

EFFECTING TO KNOWLEDGE DISTRIBUTION, GREEN HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: EVIDENCE FROM VIETNAM TOURISM ENTERPRISES

EFEITOS NA DISTRIBUIÇÃO DO CONHECIMENTO E NA GESTÃO VERDE DE RECURSOS HUMANOS NO DESEMPENHO ORGANIZACIONAL: EVIDÊNCIAS DE EMPRESAS DE TURISMO DO VIETNÃ

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Abstract

The objective of this research was to examine the Mediating effects of knowledge distribution, knowledge interpretation, green Human Resource Management (Green skill development, Green motivation, Green involvement) on business performance of tourism Enterprises in Ho Chi Minh City, Vietnam. This research looks at the fundamental components of assessing business performance, such as Corporate social responsibility (CSR Society; CSR Customers; and CSR Employees), Cognitive Competence, Interpersonal Competence, Results-Oriented Competence, especially for future consideration. This study used both qualitative and quantitative research methods to test the model. The study's valid sample size was 399 managers who are directly in charge of the tourism businesses in Ho Chi Minh City and who also serve on the board from May 8th, 2024 to December 10th, 2024. The managers were surveyed to collect data for the study, and the model's hypotheses were then evaluated using CB-SEM. The results of study proved that CC, INC, and ROC were verified to have a direct effect on KND and KNI. Furthermore, OP was directly impacted by CC, INC, ROC, CSR, and GHRM. Besides, CSR also impacted on GHRM directly. Specifically, the

Resumo

O objetivo desta pesquisa foi examinar os efeitos mediadores da distribuição e interpretação do conhecimento e da Gestão de Recursos Humanos Verde (desenvolvimento de habilidades verdes, motivação verde e envolvimento verde) no desempenho empresarial de empresas de turismo na Cidade de Ho Chi Minh, Vietnã. Esta pesquisa analisa os componentes fundamentais da avaliação do desempenho empresarial, como Responsabilidade Social Corporativa (Sociedade de RSC; Clientes de RSC; e Funcionários de RSC), Competência Cognitiva, Competência Interpessoal e Competência Orientada a Resultados, especialmente para considerações futuras. Este estudo utilizou métodos de pesquisa qualitativa e quantitativa para testar o modelo. O tamanho da amostra válida do estudo foi de 399 gestores diretamente responsáveis pelas empresas de turismo na Cidade de Ho Chi Minh e que também atuam no conselho de administração entre 8 de maio de 2024 e 10 de dezembro de 2024. Os gestores foram entrevistados para coletar dados para o estudo, e as hipóteses do modelo foram então avaliadas usando CB-SEM. Os resultados do estudo comprovaram que CC, INC e ROC têm um efeito direto sobre KND e KNI. Além disso, o OP foi diretamente impactado por CC, INC,



study's findings support the notion that KND and KNI indirectly influenced OP through the mediation role of CC, INC, and ROC. finally, the findings also demonstrated that CSR indirectly influenced OP through the mediation role of GHRM. From the research results, the authors proposed solutions to further improve the performance of Vietnamese tourism enterprises in the coming time.

Keywords: Knowledge Distribution. Green Human Resource Management. Corporate Social Responsibility. Tourism Enterprises. Vietnam.

ROC, CSR e GHRM. Além disso, a CSR também impactou diretamente o GHRM. Especificamente, os resultados do estudo corroboram a noção de que KND e KNI influenciaram indiretamente o OP por meio do papel mediador de CC, INC e ROC. Por fim, os resultados também demonstraram que a CSR influenciou indiretamente o OP por meio do papel mediador de GHRM. A partir dos resultados da pesquisa, os autores propuseram soluções para aprimorar ainda mais o desempenho das empresas de turismo vietnamitas no futuro.

Palavras-chave: Distribuição de Conhecimento. Gestão de Recursos Humanos Verde. Responsabilidade Social Corporativa. Empresas de Turismo. Vietnã...

1 INTRODUCTION

Prior to the COVID-19 pandemic, the tourism industry saw a sharp increase in both visitor numbers and revenue (Mai et al., 2023). The Tourism Department reports that from January to June 2019, 17 million tourists visited Ho Chi Minh City, generating about VND 73 trillion (US \$3.15 billion) in tourism-related income. However, the industry has suffered significant losses as a result of the pandemic's severe consequences (Mai et al., 2023). In particular, 78.7% fewer tourists and 59.5% less money were made in the first quarter of 2020 due to limits on tourism activities than in the same period in 2019, which resulted in temporary closures or even firm shutdowns (Mai et al., 2023). Despite the Vietnamese government's tremendous attempts to stop the COVID-19 virus from spreading, tourism businesses have not yet fully recovered and resumed their regular operations (Mai et al., 2023).

Especially in tourism and restaurant sector, there also admitted factors to impact on business performance such as: market intelligence acquisition and market intelligence utilization (Yap et al., 2018); green environment (Abbas & Hussien, 2021); Brand orientation and Knowledge creation process (Liow et al., 2019); Entrepreneurial Orientation, Knowledge Creation Process (Sa & Chai, 2020); Market Orientation (Gunawardana & Aravinda, 2021); market orientation, e-marketing (Paranage & Kennedy, 2021); Innovation behavior (Domi et al., 2019). On the contrary, there are also many factors that hasn't impacted on the business performance of tourism enterprises

such as: Innovativeness (Domi et al., 2019); Service innovation capability (Pongsathornwiwat et al., 2019); Tourism Village Capability (Amrullah et al., 2023); Competitor orientation, Corporate governance, market orientation (Kazemian et al., 2021); sustainable intangible capital, corporate social responsibility, strategic knowledge management (Sáez et al., 2023). Particularly, Green Human Resource Management (green skill development, green motivation, green involvement) does not play a positive mediating role between CSR (CSR society, CSR customers, CSR employees) and hotel performance (García et al., 2021); Furthermore, the mediating function of knowledge distribution does not indirectly influence business performance through cognitive, interpersonal, and result-oriented competence. Next, the indirect impacts of cognitive, interpersonal, and result-oriented competence on business performance are not mediated by knowledge interpretation (Mai et al., 2023).

Inheriting the studies that there confirmed the factors impacted on business performance; as detail: social capital (Luo, Griffith, Liu & Shi, 2004; Dar & Mishra, 2020); corporate social responsibility (Lu, Lin & Tu, 2009; Huang & Lien, 2012; Guzman, Castro & Torres, 2016); human resource management (Lee, Lee & Wu, 2010; Mehra, Joyal & Rhee, 2011; Pattnaik & Sahoo, 2020); Information technology (Liang, You & Liu, 2010; Şahin & Topal, 2018); organizational culture (Migdadi, Zaid, Hujran & Aloudat, 2016); market orientation (Jyoti & Sharma, 2012; Liu, Ke, Wei & Hua, 2013); innovation capability (Yoo, Choo & Lee, 2018; Andjarwati, 2020).

A synthesis of prior research reveals a significant gap, as evidenced by the inconsistent findings regarding the factors influencing business performance. This study aims to address this discrepancy by investigating a specific set of variables and their impact on the performance of tourism enterprises in Ho Chi Minh City, Vietnam. such as: Green Human Resource Management (green skill development, green motivation, green involvement), CSR (CSR society, CSR customers, CSR employees), knowledge distribution (KND), cognitive competence (CC), interpersonal competence (INC), and result-oriented competence (ROC), knowledge interpretation (KNI). This investigation provides a framework for understanding the complex interplay of these factors within the specific context of the Vietnamese tourism sector.

2 LITERATURE REVIEW

2.1 Strategic management theory and Resource-Based Theory (RBT)

In order to explain why some businesses do better than others, the academic topic of strategic management was renamed from business policies pertaining to numerous academic disciplines or fields (Grant, 2016). Because strategic management is diverse and multidisciplinary, other definitions of the term have been developed (Ronda-Pupo & Guerras-Martin, 2012). According to Ronda-Pupo and Guerras-Martin (2012), strategy is the “Dynamics of the firm's relation with its environment for which the necessary actions are taken to achieve its goals and/or to increase performance by means of the rational use of resources”. This definition establishes the central idea of strategic management. Furthermore, establishing and pursuing a company's long-term objectives, as well as how managers and business executives react to external influences and coordinate internal resources, are all covered by the scientific field of strategic management (Kenworthy and Verbeke, 2015).

Besides, the way resources are combined is a crucial business function that is discussed in the knowledge-based approach of strategic management. Furthermore, these resources are seen as socially complex and are connected to regulations, documents, personnel, culture, and identity. The assets that are associated with these resources can yield long-term advantages (Ertek, Tokdemir, Sevinç, Tunç, 2017).

Addition, Utilizing strategic resources is essential for an organization to improve its market position since they not only provide value for the company but also aid in the establishment and maintenance of long-term competitive advantages (Dubey et al., 2019). Furthermore, a company actively engages in co-creation value when it is able to enhance its own well-being while simultaneously enhancing the well-being of its stakeholders (Cassidy & Resnick, 2022). Based on the writings of Penrose (1959), the resource-based perspective (abbreviated RBV) idea was first put forth by Wernerfelt (1984) and then astonishingly improved by Barney (1991).

RBV is based on the idea that a number of organizational resources might influence the enhancement of strategic organizational performance (Barney, 1991; Chatterjee et al., 2022).

According to Gibson et al. (2021), internal elements—known as strategic resources—are the essential foundations that support an organization's strategy and enable it to outperform its rivals. As opposed to ideas that emphasize using outside variables to influence a company's performance. Nemar et al. (2022) state that this is mostly due to the notion that a company can easily handle its own advantages and disadvantages, but not external opportunities and threats.

According to Shibin et al. (2020), this is mostly due to the notion that a company can easily manage its internal strengths and weaknesses, but not external opportunities and threats. That is, a company can use its strategic resources and competencies that differentiate it from its immediate competitors to be effective and competitive regardless of the market climate or the goods and services it supplies (Nagano, 2020).

2.2 Leadership competencies, organizational learning and organizational performance (OP)

The Board Assessment Scale (BAS) for Boards of Directors (Mai et al., 2023) would be used to determine the leadership competences, which would include result-oriented, interpersonal, and cognitive competences. According to Cheetham and Chivers (2005), cognitive competences (CC) are the capacity of leaders to learn and use relevant work-related knowledge. According to Boyatzis (2009), interpersonal competences (IC) are the skills that leaders possess in regards to managing relationships and comprehending the social context, such as empathy and teamwork. According to Northouse (2013), leaders that possess results-oriented competences (ROC) are able to set high standards for performance and pursue ongoing development.

According to Huber (1991) and Slater and Narver (1995), organizational learning is the process of gaining and understanding new information through group experiences inside the organization in order to improve organizational results. Organizational learning has been studied from a variety of angles during the past few decades. Knowledge acquisition, which is the process of gaining knowledge both internally and externally; knowledge distribution, which is the process of sharing information among individuals and groups; knowledge interpretation, which is the process by which organizations make sense of newly acquired or disseminated information; and organizational memory, which is the process by which organizations store information for later use, are the four

subprocesses that Huber (1991) identified to examine organizational learning. Nevertheless, in order to close the research gap, this research solely examined the factor of knowledge distribution (KD) and knowledge interpretation (KI) to assess the mediating role.

Addition, prior research has examined the part that leaders' abilities play in enhancing organizational learning (Mai et al., 2023). Leaders' interpersonal and cognitive competences were found to support the growth of organizational learning (Amy, 2008). Similarly, leaders were able to promote organizational learning through interpersonal competences (Domínguez Escrig et al, 2016). Organizational learning in Syrian firms could be facilitated by result-oriented leaders who can articulate their vision and remain committed to achieving future objectives (Khalifa and Ayoubi, 2015).

It is clear that organizational performance is a crucial and essential topic in the current environment, and more research is required to improve generalizability. Hence, the hypotheses are suggested:

H1: Leadership competencies, consisting of cognitive competence (H1a), interpersonal competence (H1b), and result-oriented competence (H1c), directly and positively impact knowledge distribution.

H2: Leadership competencies, consisting of cognitive competence (H2a), interpersonal competence (H2b), and result-oriented competence (H2c), directly and positively impact knowledge interpretation.

On the other hand, Organizational performance is often defined as the actual output of an organization relative to its anticipated goals. This includes both non-monetary factors like quality, satisfaction, or reputation (Arsezen Otamis et al., 2015) and financial factors like return on sales, return on investment, profitability (Mai et al, 2023).

Moreover, leadership competencies have been identified in previous research as factors that impact the organizational performance (Mai et al, 2023; Almatrooshi et al., 2016). Different leadership cognitive styles are linked to an organization's capacity to learn and react swiftly to changes in both the internal and external environment (Krupskyi & Grynko, 2018). Furthermore, Wisittigars and Siengthai (2019) identified five leadership competencies—emotional intelligence, crisis communication, problem-solving, disaster readiness, and leadership skills—that Thai firms need to enhance business performance.

Besides distribution of knowledge improved the tangible and intangible performance of the business (Abdelwhab Ali et al, 2019). Addition, Lin (2007) findings that information dissemination might foster a culture of knowledge sharing and boost business profitability were consistent with this. Furthermore, Thomas et al. (2001) acknowledged that knowledge interpretation was a critical component of an organization's performance. Knowledge interpretation was categorized as an information synergy process in the suggested framework of IT capacity and organizational capacity on business performance (Mai et al, 2023). A number of firm performance aspects, including profitability, sales growth, customer retention and return on investment, were found to be related to this process (Li et al., 2006). Thus, hypotheses were proposed:

H3. Leadership competencies, consisting of cognitive competence (H3a), interpersonal competence (H3b), and result-oriented competence (H3c), directly and positively impact organizational performance

H4. Organizational learning factors, consisting of knowledge distribution (H4a), knowledge interpretation (H4b) directly and positively impact organizational performance

Especially, García-Morales et al. (2012) revealed that effective leadership promotes a culture of learning, which in turn helps businesses attain improved organizational performance. Choudhary et al. (2012) investigated how leadership affects organizational performance and discovered that leadership had a beneficial impact on organizational learning, which in turn improved performance. The effects of leaders on the non-financial and financial performance of Malaysian companies were mediated by organizational learning, (Ur Rehman et al, 2019). Thus, there put forward the following hypothesis.

H5. cognitive competence (H5a), interpersonal competence (H5b), and result-oriented competence (H5c) indirectly impacted on organizational performance through the mediating role of knowledge distribution.

H6. cognitive competence (H6a), interpersonal competence (H6b), and result-oriented competence (H6c) indirectly impacted on organizational performance through the mediating role of knowledge interpretation.

2.3 Corporate Social Responsibility (CSR), green human resource management (GHRM) and organizationa performance

Corporate social responsibility (CSR) refers to organizational practices and policies that are relevant to a given setting and take into account the expectations of stakeholders as well as the triple bottom line of environmental, social, and economic performance (Rupp, 2011; Aguinis & Glavas, 2012). According to Freeman (1999), the stakeholder theory provides the theoretical foundation for the relationship between corporate social responsibility (CSR) and performance. By claiming company resources, interest groups implicitly demand that businesses behave in a way that promotes fair and just labor relations and environmental consideration.

Regarding the literature on CSR's advantages and disadvantages, numerous empirical investigations have examined the nature of the relationship between performance and CSR. However, there were conflicting outcomes. According to some research, CSR improves firm performance (Bird, Hall, Momente, & Reggiani, 2007; Griffin & Mahon, 1997), while other studies indicated that organizations that perform well allocate more resources to CSR.

Employees are the most strategic stakeholders, and their participation in CSR programs has a big effect on the company's financial performance. According to Wood and Jones (1995), employees are the primary stakeholders in corporate social responsibility (CSR). Additionally, individuals are primarily accountable for the implementation of CSR projects and bear the majority of their consequences (Aguinis & Glavas, 2012). According to Mossholder, Richardson, and Settoon (2011), companies need the acceptance and support of their employees in order to accomplish their goals, which cannot be achieved just through regulations and control methods. According to Jamali, El Dirani, and Harwood (2015), CSR policies need all functional departments to implement green initiatives. It is impossible for any firm to observe CSR operations without the active involvement of its people resources.

The instrumental perspective of CSR-HRM is predicated on CSR as an HRM approach, both of which aim to improve organizational performance outcomes and, consequently, shareholder value. Instrumental CSR–HRM research focuses on HR practices and mainly examines CSR as a way to enhance them insofar as it supports organizational objectives and financial success.

This study is grounded in an integrative perspective of CSR-HRM in addition to the instrumental perspective. Theories of "soft" or relational HRM (Beer et al., 1984) and stakeholder theory serve as the theoretical foundations for this viewpoint. According to this perspective, the study begins with the examination of CSR as a precondition for GHRM system implementation. Research on the relationship between CSR and employee motivation and commitment may be found under this framework. As a result, we employ the Ability-Motivation-Opportunity (AMO) theory to determine the crucial GHRM domains that may be strengthened through CSR policies and influence environmental results (Pinzone et al., 2016; Guerci et al., 2016).

A theoretical analysis of the studies that attempted to link CSR with HRM is given by Voegtlin and Greenwood (2016). The following studies examine the role that CSR plays in HR practices: Cooke & He (2010); Shen & Jiu-hua Zhu (2011); Rupp, Shao, Thornton, & Skarlicki (2013); Gully, Phillips, Castellano, Han, & Kim (2013). Accordingly, a number of studies have proposed that CSR can be used to accomplish responsible HRM (McCabe, 2000), interpreting CSR as responsible HRM. There appears to be a topic that researchers are interested in right now: the connection between Green Human Resource Management (GHRM) and CSR (Shah Ridwan Chowdhury & Asaduzzaman, 2017); as a result, CSR requirements are the main driver of GHRM initiatives in many organizations (Amrutha & Geetha, 2020). In this study, Green Human Resource Management (GHRM) consists of green skill development (GSD), green motivation (GRM), green involvement (GRI) and that CSR includes CSR society (CSR.S), CSR customers (CSR.C), CSR employees (CSR.E) (García et al., 2021).

Basing on above content, it's clear that CSR has relation to business performance and GHRM; besides, the financial performance of the company might be considerably enhanced by GHRM (Renwick et al., 2013; O'Donohue & Torugsa, 2016). Especially, hotel performance and corporate social responsibility are favorably mediated by green HRM (García et al., 2021). Therefore, hypotheses proposed as

H7: Corporate social responsibility positively affects organizational performance.

H8: CSR positively relates to GHRM

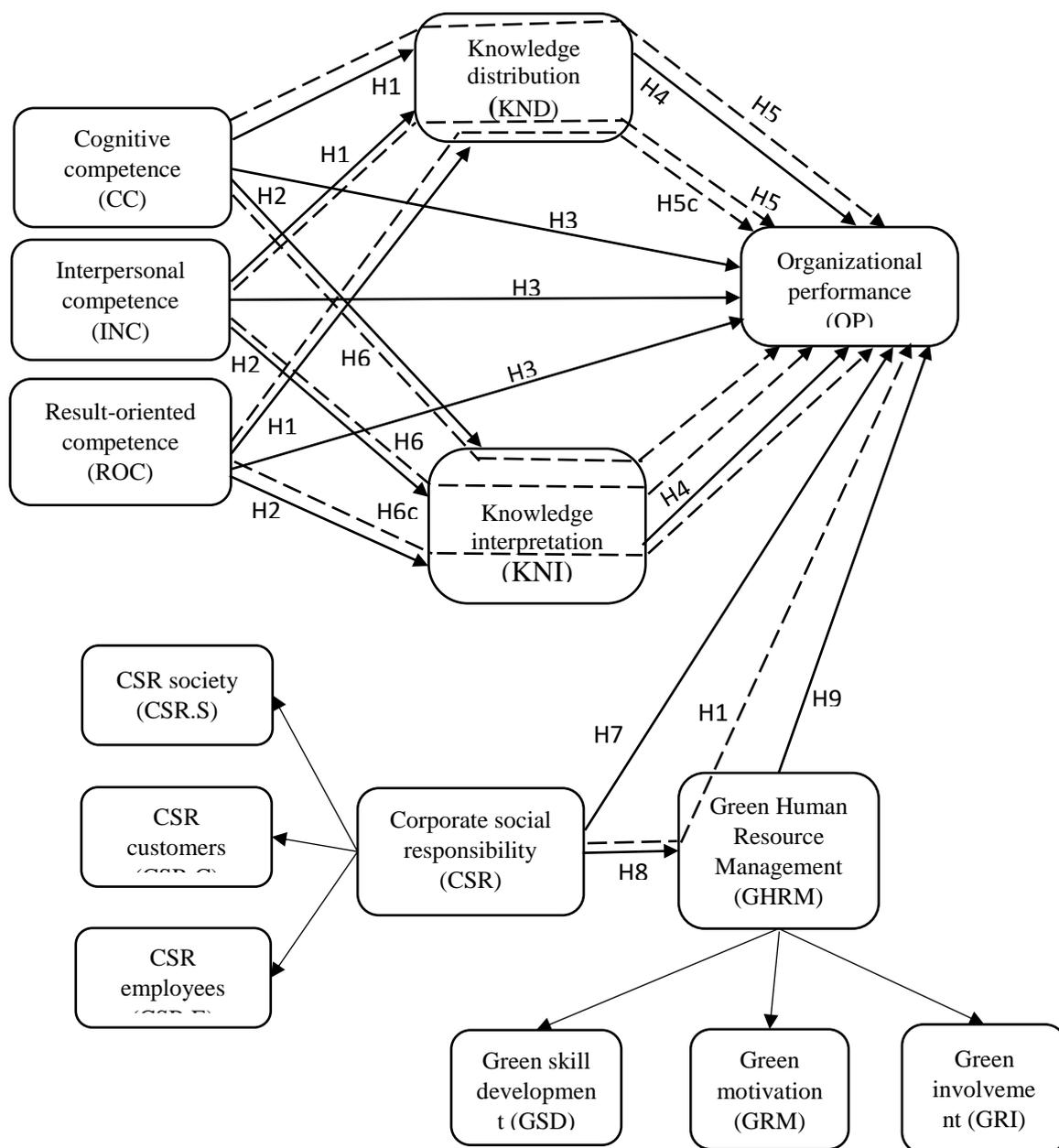
H9: GHRM positively relates to organizational performance

H10: GHRM positively mediates between CSR and organizational performance.

Based on the literature review, we inherit and build a research model on the mediating effects of knowledge distribution, green Human Resource Management on Organizational performance: evidence from Vietnam tourism enterprises as follows:

Figure 1

Proposed research model



3 RESEARCH METHODOLOGY

3.1 Sample

Cognitive competence (CC); interpersonal competence (INC); result-oriented competence (ROC); knowledge distribution (KND); knowledge interpretation (KNI); Organizational performance (OP); CSR (CSR society - CSR.S; CSR customers - CSR.C; CSR employees - CSR.E); Green skill development (GSD); Green motivation (GRM); Green involvement (GRI) were among the data gathered for use in verifying the measures and investigating the impact as well as the need for the research model.

The author distributed 530 survey questionnaires to senior travel and tourism managers in Ho Chi Minh City, Vietnam from May 8th, 2024 to December 10th, 2024 in order to assure a high level of reliability. Consequently, 499 valid answer sheets were obtained, yielding a 94.15% survey success rate. First, self-completed questionnaires were distributed to travel and tourism executives who attended conferences in Ho Chi Minh City, Vietnam.

3.2 Measures

Cognitive competence (CC); interpersonal competence (INC); result-oriented competence (ROC); knowledge distribution (KND); knowledge interpretation (KNI); Organizational performance (OP); CSR society (CSR.S); CSR customers (CSR.C); CSR employees (CSR.E); Green skill development - GSD; Green motivation - GRM; Green involvement - GRI) were among the constructs that were analyzed. Five items were used to measure Cognitive competence; five items were used to evaluate interpersonal competence; five items were used to estimate result-oriented competence; three items were used to estimate knowledge distribution; three items were used to evaluate knowledge interpretation; four items were used to estimate Organizational performance (Mai et al, 2023). Next, four items were used to measure CSR society; three items were used to measure CSR customers; four items were used to estimate CSR employees; four items were used to estimate Green skill development; four items were used to evaluate Green motivation; three items were used to evaluate Green involvement (García et al., 2021). A five-point Likert scale was used to measure each scale, where 1 meant "strongly

disagree" and 5 meant "strongly agree." The original source of the questionnaire was cited in research studies.

3.3 Data analysis

Using confirmatory factor analysis (CFA), the study's author evaluated and confirmed the scales' validity and reliability. The measures were validated using two different procedures. The CFA model of organizational performance, cognitive competence; interpersonal competence; result-oriented competence; knowledge distribution; knowledge interpretation was combined with second-order constructs (CSR and GHRM) to create the final assessment model. Prior to being integrated with second-order constructs (CSR and GHRM) to create a final measuring model, organizational performance, knowledge distribution, interpersonal competence, result-oriented competence; cognitive competence, knowledge interpretation were assessed. Then, the authors used the SEM model to test the hypotheses about the causal relationship between the variables, examining the model's suitability to the collected data.

4 RESULTS

4.1 Construct validity

Concept validity was first investigated using exploratory factor analysis (EFA); the author then used confirmatory factor analysis (CFA) to evaluate (Hair et al., 2014). Investigating the associations between several items within each construct and developing scales for use in subsequent linkage analyses have been the main objectives of factor analysis throughout this work. Promax rotation in the EFA was used to extract factor loadings.

The variance percent, eigenvalues, and factor analysis explains the cumulative proportion of variance as shown in Table 1; all principal component loadings of KMO are over than 0.86, satisfying the basic loading requirements. Of the fluctuation, 78.306 percent may be attributed to KMO. Each KMO component's mean value is greater than 2.2, it means that these CEOs often have a low level of agreement with the variable. The Bartlett test's Sig is $0.00 < 0.05$, while the KMO index is $0.864 > 0.5$. Additionally,

Cronbach Alpha was used to assess the measurement scale. The fact that each component has at least 0.85 shows how strongly respondents agree with their evaluations of each item.

Then, all of the KMO's primary component loadings exceed 0.90, satisfying the minimal loading requirements. Table 2 demonstrates how factor analysis explains the cumulative percent of variance, eigenvalues, and variance percent. Of the fluctuation, 82.574 percent may be attributed to KMO. Since the mean of each KMO component is greater than 2.2, it is hypothesized that these senior managers generally have a low level of agreement with this variable. The sig for the Bartlett test is $0.00 < 0.05$, and the KMO index is $0.909 > 0.5$. Cronbach Alpha was also used to evaluate the measurement scale. The fact that each component has a recorded value of at least 0.88 suggests that respondents strongly agree with each item.

Due to convergent validity, all items must have loadings greater than 0.5 for sufficient validity and 0.7 for precise validity. For each factor, the Average Variance Extracted (AVE) index needs to be greater than 0.5 in order to validate the validity and reliability. For a component to be considered discriminantly valid, its square root of the AVE must be greater than the variance shared by all of the concepts in the conceptual framework. Table 3 shows each component's constituents along with its Composite Reliability (CR) and AVE scores. Next, results show that all constructs are fully appropriate for this investigation, with AVE considerably greater than 0.5 (Fornell & Bookstein, 1982), Cronbach Alpha values greater than 0.7 (Tables 1 and 2), and CR greater than 0.7 (Nunnally & Bernstein, 1994).

Table 1

Cronbach's Alpha Coefficient test results

	Component					
	INC	ROC	CC	GRI	KND	KNI
INC4	.900					
INC3	.897					
INC2	.890					
INC5	.883					
INC1	.880					
ROC4		.886				
ROC1		.885				
ROC5		.883				
ROC2		.861				
ROC3		.860				
CC2			.868			
CC1			.849			

CC3			.843			
CC4			.821			
CC5			.810			
GRI3				.949		
GRI2				.946		
GRI1				.935		
KND1					.889	
KND3					.885	
KND2					.867	
KNI1						.898
KNI3						.890
KNI2						.863
Eigenvalue	5.825	3.844	3.324	2.432	1.923	1.447
% of variance	24.269	16.016	13.849	10.133	8.011	6.028
Cumulative %	24.269	40.285	54.134	64.267	72.278	78.306
Mean	3.32	2.23	3.18	3.59	2.37	2.99
Cronbach alpha	0.935	0.923	0.896	0.940	0.857	0.870

Table 2

Mean, Reliability Test, and Exploratory factor analysis

	Component					
	GSD	OP	GRM	CSR.S	CSR.E	CSR.C
GSD3	.920					
GSD1	.917					
GSD2	.906					
GSD4	.889					
OP3		.933				
OP4		.930				
OP2		.929				
OP1		.909				
GRM3			.924			
GRM4			.896			
GRM2			.891			
GRM1			.881			
CSR.S1				.912		
CSR.S2				.898		
CSR.S4				.894		
CSR.S3				.873		
CSR.E3					.920	
CSR.E2					.916	
CSR.E1					.872	
CSR.E4					.806	
CSR.C1						.901
CSR.C3						.894
CSR.C2						.883
Eigenvalue	8.197	3.789	2.967	1.906	1.119	1.014
% of variance	35.640	16.473	12.899	8.289	4.866	4.407
Cumulative %	35.640	52.113	65.012	73.301	78.167	82.574
Mean	2.98	2.78	3.29	2.88	3.04	3.04
Cronbach alpha	0.938	0.944	0.932	0.918	0.908	0.884

Table 3
Construct Validity

	CR	AVE	MSV	MaxR (H)	ROC	CC	INC	KNI	KND	OP	CSR	GHRM
ROC	0.924	0.708	0.076	0.924	0.842							
CC	0.896	0.633	0.276	0.896	0.241	0.796						
INC	0.935	0.741	0.048	0.935	0.120	0.050	0.861					
KNI	0.870	0.691	0.276	0.871	0.258	0.525	0.143	0.831				
KND	0.857	0.666	0.097	0.858	0.192	0.273	0.132	0.312	0.816			
OP	0.945	0.812	0.187	0.947	0.275	0.432	0.219	0.389	0.244	0.901		
CSR	0.763	0.527	0.350	0.826	0.067	0.056	0.134	0.035	0.071	0.285	0.726	
GHRM	0.828	0.621	0.350	0.910	0.106	0.024	0.073	0.038	0.160	0.246	0.592	0.788

Chi-square/df=1.532; df=1000; NFI=.922; TLI=.969; CFI=.971; RMSEA=.033

Confirmatory factor analysis of all components was then strongly supported by the model's good model fit, which was indicated by the following indexes: Cmin/df = 1.532, TLI = 0.969, CFI = 0.971, NFI = 0.922, and RMSEA = 0.033.

4.2 Structural model results

Table 1,2 shows the mean, bivariate correlation, and Cronbach's values for the INC, ROC, CC, GRI, KND, KNI, GSD, GRM, CSR.S, CSR.E, and CSR.C and organizational performance (OP) constructs. Although the ROC mean was 2.23, there were other values that ranged from 2.78 to 3.32 and were greater than 2.37. ROC and other constructions are widely accepted by these senior managers, although their agreement is not very strong, according to this research. With scores ranging from 0.763 to 0.945, all of the composite reliabilities (CR) were above the recommended cut-off value of 0.7.

The average variance extracted (AVE) for the complete set of components exceeded 0.5, which is the basic criteria for convergent validity. The Cronbach's alphas showed good internal consistency and scale stability, ranging from 0.857 to 0.944 and exceeding the 0.7 threshold.

Table 3 shows that by comparing the idea correlations to the square root of AVE, discriminant validity was achieved. The diagonal insertions of the matrix (in bold), which represents the square root of AVEs, were all higher than the corresponding inter-construct correlations because the correlations between the composite of the latent constructs and

all other constructs were less than 0.7. This suggests that there are sufficient differences between the constructs and discriminant validity. Observing the cross-loadings and verifying that the total indicator loadings were greater than their individual cross-loadings further demonstrated discriminant validity. Further structural equation analysis was considered appropriate for the measurement model that emerged due to its good fit to the data ($C_{min}/df = 1.532$, $TLI = 0.969$, $CFI = 0.971$, $NFI = 0.922$, and $RMSEA = 0.033$). The findings are consistent with earlier formulation and testing of a number of hypotheses and support the majority of them (Table 4). The majority of the empirical findings related to the resource-based theory are supported by the findings. The findings indicate that every hypothesis is accepted in detail.

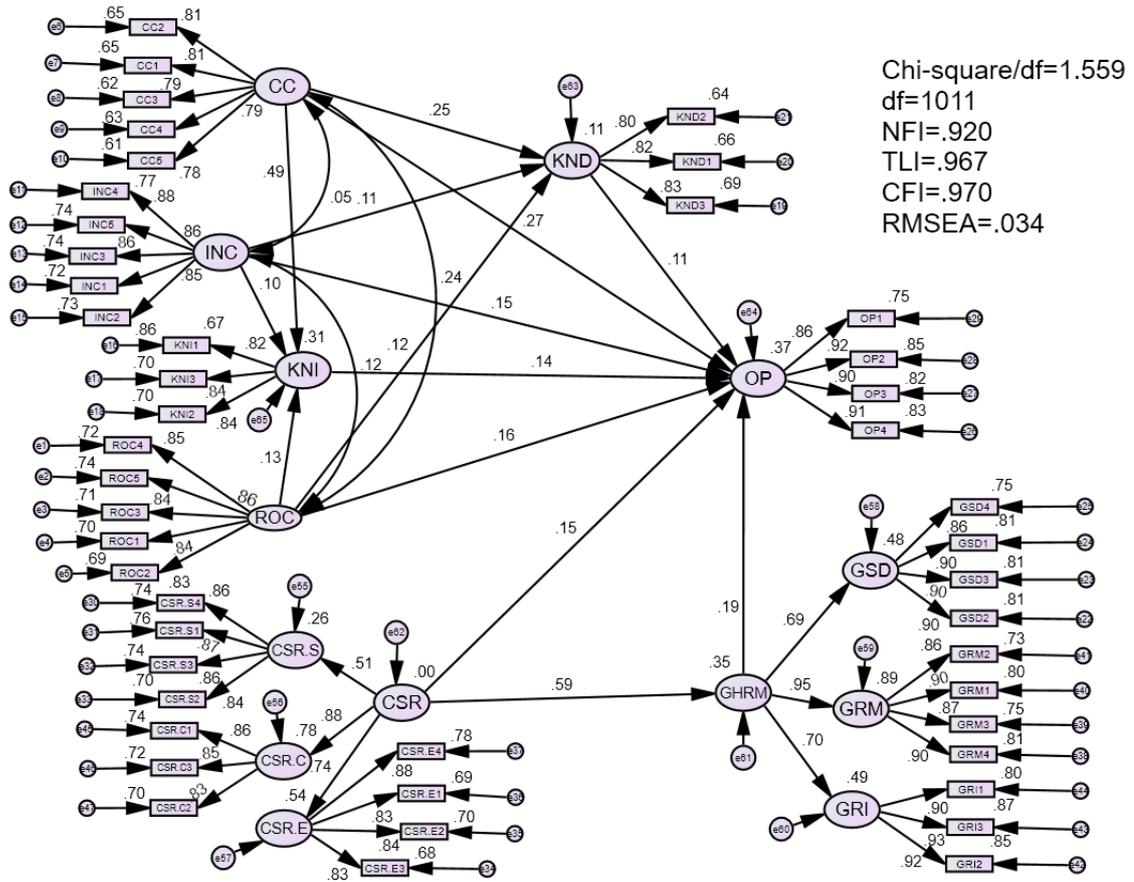
Table 4

Structural Equation Modeling Results

Hypothesis	Effect	Coefficient	P-value	Conclusion
H1a	CC → KND	0.248	0.000	Supported
H1b	INC → KND	0.106	0.028	Supported
H1c	ROC → KND	0.121	0.016	Supported
H2a	CC → KNI	0.493	0.000	Supported
H2b	INC → KNI	0.105	0.017	Supported
H2c	ROC → KNI	0.128	0.005	Supported
H3a	CC → OP	0.271	0.000	Supported
H3b	INC → OP	0.148	0.000	Supported
H3c	ROC → OP	0.161	0.000	Supported
H4a	KND → OP	0.113	0.010	Supported
H4b	KNI → OP	0.137	0.007	Supported
H5a & H6a	KND mediates CC and OP	0.026	0.003	Supported
	KNI mediates CC and OP			
H5b & H6b	KND mediates INC and OP	0.096	0.007	Supported
	KNI mediates INC and OP			
H5c & H6c	KND mediates ROC and OP	0.031	0.003	Supported
	KNI mediates ROC and OP			
H7	CSR → OP	0.148	0.013	Supported
H8	CSR → GHRM	0.593	0.000	Supported
H9	GHRM → OP	0.191	0.000	Supported
H10	GHRM mediates CSR and OP	0.113	0.009	Supported

The findings are consistent with earlier formulation and testing of a number of hypotheses and support the majority of them (Table 4). The results corroborate most of the empirical findings related to resource-based theory and strategic management theory. The findings indicate that every hypothesis is accepted in detail.

Figure 2
SEM analysed result



5 DISCUSSION

According to the results, all of the hypotheses were validated, and the study filled in the gaps in the author's earlier research, as shown by García et al. (2021) and Mai et al. (2023). Based on the study's findings, the author recommends the following outcomes:

Firstly, cognitive competence directly and positively influence both knowledge distribution, knowledge interpretation and organizational performance; therefore, senior managers of travel and tourism enterprises need to build a clear and consistent picture of the firm's long-term future state involves a combination of strategic vision, detailed planning, adaptability, and effective communication. It is a continuous process of monitoring, adjusting, and aligning the entire organization towards a common set of long-term objectives. Next, there need to be aware of the firm's strengths and weaknesses and understanding how board decisions impact them is essential for effective governance and strategic management. The board's decisions can enhance the firm's competitive position,

address vulnerabilities, and drive long-term success. Afterward, it were aware of the various factors—such as market dynamics, technological shifts, economic conditions, and social trends—that determine a firm’s opportunities and threats is essential for effective strategic decision-making. Thereafter, there were generating and recognizing imaginative solutions and innovations requires a combination of creativity, critical thinking, collaboration, and strategic vision. Finally, there made decisions based on reasonable assumptions and factual information ensures that your choices are grounded in reality, which reduces the likelihood of costly mistakes.

Secondly, interpersonal competence directly and positively influence both knowledge distribution, knowledge interpretation and organizational performance; therefore, senior managers of travel and tourism enterprises need to make a strong positive impression on a first meeting is about preparation, presence, and engagement. Next, there adopted a flexible style when interacting with others enables you to connect with a diverse range of people, handle various situations effectively, and enhance collaboration. Afterward, senior managers needed to create an understanding of the feelings and needs of others and offering personal support, you create a nurturing, trustworthy environment that fosters both emotional and practical growth. Then, senior managers needed to be a source of motivation, guidance, and support; especially there set a compelling vision, leading by example, empowering others, and creating an environment that fosters growth and collaboration. Finally, persuading others to give their agreement and commitment requires a combination of trust, clear communication, empathy, and confidence.

Thirdly, result-oriented competence directly and positively influence both knowledge distribution, knowledge interpretation and organizational performance; therefore, senior managers of travel and tourism enterprises need to be responsive to the need for change and encouraging new initiatives requires a combination of leadership, communication, and strategic thinking. Next, there was assertive and ready to take charge of a situation is about confidently stepping into leadership, making clear decisions, and leading with purpose. Subsequently, it’s important to maintain a combination of physical health, mental focus, proactive behavior, and positive communication. Following, setting high goals and standards of performance for yourself and others helps build a culture of excellence, growth, and continuous improvement. Thereafter, there set clear and

meaningful goals, breaking them down into manageable steps, maintaining resilience in the face of setbacks, and fostering accountability.

Fourthly, knowledge distribution directly and positively influence organizational performance; therefore, senior managers of travel and tourism enterprises need to utilize knowledge-sharing platforms, creating cross-departmental collaboration opportunities, formalizing processes, providing mentoring, and fostering an environment that encourages continuous learning, companies can improve efficiency, innovation, and overall performance. Next, senior managers of travel and tourism enterprises need to facilitate communication, sharing knowledge, and promoting collaboration. Then, there ensured that employees' ideas are valued, companies can enhance innovation, streamline operations, and build a more transparent and inclusive organizational culture.

Fifthly, knowledge interpretation directly and positively influence organizational performance; therefore, senior managers of travel and tourism enterprises need to foster a culture of clarity, involvement, and recognition, organizations can ensure that their employees remain engaged, motivated, and dedicated to the firm's success. Next, there established both formal and informal mechanisms for knowledge sharing and to encourage open, transparent communication at all levels of the organization. Afterward, there built effective teamwork, it is essential to focus on clear communication, mutual respect, trust, and shared goals.

Sixthly, Corporate social responsibility both directly, positively influence organizational performance and Green Human Resource Management; therefore, senior managers of travel and tourism enterprises need to implementing special programs to minimize their negative impact on the natural environment, companies demonstrate their commitment to sustainability and their role in global efforts to combat climate change and environmental degradation. Next, taking part in initiatives to preserve and enhance the quality of the environment, businesses not only favorably impact global sustainability initiatives but also enhance their brand, cut expenses, and lessen environmental hazards. Afterward, prioritize transparency and accuracy in their communication can enjoy long-term benefits, including stronger relationships with customers, enhanced brand reputation, and compliance with legal standards. Then, offering transparent communication, fair treatment, superior customer service, and ethical marketing, businesses can build long-lasting relationships with their consumers, gain a competitive advantage, and contribute positively to society. Hereafter, there provided financial

support, access to training programs, mentorship, and opportunities for career development, companies can enhance their workforce's skills, improve employee satisfaction, and build a culture of continuous learning. Following, offering clear paths for career advancement, supporting ongoing learning opportunities, and providing flexible work arrangements, companies demonstrate a commitment to their employees' growth. Next, implementing policies that focus on employee well-being, career development, and work-life balance, companies can foster loyalty, increase job satisfaction, and ultimately improve organizational performance.

Seventhly, green human resource management both directly, positively influence organizational performance and has mediation impact on between CSR organizational performance; therefore, there need to promote your company's green initiatives, values, and workplace culture, you can appeal to environmentally conscious talent who share your vision for a sustainable future. Next, there clearly communicated your commitment to sustainability, promoting green initiatives, and fostering a culture of environmental responsibility, you can attract employees who are passionate about making a positive impact on the planet. Then, there embedded sustainability into performance metrics, offering training and support, and creating accountability across all levels of the company, organizations can foster a green culture that aligns with both environmental and business objectives. Hence, promoting the use of eco-friendly transportation options, offering financial incentives, and supporting flexible work arrangements. Thereafter, setting clear goals, aligning the company's mission with sustainability, providing proper resources, and ensuring accountability. Finally, provide employees with the information, motivation, and opportunities to engage in sustainability efforts and reinforce the company's commitment to environmental stewardship.

6 CONCLUSIONS AND LIMITATIONS

First of all, there are important limitations to this research that need to be addressed. This study may be useful in limiting the scope of this research because it concentrated on key contextual factors that affect organizational performance, such as cognitive, interpersonal, and result-oriented competence, knowledge distribution, knowledge interpretation, corporate social responsibility, and green human resource management. The impact of other elements on organizational success can be evaluated

through future research. Second, because of time limits, only one responder per travel agency is included in this study. Due to the fact that the study was limited to Ho Chi Minh City, Vietnam, it has low representativeness.

Other Vietnamese cities could be the site of future research. The sample size for this study was limited to 499 respondents; for future research, a larger sample size must be surveyed. Lastly, the only variables used in this article to test their combined impact on organizational performance are cognitive, interpersonal, and result-oriented competences; knowledge distribution and interpretation; green human resource management and corporate social responsibility. Future research ought to employ an additional variable that hasn't been covered in this one yet. Moderation and a multigroup approach are required for future evaluations of the study paradigm.

Secondly, second - order scale of CSR (CSR.S, CSR.C, CSR.E) and GHRM (SGD, GRM, GRI) directly and significantly impacted on travel and tourism's performance. In the research model, CSR only addressed three elements; therefore, further research should be conducted to enhance and refine these findings.

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Authors' Contribution

Both authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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