

A STUDY OF THE CONSEQUENCES OF FRONT-LINE SERVICE EMPLOYEE SELF-MANAGEMENT IN THE TOURISM AND HOSPITALITY ORGANIZATIONS IN HCM CITY, VIETNAM

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ABSTRACT

In the context of managerial effectiveness, self-management is an important variable which helps employee fully accountable and responsible for making and keeping commitments to improve individual performance. This opens many opportunities and challenges for tourism and hospitality organizations of high power distance culture such as Vietnam to take advantages of well-performed employee to be competitive in the market. In an effort to help local tourism and hospitality companies to have an overview about employees' behavior in working performance, this study examined the consequences of front-line service employee self-management in the tourism and hospitality organizations in HCM City, Vietnam. Employing the CFA and SEM analyses, the research findings indicated the positive relationships among self-management, psychological empowerment, self-efficacy; and these antecedents had a significant impact on job performance of Vietnamese employees. The study also points out useful managerial implications to help managers use suitable human resource management (HRM) strategies to gain employee self-management and job performance in tourism and hospitality industry.

Keywords: *self-management, self-efficacy, psychological empowerment, job performance, tourism and hospitality.*

TÓM TẮT

Nghiên cứu sự ảnh hưởng của quản trị bản thân của nhân viên tiếp xúc trực tiếp với khách hàng trong ngành du lịch và khách sạn tại TP.HCM

Trong bối cảnh nâng cao hiệu quả quản lý, tự quản trị là một biến quan trọng giúp nhân viên có trách nhiệm thực hiện, duy trì và cam kết cải thiện hiệu suất làm việc của cá nhân. Điều này mở ra nhiều cơ hội và thách thức cho các tổ chức du lịch và dịch vụ khách sạn tại Việt Nam có thể tận dụng lợi thế về khả năng tự quản của nhân viên để có thể tăng tính cạnh tranh trên thị trường. Trong nỗ lực giúp các công ty du lịch và khách sạn có cái nhìn tổng quan về hành vi của nhân viên trong việc thực hiện công việc, nghiên cứu này đã kiểm tra sự ảnh hưởng của việc tự quản lý của nhân viên dịch vụ trong các tổ chức du lịch và dịch vụ khách sạn ở TP.HCM, Việt Nam. Kết quả phân tích CFA and SEM đã chỉ ra mối quan hệ tích cực giữa việc tự quản trị bản thân, ý thức về năng lực bản thân, sự tự tin; và các tiền tố này đã có một tác động rất lớn đến việc thực hiện công việc của nhân

viên Việt Nam. Nghiên cứu cũng gợi ra những phương pháp quản lý hữu ích để giúp các nhà quản lý sử dụng các chiến lược quản lý nguồn nhân lực phù hợp để có thể tự quản lý nhân viên và thực hiện công việc trong ngành du lịch và khách sạn.

Từ khóa: quản trị bản thân, ý thức về năng lực bản thân, sự tự tin, hiệu suất thực hiện công việc, ngành du lịch và khách sạn.

1. Introduction

In the recent decades, the concept of self-management was further developed in various articles and literature on managerial disciplines; thus, prompting more executives/managers to apply this concept to practice and develop their subordinates (Manz and Sims, 1980; Cohen *et al.*, 1997; Castaneda *et al.*, 1999; Neck and Houghton, 2006). Allred *et al.* (as cited in Castaneda *et al.*, 1999) identifies self-management as key skills required for successful careers at all level in service businesses for 21st century. Therefore, both public and private service organizations try to help employee to be fully accountable and responsible for making and keeping commitments to improve individual performance, increased results and enhance levels of self confidence.

The special feature of a service industry is “the contact and interaction between service providers (employees) and service acceptors (customers)” (Tsaor *et al.*, 2003, p. 435). The main products provided by tourism and hospitality organizations are services and the employees who play role as service providers will provide those services to customers. Thus, employee in tourism and hospitality industry becomes a part of service products and their excellent performance help to form image of

organizations (Bitner *et al.*, as cited in Kuslivan, 2003).

Furthermore, significant changes in the workplace are the result of new advanced technology at the first quarter of new century. The nature of work has been changing so that tourism and hospitality workers can possibly work virtual offices and communicate with businesses across the globe. Consequently, there are more expressions for individualism, freedom, responsibility, and autonomy which are emerging to be considered to take advantages from subordinates (Mahoney, as cited in Karoly, 1993; Bergen *et al.*, 2002). The organization’s needs of competitive efficiency are expressed by means of cost reduction; employee self-management, and continuous improvement of work efficiency (Thoresen and Mahoney, as cited in Manz and Sims, 1980; Chaijukul, 2010). The issue, then, is how service employees manage themselves effectively. Most successful tourism and hospitality organizations understand that their people want to work with companies not necessarily for companies. The traditional control and management provided by hierarchical structure should come from within the individual. It is critical for an organization’s subordinates, managers, and teams to build a working environment of trust and become self-managing (Manz and

Sims, 1980; Cohen *et al.*, 1997).

In the trend of transitioning and developing Vietnam's economy, the service sector, consisting of tourism and hospitality industry, has always played an important role. The total contribution of Travel and Tourism to GDP of Vietnam was VND311, 117.0bn (9.6% of GDP) in 2013 and directly supported 1,899,000 jobs (3.7% of total employment). It is forecast to grow by 6.3% pa to VND299, 846.0bn (4.7% of GDP) by 2024 and visitor exports are a key component of the direct contribution of Travel and Tourism (World Travel and Tourism Council, 2014). Currently, Viet Nam's tourism and hospitality workforce has been training to gain more experience, skills and professionalism for providing good quality services (Nguyen Van Tuan, as cited in Thanh Tam, 2014). However, the challenge is that Vietnam is considered a fairly high power distance culture (Hofstede, as cited in Swierczek and Thai, 2003). Its tourism and hospitality industry are characterized by hierarchical and autocratic styles of management with very clear relationship between subordinate and manager; and job performance evaluation criteria have to follow the strict bureaucratic and hierarchical management styles. Under such working conditions, workers have to follow their managers' demands and have very little room to exercise their own leadership and self-management competencies (Quang and Vuong, 2002). Therefore, tourism and hospitality organizations in Vietnam have to face to the challenge of how to encourage employees' autonomy (self-management) to maximize their potential,

and therefore their contribution to the organization (performance outcomes).

Up to present time, the numerous studies have been undertaken about the perceptions of subordinates in terms of the self-management, psychological empowerment, self-efficacy, job performance, and their significant mutual relationships in developed countries (Kuslivan, 2003; Seibert *et al.*, 2004; Neck and Houghton, 2006; Chaijukul, 2010). Very few scholars do the research about this issue in Vietnam - a high power distance culture in management. These studies, however, focus on other contexts of self-management application and these studies do not measure the relationships of these concepts in one model. Thus, basing on this gap, this research aims for examining the mutual impact of self-management on psychological empowerment and self-efficacy, and subsequently exploring its effect on job performance in the tourism and hospitality industry in Vietnam working contexts. The paper is organized around five key areas: introduction, literature review and hypotheses, method, results and discussion, and conclusions.

2. Literature review

2.1. Job performance

Job performance is a fundamentally important dependent construct and it has been defined as "the overall expected value from employee's behaviors carried out over the course of a set period of time" (Motowidlo *et al.*, 1997, p. 39). It forms a process which firstly creates property of employee behavior and then leads that behavior to its expected value of

organization. George (as cited in Huang and Hsuch, 2014) mentions the service organizations should focus on both work-related outcomes and the performance-related behavior when they evaluate service performance. The main feature of tourism and hospitality services is the exchanges of service providers (employees) and service acceptor (customer satisfaction). Those services will be based on the personnel's capability, motivation, and willingness to satisfy customer needs in a consistent manner; and a significant set of organizational outcomes in a service context rely on employee behaviors (Fulford and Enz, as cited in Patah *et al.*, 2009). That is why, management of employee attitudinal and behavioral performance is rather important to the success of any tourism and hospitality organization (Kusluvan, 2003).

2.2. Psychological empowerment

Basing on the works of Thomas and Velthouse (1990), Spreitzer (1995) defines psychological empowerment as "a set of motivational cognitions shaped by a work environment and reflecting an individual's active experience to his or her work role". The results indicate that these components all contributed to a person's sense of perceived control, competence, and goal internalization, which were related to managerial effectiveness and innovative behaviors. Several studies show the concerns over psychological empowerment in tourism and hospitality industry (Patah *et al.*, 2009; Chiang and Hsieh, 2012). The term of psychological empowerment is surely unfamiliar to many Vietnamese managers and is still at an early stage of

consideration, but with efforts to improve employee's performance, psychological empowerment is a very important concept to explore (Quang and Vuong, 2002). Thus, psychological empowerment by Spreitzer (1995) is suitable in the service industry setting such as tourism and hospitality in Vietnam.

2.3. Self-efficacy

Self-efficacy refers to an individual's belief in his or her capacity to organize and execute behaviors necessary to produce specific performance attainments (Bandura, 1982). Further, the determinants of these beliefs describe how people think, behave, and feel (Bandura, 1982). Explaining self-efficacy theory, several researchers (Bandura, 1982; Maddux, Sherer, and Rogers, 1982) indicate two types of expectancies which exert powerful influences on behavior: outcome expectancies, the belief that certain behaviors will lead to certain outcomes; and self-efficacy expectancy, the belief that one can successfully perform the behavior in question. Since the employees working in tourism and hospitality industry usually communicate directly to customers, so the sense of personal capability confidence will provide them opportunities to quickly satisfy customer requirements and concerns. Thus, subordinate's self-efficacy will be a valuable factor to be discussed in this study.

2.4. Self-management

Self-management/ self-control or self-leadership provides a key principle for individual to use suitable own behavioral and cognitive strategies as self-guiding and

self-encouragement to achieve a task successfully (Manz and Sims, 1980; Manz and Neck, 2004). In other words, self-management can be understood as “taking own accountability” or “retaining self-directed, talented people to create and maintain stimulating and enjoyable work environment” (Gapp, 2004, p. 340). Kusluwan (2003) suggests that self-management is a suitable term for employees who are working in the tourism and hospitality industry and it is also more crucial and important in modern managerial styles than traditional hierarchical managerial styles to enhance employees’ self-management due to its dynamic working environment. This is particularly important in a Vietnam culture whereby managers give little spaces to subordinates to experience their self-management

competencies (Quang and Vuong, 2002). Therefore, this study attempts to investigate the effects of self-management of employees on their job performance in the tourism and hospitality industry in Vietnam.

2.5. Conceptual model and hypotheses

Figure 1 depicts a conceptual model explaining the role of self-management in psychological empowerment and self-efficacy, and subsequently in job performance of employees who are working in tourism and hospitality industry. Specifically, the model proposes that employee self-management has positive impacts on job performance through psychological empowerment and self-efficacy.

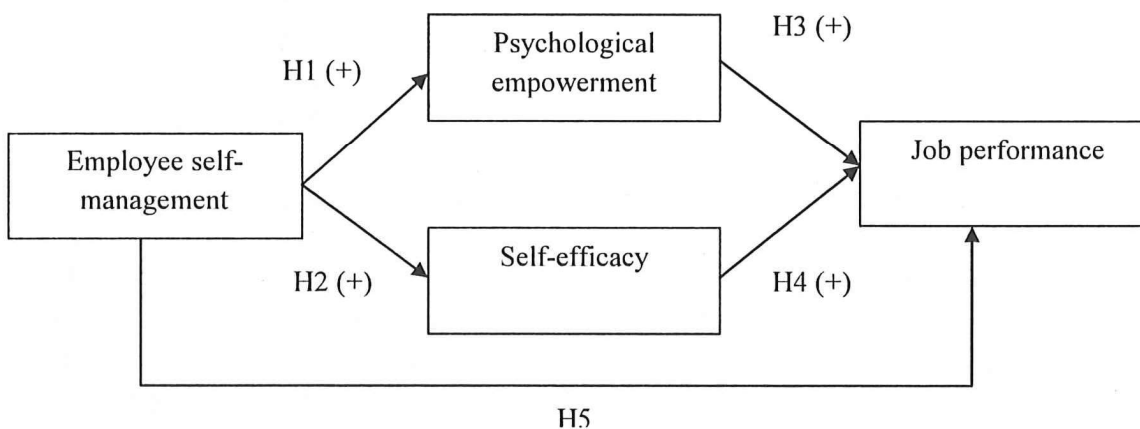


Figure 1: Conceptual model

Based on the conceptual theories of self-management, Neck and Houghton (2006) have proposed the self-leadership performance mechanism model to explain managerial processes which show how positively self-leadership strategies (e.g. self-management, natural reward strategy)

affect performance outcomes (e.g. psychological empowerment, trust, creativity, self-efficacy) at all organizational levels. Moreover, behavior-oriented strategies which are self-management have more importance in predicting psychological empowerment of

people. Subsequent researchers (Seibert *et al.*, 2011) have identified managerial practices and self-management as contextual antecedents which enable employee feelings of psychological empowerment. In addition, psychological empowerment is historically a consequence of self-management (Spreitzer, 1995; Ryles, 1999). Reynolds (2002) conducts a study in tourism and hospitality industry and found that self-management of employees is one of the predictors of psychological empowerment. Thus, it is hypothesized:

H1. Employee self-management has a positive impact on psychological empowerment.

According to Sarkar *et al.* (2006), self-efficacy strongly associates with self-management across both race/ethnicity and health literacy levels. Self-efficacy is believed by Lorig *et al.* (2001) to have a major impact by self-management in terms of self-confidence and self-control in individual's ability over their own capabilities and actions. Moreover, Bandura (1982) states that individual's belief in his/her capacity to perform the behavior strengthens confidence or self efficacy. Chaijukul (2010) has done a research to test how self-managerial process works in Thai private organizations, which like Vietnam, and he finds that self-management has direct effect on self-efficacy. Therefore, it is hypothesized:

H2. Employee self-management has a positive impact on self-efficacy.

Under the review of psychological empowerment concept, it is clarified as the collection of cognitions that results in intrinsic motivation (Thomas and Velthouse,

1990) suggesting that psychological empowerment will have a profound impact on employee's job satisfaction and in-role performance. More specifically, each of individual dimensions of empowerment has been found positively related to high performance, because empowered individual feel self-efficacious, they are likely to be innovative in their work and to expect success (Redmon *et al.*, 1993). Feelings of being empowered are conclusively correlated to loyalty and perceived productivity (Fulford and Enz, 1995; Kirkman and Rosen, 1999). Psychological empowerment can be understood as motivational cognitions which reflect the employee's active experience to promote individual performance.

Additionally, Conger *et al.* (1988) and Block (as cited in Conger *et al.*, 1988) view employees who can enhance the feelings of self-efficacy will strengthen hopes of performance outcomes. Bandura (1982) shows increasing levels of perceived self-efficacy give a rise of performance accomplishments. Some researchers (Stajkovic *et al.*, 1998; Locke *et al.*, 1984) indicate a significant correlation between self-efficacy and work-related performance. Moreover, Seibert *et al.* (2004) find that psychological empowerment and self-efficacy play important role between contextual antecedences (leadership, self-management, work design) and behavioral consequences (job performance, employee's commitment and turnover). Consequently, tourism and hospitality organizations should recognize employee's self-management competency, and therefore be likely to utilize it on

psychological empowerment, self-efficacy and job performance. Given this diversifying results, the current study proposes and tests these hypotheses:

H3. Psychological empowerment has a positive impact on job performance.

H4. Self-efficacy has a positive impact on job performance.

Finally, job performance also shows the direct and indirect contribution of an individual towards the organization goals and objectives which is a consequence of several factors (Covey, as cited in Bergen *et al.*, 2002). The positive effects of employee self-management are apparent in the relationship between self-management and job performance. Neck and Houghton (2006) indicate that self-management strongly affects performance. Furthermore, Kolz *et al.* (1998) and Latham *et al.* (2008) have shown in studies that cognitive ability which includes self-management skills has positive correlation with job performance. Self-management can be viewed as an employee's internal competency, – that is, an antecedent to employee's performance – because it includes something important to help employees to perform his or her job well in the tourism and hospitality industry (Kuslivan, as cited in Kuslivan *et al.*, 2003). Thus,

H5. Self-management has a positive impact on job performance

3. Methodology of research

3.1. The design and sample

Two phases of the study were undertaken: a qualitative study and a main survey in Ho Chi Minh (HCM) city; since it is one of the biggest cities in Vietnam and most of travel agencies and hotels

centralize here. The survey questionnaire was originally designed in English and then translated into Vietnamese by the researcher with the support of some English experts. The qualitative study was undertaken by in-depth interviews during a week with six employees who working in some types of tourism and hospitality industry (e.g. hotels, restaurants, travel agencies). Based on the feedback of respondents, the survey questionnaire was slightly modified to make it clearer and more understandable. After the questionnaire was modified, the self-administrated quantitative survey with convenience sampling was conducted to collect data to test the research's hypotheses. Finally, 336 questionnaires were used as valid data for this research. The SPSS was used to review the sample's characters and the descriptive statistic tested the normal distribution of variables basing on respondents' demographics. Then, AMOS was used for confirmatory factor analysis (CFA) to examine the reliability and validity of the first order constructs, the second order construct and the final measurement model. In addition, structural equation modeling (SEM) was used to test the conceptual.

3.2. Measurement scales

The final questionnaires consisted of four measurement scales: self-management, psychological empowerment, self-efficacy, and job performance. These questionnaire items are measured using a seven-point Likert scale (from 1- strongly disagree to 7- strongly agree). Job performance was measured by five items, accessing quality, productivity, and quality of work life, costs,

and safety (Becker *et al.*, 1996). The psychological empowerment's measurement scale (Spreitzer, 1995) comprised of four components: meaning, competence, self-determination, and impact. The scale items of self-efficacy, which were adapted from the ten scales of Schwarzer and Jerusalem (1995), were used to measure this construct. These items accessed a general sense of perceived self-efficacy which reflects an optimistic self-belief, and each item refers to successful coping and implies an internal-stable

attribution of success. Measurement scales for the six components of self-management would be used from those developed by Manz and Sims (1987). It comprises self-expectation, self-rehearsal, self-goal setting, self-criticism, self-reinforcement, and self-observation/evaluation.

4. Results and Discussion

4.1. Respondents Characteristics

The collected data were analyzed using the SPSS. The results of the demographic analysis were shown in Table 1.

Table 1 Respondents' characteristics

Demographic profile	Category	Frequency	Percentage (%)
Business Types	Travel agency	19	30.1
	Hotel	43	69.9
	Total	62	100
Gender	Male	150	44.6
	Female	186	55.4
	Total	336	100
Age group	19 – 23	25	7.4
	24 – 30	217	64.6
	31 – 40	87	25.9
	41 – 50	4	1.2
	Over 50	3	0.9
	Total	336	100
Income per month (million VND)	3 – 5. 99	99	25.9
	6 – 8. 99	109	32.4
	9 – 13. 99	67	19.9
	Above 14	61	18.2
	Total	336	100

Initial analysis of data indicated that there were 19 travel agencies (30.1%) with 138 respondents and 43 hotels (69.9%)

with 198 respondents. Female was higher with 55.4% of respondents and male seized 44.6% of respondents. More than half of

the respondents who took part in this study were young people from 24 to 30 years old with 64.6% of total sample. Income per month was divided in four groups. Income per month of most of respondents was not very high between 6 million VND and more than 13.99 million VND.

4.2. Scale validation

Scales in this research were evaluated

by factor loadings indicators, Cronbach's alpha indicators, composite reliability (CR) and the average variance extracted (AVE) in confirmatory factor analysis (CFA) to test the scale reliability, discriminant and convergent validity. Each construct was evaluated separately by using CFA methods. CFA results showed that some items needed to be removed out of research model to fit with market data (see Table 2).

Table 2: CFA results

	Cmin/df	RMSEA	TLI	CFI
Job performance	1.561	0.046	0.989	0.996
Self-efficacy	0.962	0.000	1.007	1.000
Psychological empowerment	1.966	0.054	0.982	0.987
Self-management	2.849	0.074	0.949	0.960

Running the CFA for the final measurement model, the author removed SelfE1 and JobP4 because their factor loadings were lower than 0.5 (0.39 and 0.28 respectively). Self efficacy was still measured by 3 observed items: SelfE2, SelfE3, SelfE4 and job performance was measured by JobP1, JobP2, JobP3, and JobP5. Therefore, the measurement scales are still retained the content validity of constructs. The final measurement model also achieved a good fit to the data (chi-square/df=1.844; P=0.000; CFI=0.951; TLI=0.947; NFI=0.900; RMSEA=0.050). The factor loadings of the rest items of first and second order constructs were significant and substantial (>0.5 , $p<0.001$). The average variances extracted values of

all constructs were high (≥ 0.5). Besides, the composite reliabilities and cronbach's α of almost scales were significant (≥ 0.70) (see appendix B). These findings indicated that all scales measuring the first-order constructs and the components of the second-order construct were unidimensional (Fornell and Larcker, as cited in Nguyen, 2007) and within-method convergent validity was achieved (Steenkamp and Van Trijp, as cited in Nguyen, 2007).

Moreover, Table 3 shows that six estimates of correlations between pairs of constructs have values ranging from 0.227 to 0.507, significantly less than 0.8, indicating discriminant validity among dimensions of constructs in the research model.

Table 3: Correlations (final measurement model)

<i>Correlation</i>			<i>r(se)</i>
SelfE	↔	PsyE	0.29(0.052)
SelfMa	↔	PsyE	0.22(0.053)
JobP	↔	PsyE	0.40(0.049)
SelfE	↔	SelfMa	0.46(0.048)
JobP	↔	SelfMa	0.50(0.047)
SelfE	↔	JobP	0.45(0.048)

Note: *r*(SE): correlations with standard errors

Structural equation modeling (SEM)

The structural equation modeling results indicated that the theoretical model had a fit to the data: $\chi^2 [406]=1139.777$ ($p=0.000$); $df=614$; $\chi^2/df=1.856$; $CFI=0.951$; $TLI=0.946$; $NFI=0.899$; $RMSEA=0.051$.

The results supported all five hypotheses. All of regression weight values were positive, thus all hypotheses were supported by data set of research. The unstandardized estimates are presented in Table 4 and the standardized estimates are in Figure 2.

Table 4: Unstandardized structural paths

Hypotheses structural paths	Testing result	Est.(se)	CR	P-value
H1 Employee self-management has a positive impact on psychological empowerment.	Supported	0.162(.045)	3.589	***
H2 Employee self-management has a positive impact on self-efficacy.	Supported	0.516(0.075)	6.867	***
H3 Psychological empowerment has a positive impact on job performance.	Supported	0.431(0.093)	4.640	***
H4 Self-efficacy has a positive impact on job performance	Supported	0.228(0.064)	3.550	***
H5 Self-management has a positive impact on job performance.	Supported	0.366(0.070)	5.222	***

Discussion

From the study to examine the role of self-management in psychological empowerment and self-efficacy, and

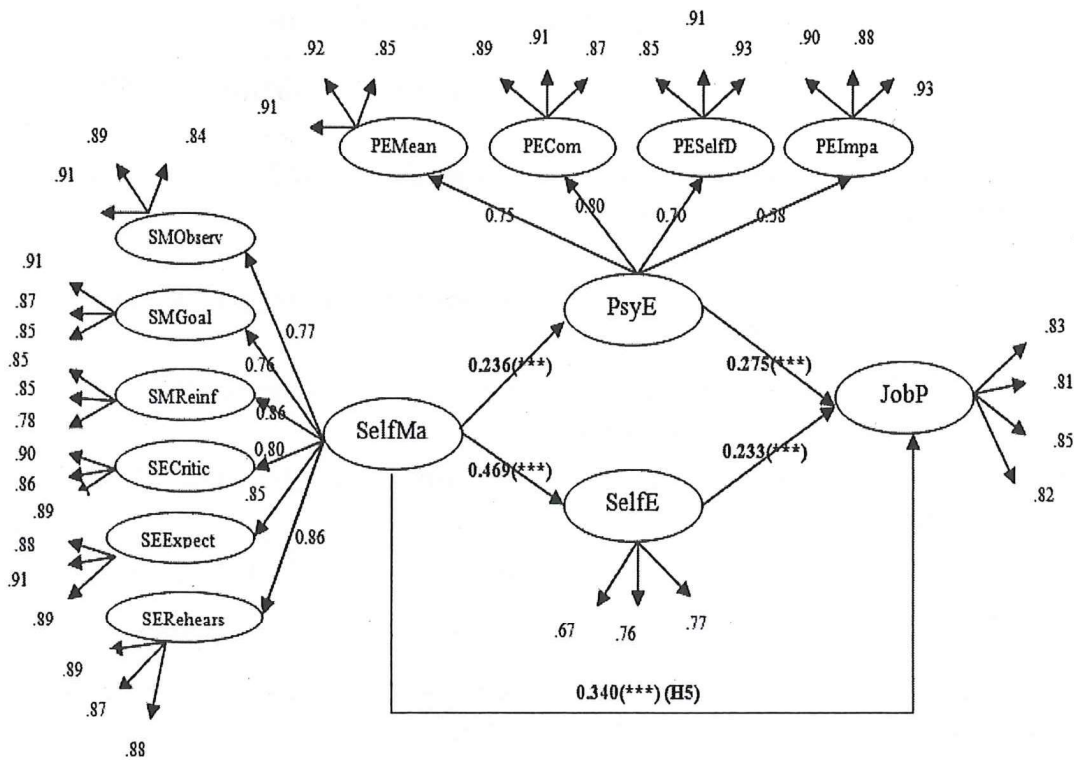
subsequently in job performance of employees who are working in tourism and hospitality industry in Ho Chi Minh City, the findings show that the component

structure of self-management is a second-order structure. This result is consistent with self-management concepts (Manz and Sims, 1987; Cohen *et al.*, 1997), which stated that self-management is composed of six sub-components: self-observation, self-goal setting, self-reinforcement, self-criticism, self-expectation, and self-rehearsal. Consequently, the massive survey was employed to collect a sample size of 336 and the results of data analysis were used to indicate the discussions as follow:

H1. Employee self-management has a positive impact on psychological empowerment.

Research result found that self-management had positive impact on psychological empowerment at $\beta = 0.23$ and at the statistical significance level of

0.001, corresponds with many studies which suggested that self-management is the preliminary process toward establishment of empowerment (Manz and Neck, 2004; Pearce and Manz, 2005). Subordinate performs good self-management skills would gain feelings of psychological empowerment. He or she senses the work being performed is meaningful, has goals, able to make own decisions, and owns capability to complete the job successfully (Lee and Koh, as cited in Chaijukul, 2010). Self-management – self-observation, self-goal setting, self-reinforcement, self-criticism, self-expectation, and self-rehearsal – motivates senses of autonomy, competence, self-control, and goals of task. Therefore, hypothesis H1 was supported.



Note: $p < .001$ (***)

Figure 2: Structural results (standardized estimates)

H2. Employee self-management has a positive impact on self-efficacy.

The results showed that self-management had positive impact on self-efficacy at the statistical significance level of 0.001, with standardized path coefficient of 0.469 is consistent with research papers which states that self-efficacy strongly associates with self-management and affected directly by self-management (Sarkar *et al.*, 2006; Lorig *et al.*, 2001). Self-efficacy has a major impact by self-management in terms of self-confidence and self-control in individual's ability over their own capabilities and actions. In addition, individual's belief in his/her capacity of self-management will perform the behavior strengthens confidence or self efficacy. Thus, H2 was supported.

H3. Psychological empowerment has a positive impact on job performance.

Hypothesis 3 exhibited a positive impact of psychological empowerment factor on how well the subordinates perform their job. As indicated in the figure of path coefficients ($\beta = 0.27$, $p=0.001$), it proved that H3 was supported by the data. This result was consistent with the findings of the previous study of Neck and Houghton (2006); Thomas and Velthouse (1990). Employees who feel strongly empowerment have qualities, which make possible a strong sense of self-esteem, successful professional performance and progress in their works.

H4. Self-efficacy has a positive impact on job performance.

In terms of investigating the self-efficacy's relationship with job performance, this analysis found a quite

strong effect of self-efficacy on dependent factor. It is connected to the study of Conger *et al.* (1988). With $\beta = 0.23$ and $p=0.001$, it could be concluded that hypothesis 4 was well confirmed.

H5. Self-management has a positive impact on job performance.

According to figure 4.6, employee self-management was found to have a strong influence on dependent factor (job performance) at the statistical significance level of 0.001, with standardized path coefficient of 0.34. Therefore, there was a positive relationship of self-management and job performance. Thus, hypothesis 5 was supported.

In summary, based on the results above, the theoretical model was fitted to the data. Hypotheses H1, H2, H3, H4, and H5 were all supported by the data set in the research.

5. Conclusion and Suggestion

5.1. Conclusion

As presented in the previous chapter, the results of structural equation model (SEM) analysis have proved significant relationships between three determinants (self-management, psychological empowerment, self-efficacy) and job performance. The findings showed that Vietnamese subordinates, who are working in tourism and hospitality industry in Ho Chi Minh City, sense the self-confidence and improve their job effectiveness if they are self-managed. Regard to the path coefficient among variables, employee self-management has been defined as the strongest predictor of job performance in tourism and hospitality sector in Ho Chi Minh City, followed by psychological

empowerment and self-efficacy respectively. As being mentioned in the research gap, the research concepts were not studied in one model. As what shown in standardized coefficients of model, it can be concluded that this study satisfied the research gaps, objectives and contributed an employee behavioral model which affects their performance.

In general, this study focuses on discussing the significance of each factor as well as suggesting several useful recommendations for managing plans of HRM based on the research's findings. The findings of this study contribute the understanding of self-management, which plays very important roles in subordinates' working behaviors and job performance. Based on the outcomes of this study, several major implications are discussed in this chapter.

5.2. Managerial suggestion

The complexity of the tourism and hospitality industries and their employment structures complicate the matter of determining the implications of research relating to them. However, the author believes that the findings of the study can be useful for those in the functions of human resource development, managers, and subordinates to focus on employees' self-management capability. With the positive relationship among constructs in the research model, the author offers the following general guidelines for both managers' and employees' management in the hospitality and tourism organizations in Ho Chi Minh City.

Firstly, the positive impact of self-management on psychological

empowerment, self-efficacy and significantly on job performance reveals the very important role of employees' self-management on improve their performance. Therefore, those in the functions of human resource development may apply suitable strategies (e.g. management by objectives, management by values) to develop employees' self-direct work and performance.

Secondly, the results showed that self-management has strongest impact on job performance of employees. Thus, those concerned with employee recruitment and selection can utilize this self-management concept to evaluate potential candidates for jobs. The recruiting department should be selective in staffing because tourism and hospitality organizations in Ho Chi Minh City should benefit from more selective staffing to ensure essential personality traits and the ability to provide self-control, self-efficacy, authenticity, the need for activity, and adjustment.

In this research, psychological empowerment and self-efficacy present themselves as the positive predictor of employees' performance. This positive relationship indicates that most of subordinates, who are good self-controlled, strongly empowered and has a sense of self-esteem, will have successful professional performance and progress in their works. Therefore, proper selection is only the beginning of the process of developing superior employee performance. Orientation and training are essential so that employees become acquainted with their autonomy work roles; commitment; confidence... for superior employee performance. In

addition, organizations should hire leaders who have friendly and open-minded management styles to inspire and motivate subordinates to reach the new targets and develop their self-managerial skills.

The tourism and hospitality studies have stated that managers in the tourism and hospitality industry do not use a participatory decision-making and management style, leaning instead toward autocratic, authoritarian, and command and control based supervision (Deery *et al.*, as cited in Kuslivan *et al.*, 2003). This management style might be frequently applied in Vietnam which is strongly orientated around hierarchical structure which provides lack of freedom for subordinates. It is not the best way to gain employee commitment, satisfaction, or performance. Gaining employees' involvement by empowered them should be used to achieve the hearts and minds of employees and help generate employee commitment, satisfaction, or performance. Giving employees space is not enough, hospitality and tourism leaders should provide their people strong leadership and vision with very clear job characteristics, requirements and goals. Therefore, the subordinates can be happy with highly enriched, autonomous jobs and clear paths to fulfill their goals.

Based on the important role of employees' self-management on their competency confidence of performing job well in the tourism and hospitality industry, the employees in these fields should be

more critical to train for self-management skills in stress-resistance, problem solving, communication, time management, memory, and physical activity. Therefore, to develop the self-management skills and abilities, employees should make a to-do list, prioritize the tasks, schedule the tasks, and be flexible to cope with the stresses and strains of the job.

5.3. Limitations and future research

This work still exposes some limitations, based on that future research can be developed. The sample is selected conveniently and just from 62 travel agencies and hotels in Ho Chi Minh City, so it is not representative of the population. Future research should use another sampling technique to make the research's findings more generalized. Furthermore, this research is limited to Vietnamese companies which are working in tourism and hospitality industry in the Ho Chi Minh (HCM) city due to the limitation of time. Therefore, the future studies may conduct in other managerial fields i.e. manufacturing industries, education, public administration... Finally, this study only explored the internal factors: self-management, psychological empowerment, and self-efficacy which influence employees' performance. Other factors should be taken into account in the future research in order to help organizations to deeply understand the whole model influencing their people commitment, satisfaction, and performance.

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