$ NDT, NV $\rightarrow$ NDP, NDT $\rightarrow$ HV, and NDP $\rightarrow$ HV. Additionally, the maximum shared variance (MSV) is smaller than the AVE values. These results indicate that the constructs in the Destination Social Responsibility (DSR) scale achieve discriminant validity. At the same time, the CFA analysis shows that all observed variables have factor loadings greater than 0.5, confirming that the constructs in the DSR scale in Dalat are statistically significant.

4.6.4. Confirmatory Factor Analysis

- Assessment of model fit: This evaluates whether the theoretical model, describing the relationships between observed variables and latent constructs, adequately fits the empirical data

- Assessment of the quality of observed variables: This examines whether the observed variables accurately measure the latent constructs they are intended to assess.

- Evaluation of convergent and discriminant validity of constructs: This determines whether the latent constructs are truly distinct from one another and whether they correlate with each other as theoretically expected.

Critical CFA Analysis of Employee Responsibility Behavior to Assess the Overall Measurement Model. The criteria for unidimensionality, reliability, convergent validity, and discriminant validity of the scales were examined. The results indicate that $CMIN/DF = 1,327 < 3$; $CFI = 0,979 > 0,9$; $TLI = 0,977 > 0,9$; $GFI = 0,927 > 0,9$; $RMSEA = 0,026 < 0,08$; $PCLOSE = 1,000 > 0,05$. The results demonstrate that the model fits the data well and that the measurement scales exhibit good fit.

*Convergent Validity: To ensure that the observed variables exhibit good convergent validity, the factor loadings of the observed variables need to be examined. A factor loading greater than 0.5 indicates that the observed variables demonstrate adequate convergent validity.

*Discriminant Validity: This assesses the extent to which a measurement scale is distinct from other constructs. The observed variables of a construct should not correlate highly with the observed variables of a different construct. Discriminant validity demonstrates that each construct is unique. The results indicate that $CR > 0,7$, $AVE > 0,5$, and $AVE > MSV$, all meeting the required thresholds. The square root of AVE (shown on the diagonal in bold) is greater than all the correlations in the corresponding row or column, thereby satisfying the criteria for discriminant validity. Therefore, the model exhibits good discriminant validity among the factors.

4.7. SEM Model Analysis

The model fit indices of the theoretical model from the SEM analysis are as follows: $\chi^2/df = 1,637 < 3$; $CFI = 0,958$; $TLI = 0,955$; $GFI = 0,910 (> 0,9)$ và $RMSEA = 0,037 < 0,08$. These results indicate that the theoretical model is consistent with the data.

All relationships from H1 to H8 have positive regression coefficients; therefore, the hypotheses from H1 to H8 are aligned in the same direction as designed in the measurement scales. Accordingly, all relationships in the model meet the criteria for theoretical relevance.

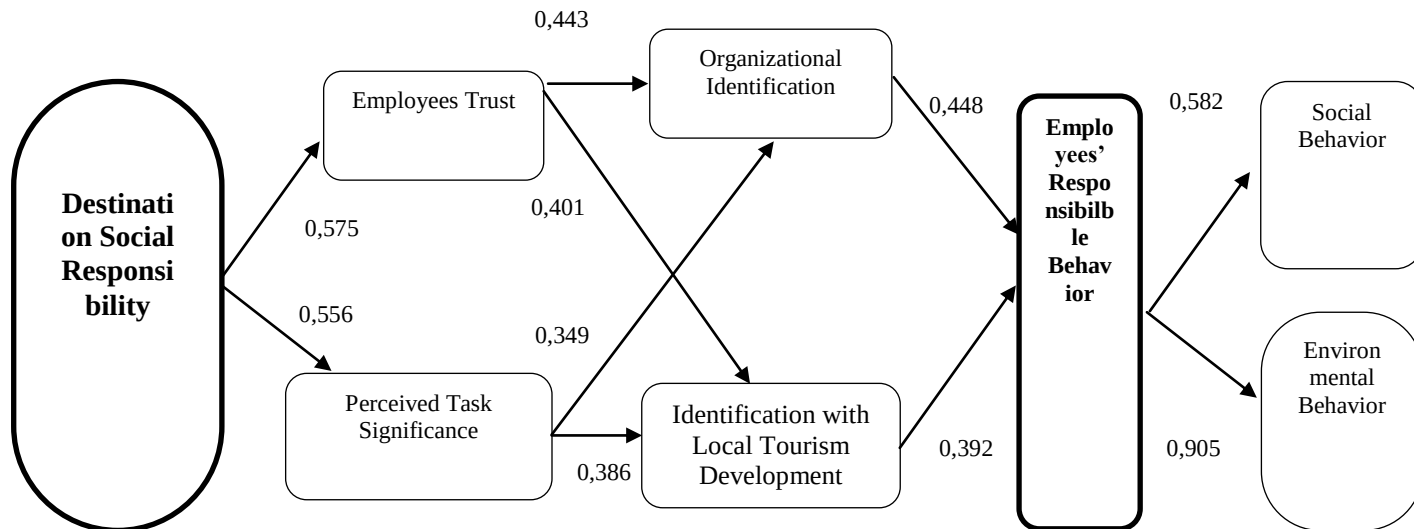


Fig.4.1. Model of the Analysis Results

Source: Author's analysis results, 2025

4.8. Bootstrapping Test

The study conducted a bootstrapping test to re-examine the model. The results indicate that the bias, defined as the difference between the original estimate and the bootstrap mean, is close to 0, suggesting stable estimates. The lower and upper confidence intervals do not include 0, indicating that the coefficients are statistically significant. Most C.R. values are less than 1.96, corresponding to a p-value < 5%. In conclusion, the model estimates can be considered reliable

4.9. Analysis of Indirect Relationships

The indirect paths in the model are all highly statistically significant, with a significance level of $P = 0.001$ and standardized coefficients ranging from 0.213 to 0.437, indicating strong and stable effects. These results demonstrate that tourists' social responsibility awareness positively influences employees' responsible behavior in the hospitality sector in Dalat indirectly through the mediating factors of employee trust, task significance perception, organizational identification, and identification with corporate social responsibility practices. The findings suggest that the research model is highly reasonable and emphasize the importance of building employee trust, helping them recognize the significance of daily work tasks in hospitality, and promoting organizational identification and identification with corporate social responsibility practices, thereby fostering engagement, satisfaction, and organizational commitment.

4.10. Test of Differences in Employees' Responsible Behavior

4.10.1. Test of Differences in Employees' Responsible Behavior Across Hotel Groups

The study surveyed hotel groups ranging from 1-star to 5-star in Da Lat City, with a total of 473 completed questionnaires. After compiling the results, there were 41 samples from 1-star hotels, 45 samples from 2-star hotels, 136 samples from 3-star hotels, 147 samples from 4-star hotels, and 104 samples from 5-star hotels. The test of differences in employees' responsible behavior across hotel groups showed that the Welch test significance value was $0.007 < 0.05$, indicating that there are significant differences in employees' responsible behavior among hotels with different star ratings.

4.10.2. Test of Differences in Employees' Responsible Behavior by Position

The differences in employees' responsible behavior were examined using the Welch test, which is designed to compare the means of two independent groups. The test results show a significance value of $0.000 < 0.05$, indicating that there are significant differences in responsible behavior among employees with different positions. The results also indicate that responsible behavior is higher in the management group.

4.11. Multigroup Analysis

The analysis results show a P-value of $0.961 > 0.05$, indicating that there is no significant chi-square difference between the unconstrained model and the constrained model. In conclusion, the relationships between the variables in the model do not differ significantly between managers and employees in the hotels.

4.12. fsQCA Analysis

The fsQCA analysis results of the study indicate that destination social responsibility awareness has a consistency of 0.97 and a coverage of 0.65. Employee trust shows a consistency of 0.95 and a coverage of 0.65. Similarly, the causal relationship between destination social responsibility awareness and task significance perception has a consistency of 0.95 and a coverage of 0.70. Organizational identification exhibits a consistency of 0.96 and a coverage of 0.73, while identification with local tourism development has a consistency of 0.95 and a coverage of 0.71. All these indices meet the measurement standards for fsQCA analysis, demonstrating that the model has a good fit.

The scatter plot of fuzzy membership analysis in fsQCA illustrates the impact levels of each group as follows: The strongest impact group consists of organizational identification and identification with local tourism development, which influence responsible behavior. The medium impact group includes employee trust and task significance perception, which affect organizational identification and identification with local tourism development. Finally, the lower impact group is destination social responsibility awareness, which influences employee trust and task significance perception.

CHAPTER 5. DISCUSSION AND IMPLICATIONS

5.1. Discussion

5.1.1. Achieved Results

The results indicate that destination social responsibility awareness positively influences employee trust and task significance perception. Meanwhile, organizational identification and identification with local tourism development act as mediating variables through which employee trust and task significance perception affect employees' environmental and social responsibility behaviors. These mediating variables serve as crucial bridges for the impact of destination social responsibility awareness on employees' responsible behavior. All relationships were statistically significant, indicating that the proposed model is well-supported.

Furthermore, the dissertation revealed differences in employees' responsible behavior across hotels with different star ratings; specifically, the higher the hotel star rating, the higher the employees' responsible behavior. Responsible behavior was also higher among the management group. Multi-group structural analysis was conducted to assess whether the relationships in the model differed across different groups. The results showed a P-value > 0.05 , indicating that the relationships between the variables in the model do not differ significantly between managers and employees in hotels. Finally, fsQCA analysis was performed to examine the model's fit through the causal relationships of the effects. Indices such as consistency and coverage all met the required standards, demonstrating that the model has good fit. The scatter plot of fuzzy membership analysis in fsQCA identified groups with strong, medium, and weaker impacts within the model. Overall, hypothesis testing for the model from H1 to H8 showed high statistical significance. The model demonstrates consistency and interconnection of the positive effects of the mediating variables and confirms the important role of these mediators.

5.1.2. Regarding the Measurement Scales

The study also achieved significant results by developing a measurement scale for destination social responsibility (DSR). This was accomplished by adapting and consolidating DSR awareness scales from previous studies (Su et al., 2018; Su & Huang, 2018; Su

et al., 2020; Tran et al., 2020) and conducting expert interviews to standardize the scale in a manner most appropriate for the study context and the organizational environment of hotels in Dalat. The DSR scale constructed and validated in this research demonstrates reliability and good fit, contributing to the expansion of the theoretical framework on DSR in the context of tourism in Dalat. The successful validation of the DSR scale provides additional empirical evidence supporting the approach to DSR awareness from the perspective of employees in the hospitality sector. Consequently, the study confirms the applicability and potential for extending the DSR scale to future related research.

5.1.3. Regarding the Theoretical Framework

The dissertation applied Social Identity Theory as the foundation for explaining the mechanism underlying employees' responsible behavior. Based on Social Identity Theory, employees tend to align themselves with positive values when they perceive that DSR is being effectively implemented. This identification fosters a sense of attachment and strengthens the psychological bond between employees and the destination, thereby promoting supportive behaviors for DSR initiatives and enhancing both their environmental responsibility and social responsibility behaviors.

5.1.4. Achievements

Compared to previous studies that focused on examining the impact of DSR on environmental responsibility behavior (Su & Swanson, 2027; Su et al., 2018; Lee et al., 2021), tourist satisfaction (Tran et al., 2018), and residents' quality of life (Su et al., 2024; Su & Cheng, 2024), most prior research concentrated primarily on environmental responsibility behavior. While the DSR measurement framework encompasses general responsible behavior, this dissertation has explored the impact of DSR on overall behavior, including both environmental and social responsibility. Social responsibility behavior is an aspect that has not been addressed in previous studies. Moreover, DSR awareness involves all stakeholders; however, prior studies mostly focused on tourists or local residents, without emphasizing employees as the target group. This dissertation investigated DSR specifically among employees. Practically, the study demonstrates that DSR positively influences employees' overall responsible behavior in the hospitality sector in

Dalat, while highlighting the mediating roles of employee trust, task significance perception, organizational identification, and identification with local tourism development. Additionally, the findings provide important managerial implications for destination management authorities and tourism enterprises, including hotels, to promote and enhance employees' responsible behavior based on DSR. In summary, the dissertation not only contributes empirical evidence to DSR theory but also introduces a new approach for promoting and enhancing employees' responsible behavior in sustainable tourism development.

5.1.5. Limitations and Directions for Future Research

Although considerable effort was made to complete the dissertation and achieve the results outlined above, the study still has certain limitations. First, the sample used in this research primarily surveyed employees in the hospitality sector and did not include employees at tourist sites, travel agencies, or those who interact directly with tourists, such as drivers and staff at entertainment venues. Therefore, future research could expand the survey scope to include these groups;

Second, the study was conducted in Dalat, which limits the research scope. To verify the robustness of the research model, future studies could expand the study area to include other provinces and cities;

Finally, this study explores the relationship between employees' perceptions of DSR through four mediating variables—employees' trust, task significance perception, organizational identification, and identification with local tourism development—toward employees' responsible behavior. The measurement scales were adopted from previous studies and refined through expert interviews to ensure suitability for the research subjects and context. However, demographic factors such as gender, age, department, and tenure have not been widely explored, particularly regarding the moderating role these factors may play. Investigating demographic factors as moderators would contribute to a more comprehensive understanding of the effect of DSR perception on responsible behavior. This also represents a gap for future research to expand and explore further.

5.2. Orientation for Enhancing Destination Social Responsibility

Since no previous studies in Vietnam have specifically analyzed the role of employees' perceptions of DSR in relation to responsible behavior in hotels through mediating factors such as employees' trust, perception of task significance, organizational identification, and identification with local tourism development, this dissertation provides several contributions to a deeper theoretical understanding of the relationship between DSR perception and employees' responsible behavior in hotels within the social context of the tourism industry. The findings indicate that DSR perception positively influences employees' responsible behavior through the four mediating variables: employees' trust, perception of task significance, organizational identification, and identification with local tourism development. This also highlights the importance of engaging with DSR perception in relation to employees' environmental and social responsibility in the hotel sector in Dalat.

5.3. Destination CSR Perception in Enhancing Employees' Responsible Behavior in the Hotel Sector

-Enhancing Organizational Identification to Promote Employees' Responsible Behavior

-Strengthening Employees' Trust in the Organization and Tourism Destination

-Enhancing Identification with Local Tourism Development to Improve Employees' Responsible Behavior

- Enhancing Employees' Perceived Task Significance

- Strengthening Perceived Destination Corporate Social Responsibility

PART III. CONCLUSION

In conducting the dissertation titled “*The Impact of Destination Social Responsibility on Employees’ Responsible Behavior in the Hotel Sector in Dalat*”, the author draws the following conclusions:

First, the dissertation has provided an overview of the fundamental issues regarding destination CSR perception in relation to employees’ environmental and social responsibility in the hotel sector, as well as the mediating factors affecting employees’ responsible behavior. The study has established a solid theoretical foundation for the research problem.

Second, through the review of domestic and international research models on DSR perception and employees’ responsible behavior, the author observed that existing studies on DSR perception and responsible behavior primarily focus on tourists or local residents rather than employees working in the hotel sector. Moreover, most studies tend to concentrate on issues such as revisit intentions or general environmental protection behaviors, without delving deeply into the impact relationship between DSR perception and employees’ responsible behavior in the hotel sector. This represents a critical issue that requires investigation based on an appropriate theoretical model.

Third, based on theoretical foundations and the analysis of domestic and international models, as well as methodologies for examining DSR perception, the author proposed a research framework suitable for studying DSR perception and employees’ responsible behavior in the hotel sector.

Fourth, the research results indicate that DSR perception positively influences employees’ responsible behavior in the hotel sector through four mediating factors: employees’ trust, perception of task significance, organizational identification, and identification with local tourism development.

LIST OF PUBLICATIONS RELATED TO THE DISSERTATION

1.1. Article in the journal of Hue University

1. **Mai Thị Kiều Lan** & Hoàng Trọng Hùng (2021). Ảnh hưởng của nhận thức trách nhiệm xã hội điểm đến du lịch đến ý định quay trở lại của du khách: trường hợp nghiên cứu tại Đà Lạt. *Tạp chí khoa học Đại học Huế: Kinh tế và phát triển*, 130 (5A), 79-95. DOI: 10.26459/hueunijed.v130i5A.6307.

2. **Mai Thị Kiều Lan**, Hoàng Trọng Hùng & Hồ Thị Thúy Nga (2023). Trách nhiệm xã hội điểm đến du lịch: tổng quan nghiên cứu và các đề xuất, *Tạp chí Khoa học Đại học Huế: Kinh tế và Phát triển*, 132(5C), 39-63.

1.2. Domestic Articles

3. **Mai Thị Kiều Lan**, Hoàng Trọng Hùng & Hồ Thị Thúy Nga (2023). Ảnh hưởng của nhận thức trách nhiệm xã hội điểm đến du lịch đến hành vi ủng hộ du lịch của cư dân địa phương: Trường hợp nghiên cứu tại Đà Lạt. *Tạp chí phát triển Khoa học và Công nghệ- Economics- Law and Management*, 1-13

4. **Lan, M.T.K., Hung**, T.H., Ngan, N.T.T., Phuong, V.M & Phuong, N.T.H. (2025). The effect of destination social responsibility on residents' pro-environmental behaviors in Dalat city, *Science & Technology Development Journal – Economics - Law and Management* , 1-16

1.3. International Book Chapters with ISBN

5. **Mai Thi Kieu Lan**, Hung Trong Hoang, Thuy Dieu Thi Hoang (2025). Influence of destination social responsibility on the environmental behaviors of tourists, *Routledge Taylor & Francis Group London and New York*.

6. Hung Trong Hoang, Nga Thi Thuy Ho, Nhat Tan Pham, and **Lan Thi Kieu Mai** (2025). The Impact of Perceived Organizational Support for the Environment on Hotel Employee Green Behavior in the Wordplace: Evidence from Vietnam, *Springer*.