

Unlocking Sustainable Tourism Growth in Ho Chi Minh City: A Multi-Factor Investigation

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Abstract. This study investigates the range of factors impacting sustainable tourism development in Ho Chi Minh City, Vietnam. Drawing on survey data from 788 tourism stakeholders, structural equation modeling unpacks the complex interrelationships between product exploitation, promotion strategies, infrastructure investment, human capital, environmental practices, safety, and public management on tourism growth. The analysis provides empirical evidence that tourism product exploitation, promotional strategies, investment activities, human resource management, environmental sustainability measures, security and safety, state management positively influence Ho Chi Minh City's tourism development. By integrating perspectives across factors and actors, this research contributes a holistic tourism development framework directly actionable for policymakers and industry leaders.

Keywords: Tourism product exploitation, Promotional strategies, Investment Activities, Human Resource Management, Environmental Sustainability Measures, Security and Safety, State Management, Ho Chi Minh City's Tourism Development.

1. Introduction

Tourism has emerged as a powerful catalyst for economic growth and cultural exchange, playing a pivotal role in shaping the dynamics of cities worldwide (Streimikiene *et al.*, 2021). Ho Chi Minh City, located in the vibrant heart of Vietnam, stands at the crossroads of historical richness and contemporary development (Hung & Khoa, 2022). Understanding the nuanced factors influencing tourism development becomes imperative as the city continues to experience a surge in tourist arrivals. This research delves into the multifaceted dimensions of tourism development in Ho Chi Minh City, shedding light on critical aspects that shape its trajectory.

Ho Chi Minh City, formerly known as Saigon, is a metropolis that encapsulates Vietnam's journey from a war-torn past to a burgeoning economic hub. In recent years, the city has witnessed a significant uptick in tourism, attracting domestic and international visitors (Phuc & Nguyen, 2023). The confluence of historical landmarks, cultural heritage, and modern infrastructure has fueled this growth (Gillen, 2014). However, alongside these positive trends, challenges and opportunities have emerged, necessitating a comprehensive exploration of the factors impacting tourism development in the region.

While the tourism boom in Ho Chi Minh City is evident, a critical examination reveals a dearth of comprehensive studies that systematically analyze the key factors influencing its development (Gillen, 2016; Khoa, 2021). Existing literature tended to be fragmented, often focusing on isolated aspects of tourism without providing a holistic understanding of the intricate interplay between different variables (Calero & Turner, 2020). This research sought to bridge this gap by conducting a thorough investigation into the following crucial factors: tourism product exploitation, promotional strategies, investment activities, human resource management, environmental sustainability measures, security and safety, and state management (Ahmad, 2015; Alvarado-Herrera *et al.*, 2020; Muhanna, 2006). By addressing this research gap, this study contributed valuable insights to academic discourse and practical policymaking, fostering sustainable tourism growth in Ho Chi Minh City.

The primary objective of this research is to unravel the intricate web of factors that influence tourism development in Ho Chi Minh City. By meticulously examining tourism product exploitation, promotional strategies, investment activities, human resource management, environmental sustainability measures, security and safety, and state management, this study aimed to understand the dynamics at play comprehensively. By identifying the strengths, weaknesses, opportunities, and threats within each factor, our research aspires to offer evidence-based recommendations for policymakers, industry stakeholders, and scholars to enhance the sustainable development of tourism in Ho Chi Minh City.

The paper is structured as follows: Section 2 reviewed relevant literature, highlighting existing gaps. Section 3 outlined the research methodology, detailing data collection and analysis approaches. Section 4 presented the findings, offering a nuanced discussion of the identified factors. Section 5 interprets the results, proposes implications, and suggests avenues for future research.

2. Literature Review

2.1. Previous Research

These studies tend to adopt a narrow geographic or conceptual focus. This research responds to calls for an integrated, localized analysis across the spectrum of factors shaping tourism development (Grzyb & Kulczyk, 2023). The theoretical framework was drawn from several key tourism management and development literature concepts. Firstly, it encompasses the concept of tourism product exploitation, which suggests that offering various tourism products can enhance destination attractiveness and competitiveness (Vu *et al.*, 2020). Secondly, it incorporates the importance of infrastructure development, emphasizing that robust tourism infrastructure, including transportation, accommodation, and attractions, is essential for attracting and satisfying tourists (Nhan *et al.*, 2020). Thirdly, the

framework integrates the role of promotion and advertising in destination branding, recognizing that effective marketing strategies can enhance a city's image and visibility in the tourism market (Bao & Ha, 2019). Additionally, it considers the significance of investment activities in tourism, highlighting how financial resources allocated to infrastructure and product development can catalyze tourism growth (Rosentraub & Joo, 2009).

Furthermore, the framework addressed the importance of human resources in delivering quality tourism experiences, emphasizing the need for skilled and motivated personnel (Zhang & Wu, 2004). Moreover, it encompassed the concept of environmental sustainability, underlining the imperative of protecting natural and cultural assets for long-term tourism viability (Domínguez-Gómez & González-Gómez, 2017). Lastly, the framework acknowledged the role of state management in providing regulatory frameworks and policies that support sustainable tourism development (Voznyak *et al.*, 2019). Together, these theoretical constructs provided a comprehensive lens through which to analyze the interplay between various factors influencing tourism development in Ho Chi Minh City.

2.2. Hypotheses Development

Tourism product exploitation, encompassing the diverse spectrum of historical, cultural, and contemporary offerings, forms the essence of a destination's appeal. Building on the work of Nguyen *et al.* (2019), we anticipate that a strategic and well-curated exploitation of tourism products in Ho Chi Minh City will attract visitors and foster their engagement and satisfaction. By capitalizing on the city's rich historical sites, cultural events, and modern amenities, this hypothesis posits that an enriched tourism product portfolio will significantly contribute to the city's tourism development (Chi & Vien, 2012). The interplay between heritage preservation and innovative offerings is expected to create a dynamic and compelling tourist experience, positioning Ho Chi Minh City as a destination of choice.

H1: Tourism Product Exploitation has a positive impact on Ho Chi Minh City's tourism development

In the contemporary global tourism landscape, effective promotion and advertising activities are crucial for enhancing destination visibility and shaping tourists' perceptions (Rauf *et al.*, 2021). This hypothesis asserts that well-crafted promotional strategies and advertising campaigns will positively influence the tourism development of Ho Chi Minh City. By creating a compelling narrative and leveraging various communication channels, the city can amplify its unique selling points, enticing a broader audience of potential visitors (Tien *et al.*, 2021). We anticipate that strategic marketing efforts will drive short-term visitation and contribute to building a positive and enduring destination image, thus fostering sustained tourism growth.

H2: Promotion Strategies have a positive impact on Ho Chi Minh City's tourism development

Investment in tourism-related infrastructure and services is fundamental for creating an environment conducive to positive visitor experiences. Building upon Dwyer (2023), this hypothesis posits that strategic investment activities will positively influence the tourism development of Ho Chi Minh City. By allocating resources to enhance transportation networks, accommodation options, and cultural attractions, the city can elevate its attractiveness to tourists (Lee & Kim, 2022; Zhuang *et al.*, 2022). Anticipating that significant investments will lead to improved visitor satisfaction, increased spending, and positive word-of-mouth, this hypothesis aims to uncover the critical role of financial commitment in shaping the trajectory of tourism development in Ho Chi Minh City.

H3: Investment Activities positively impact Ho Chi Minh City's tourism development.

Human resources, including skilled personnel, service quality, and hospitality, are the linchpin of positive visitor experiences. Extending the insights of Nguyen *et al.* (2020), this hypothesis posits that effective management of human resources will positively contribute to the tourism development of Ho Chi Minh City. By investing in training, skill development, and cultivating a service-oriented culture, the city can enhance the overall quality of the visitor experience. Anticipating that a well-trained and motivated workforce will result in higher levels of customer satisfaction and loyalty, this hypothesis emphasizes the pivotal role of human resources in shaping the city's reputation as a welcoming and

hospitable destination.

H4: Human Resources Management has a positive impact on Ho Chi Minh City's tourism development

In an era of heightened environmental awareness, sustainable practices are integral to the long-term success of tourism destinations. Extending the insights of Islam *et al.* (2020), this hypothesis posits that robust environmental assurance measures will positively contribute to tourism development in Ho Chi Minh City. By implementing eco-friendly initiatives, conservation efforts, and responsible tourism practices, the city can align itself with the preferences of environmentally conscious travelers (Tanova & Bayighomog, 2022). Anticipating that a commitment to environmental sustainability will enhance the city's reputation and appeal, this hypothesis explores the intricate connection between environmental practices and the broader goals of tourism development.

H5: Environmental Sustainability Measures have a positive impact on Ho Chi Minh City's tourism development

Perceptions of Safety and security significantly influence tourists' destination choices and overall satisfaction. Building on the observations of Zou and Zhu (2020), this hypothesis posits that effective security and safety measures will positively impact tourism development in Ho Chi Minh City. By prioritizing the safety of visitors through measures such as enhanced law enforcement, surveillance, and emergency response systems, the city can build trust and confidence among potential tourists (Preko, 2021). Anticipating that a secure and safe environment is essential for creating a positive destination image, this hypothesis explores the multifaceted role of security and safety in shaping the city's tourism landscape.

H6: Security and Safety have a positive impact on Ho Chi Minh City's tourism development

Effective state management practices, including strategic planning, governance, and policy implementation, are crucial in steering tourism development. Extending the insights of de Oliveira (2003), this hypothesis posits that such practices positively contribute to the tourism development of Ho Chi Minh City. By examining the impact of well-coordinated state management on regulatory frameworks, infrastructure development, and stakeholder collaboration, this hypothesis aims to uncover the critical role of governance in shaping the city's tourism trajectory (Liu *et al.*, 2020). Anticipating that strategic state management will create an enabling environment for sustainable tourism growth, this hypothesis emphasizes the importance of public administration in fostering positive outcomes for tourists and the local community.

H7: State Management has a positive impact on Ho Chi Minh City's tourism development:

3. Research Method

According to Hair *et al.* (2019), it is crucial to have a sample size that is at least five times larger than the number of observed variables to ensure the accuracy of research findings. Tabachnick and Fidell (2007) suggested that different sample sizes correspond to varying research outcomes: 50 is considered very poor, 100 poor, 200 fair, 300 good, 500 very good, and 1000 excellent. In this study, 788 observations were utilized for analysis after excluding any data that did not meet regulatory standards or lacked reliability. To fulfill the research objectives, this study employed probability sampling, particularly cluster sampling. Given the study's focus on the tourism sector, cluster sampling was based on lists of tourism-related businesses and state management units, ensuring the selection of respondents with a comprehensive understanding of the research topic (Neuman, 2013). The surveyed participants consisted of businesses associated with tourism, including restaurants, hotels, travel agencies, and state management bodies within the tourism domain. The survey maintained an 80%-20% ratio between business entities and state management agencies. Data collection was conducted via paper questionnaires distributed to the surveyed participants. A demographic overview of the respondents is

detailed in Table 1.

Table 1. Demographics statistic

	Business			State		
		N	%		N	%
Years of experiences	1 – 3	220	35.0	1 – 3	51	32.1
	3 – 5	202	32.1	3 – 5	49	30.8
	> 5	207	32.9	> 5	59	37.1
Field	Tour organization	120	19.1	Policy maker	25	15.7
	Restaurant	128	20.3	Tourism	26	16.4
	Hospitality	120	19.1	Restaurant/Hospitality	25	15.7
	Transportation	124	19.7	Transportation	29	18.2
	Tourism destination	137	21.8	Commerce	27	17.0
				Cultural management	27	17.0
Gender	Male	308	49.0	Male	79	49.7
	Female	321	51.0	Female	80	50.3
Age group	22-30	157	25.0	25-30	49	30.8
	31-40	151	24.0	31-40	32	20.1
	41-50	163	25.9	41-50	33	20.8
	>50	158	25.1	>50	45	28.3

The study's scales were derived from prior research endeavors and adjusted to suit the qualitative research framework. The assessment of tourism development, comprising four indices, drew inspiration from the investigation conducted by Yoon *et al.* (2001). Following the methodology outlined by Nhan *et al.* (2020), the study employed qualitative research methods to devise six measurement indices to evaluate the concept of tourism product exploitation within Ho Chi Minh City. In parallel, drawing from the research by Krishna *et al.* (2020) and qualitative insights, the study formulated seven measurement indices to gauge promotional and advertising activities. The evaluation of investment activities was based on five indices recommended by the World Travel & Tourism Council (WTTC) (2015). Similarly, leveraging the insights provided by Nga and Trang (2018), qualitative research techniques were utilized to construct seven measurement indices assessing the concept of human resources in the tourism sector of Ho Chi Minh City. Drawing from the work of Hoang (2021), qualitative research methodologies were employed to establish seven measurement indices assessing the concept of environmental assurance in Ho Chi Minh City. Furthermore, guided by the findings of Hoang (2020), qualitative research methodologies facilitated the development of four and eight measurement indices, respectively, assessing the concepts of security and safety, and state management in tourism within Ho Chi Minh City. The detailed composition of these measurement scales was presented in Table 2.

Table 2. Scale measurement

Tourism product exploitation (TPE)
The Ho Chi Minh City government exploits environmentally friendly tourism activities.
The Ho Chi Minh City government promotes tourism activities that benefit the local community.
The Ho Chi Minh City government develops local tourism activities that meet domestic tourism demand.
The Ho Chi Minh City government develops local tourism activities that meet the needs of international tourists.
The Ho Chi Minh City government promotes diverse local tourism activities.
The Ho Chi Minh City government fully exploits the local tourism potential.
Promotional strategies (PRS)

The municipal government promotes various forms of tourism through advertising campaigns.
Ho Chi Minh City's government publishes reports assessing tourist destinations.
Efforts are made to position Ho Chi Minh City's tourism characteristics.
Policies are implemented to foster positive relationships with tourists.
Ho Chi Minh City's government conducts diverse promotional and advertising activities.
Different customer segments are targeted through varied promotional and advertising activities.
Local tourism promotion and advertising efforts are extended to international channels.
Investment Activities (INA)
The city government develops and maintains accommodation facilities and renovates hotels, guesthouses, and resorts.
Investments are made in tourist transportation, such as buses, airplanes, and boats.
Projects are initiated to invest in and refurbish famous tourist landmarks and scenic spots.
Information and communication technology (ICT) projects related to tourism are undertaken.
Investment projects aim to diversify tourism activities.
Human Resource Management (HRM)
City leaders have planned human resource development to meet tourism development needs.
Human resources are prioritized in tourism development by city leadership.
Capacity for labor supply and demand forecasting is developed for tourism development.
Training institutions and labor supply facilities provide solutions for tourism human resource development.
City leaders have established universities and training centers with optimal solutions for tourism human resource development.
Human resources meet tourism development needs, including English proficiency, ICT skills, soft skills, and core competencies.
City leaders have planned human resource development to meet tourism development needs.
Environmental Sustainability Measures (ESM)
Policies are in place to reduce resource overuse and waste in tourism development.
Efforts are made to maintain natural diversity in tourism development.
Residents of Ho Chi Minh City are environmentally conscious.
Policies focus on conserving and sustainably using natural resources.
Efforts are made to build a diverse ecosystem.
Long-term environmental protection vision is integrated into tourism development policies.
Measures are taken to address climate change in tourism development.
Security and Safety (SEC)
The city aims to eliminate begging.
Measures are taken to prevent theft.
Policies discourage price gouging and scams.
Efforts are made to ensure the safety of tourists in traffic.
State Management (SMP)
Prices of goods at tourist destinations must be posted according to regulations.
The Ho Chi Minh City government is renovating and restoring many constructions.
Numerous signs promote sustainable tourism development.
Regulations governing local tourism activities are clearly defined.
The government pays attention to local tourism development.
Support is provided to tourism units for development.
Ho Chi Minh City has plans and strategies for local tourism development.
Emphasis is placed on developing related industries to support local tourism development.
Ho Chi Minh City's Tourism Development (TOD)
Tourism in Ho Chi Minh City is developing based on nature (e.g., camping sites, parks, ecotourism areas).
Tourist attractions in Ho Chi Minh City (e.g., amusement parks and resort complexes) are designed for many visitors.

Tourist attractions in Ho Chi Minh City are developed based on culture or history (e.g., museums, folk villages, historical sites).

Tourism development in Ho Chi Minh City is closely linked to outdoor events/programs (e.g., entertainment facilities, exhibitions, performances, sports events, public/business events).

The study employed SmartPLS 3.2.7 software utilizing the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique to examine the proposed research model and hypotheses. PLS-SEM is a statistical technique that is widely used in social sciences and business research (Kock & Hadaya, 2018). It has gained popularity due to its ability to handle complex models with small sample sizes, non-normal data, and formative measurement models.

4. Result

The research model comprises 8 research constructs, including tourism product exploitation (TPE), promotion and advertising activities (PRS), investment activities (INA), human resources (HRM), environmental assurance (ESM), security and Safety (SEC), state management (SMP), and tourism development in Ho Chi Minh City (TOD). With this model, we must estimate the relationships between the research constructs and their observed variables (outer loadings). According to Table 3, all outer loading coefficients for the concepts TPE, PRS, INA, HRM, ESM, SEC, SMP, and TOD are higher than the permissible value of 0.708. Therefore, all observed variables for the 8 research constructs reflect higher values than the minimum permissible value for outer loading coefficients.

Table 3. Outer loading, AVE, CR, CA

	CA	CR	AVE	Outer loading
SEC	0.839	0.839	0.675	0.785 - 0.866
INA	0.799	0.799	0.554	0.728 - 0.774
TPE	0.884	0.886	0.634	0.745 - 0.819
HRM	0.92	0.921	0.676	0.805 - 0.841
TOD	0.777	0.777	0.599	0.744 - 0.811
SMP	0.910	0.910	0.614	0.709 - 0.828
PRS	0.883	0.883	0.588	0.757 - 0.786
ESM	0.900	0.900	0.624	0.754 - 0.816

The internal consistency reliability of the latent research variables is assessed through the composite reliability (CR) coefficient. Table 3 showed that all CR values of the research constructs are greater than 0.7. Therefore, we conclude that the latent research variables exhibit high internal consistency reliability. The research variables' average variance extracted (AVE) values are also greater than 0.5. Hence, all five research constructs achieve high convergence.

The study examined the discriminant validity among the observed variables in the research. Table 4 presents the heterotrait-monotrait (HTMT) ratio for all pairs of research constructs in a matrix. It is observed that all HTMT values are significantly lower than the threshold of 0.9.

Table 4. HTMT value

	SEC	INA	TPE	HRM	TOD	SMP	PRS	ESM
SEC								
INA	0.505							
TPE	0.521	0.568						
HRM	0.484	0.514	0.483					
TOD	0.841	0.786	0.737	0.692				

	SEC	INA	TPE	HRM	TOD	SMP	PRS	ESM
SMP	0.564	0.484	0.454	0.395	0.779			
PRS	0.536	0.601	0.528	0.534	0.756	0.408		
ESM	0.644	0.59	0.568	0.488	0.895	0.622	0.543	

Table 5. VIF, f^2 , R^2 , Q^2

	VIF	f^2
SEC -> TOD	1,716	0,108
INA -> TOD	1,653	0,052
TPE -> TOD	1,626	0,039
HRM -> TOD	1,525	0,052
SMP -> TOD	1,617	0,116
PRS -> TOD	1,684	0,062
ESM -> TOD	2,023	0,199
		$R^2 = 0,796$
		$Q^2 = 0,467$

The study assessed the phenomenon of multicollinearity. According to Table 5, we have the variance inflation factor (VIF) values of all endogenous variables (shown in columns) and the corresponding exogenous variables (shown in rows). Specifically, the study will evaluate the relationships between the 8 research constructs, including TPE, PRS, INA, HRM, ESM, SEC, SMP, and TOD. According to the research results, all VIF values are less than 5, indicating that multicollinearity between the research variables is absent in the research model.

Next, the study evaluated the coefficient of determination. The most commonly used measure to assess the structural model is the coefficient of determination (R^2). A higher R^2 value indicates a more accurate predictive level. An R^2 value of 0.20 is considered high in behavioral science and social research (Hair et al., 2016). Therefore, according to Table 5, the relationships in the research model have appropriate explanatory levels for the variation in tourism development (R^2 is above 50%). According to Table 5, in the relationships with the three main policy factors related to tourism and tourism development, the f^2 effect sizes assess the contribution of exogenous variables to endogenous variables, which is small. However, Environmental Sustainability Measures moderately impact tourism development ($f^2 > 0.15$). Furthermore, in addition to assessing the importance of R^2 values as a criterion for predictive accuracy, researchers also examine the Q^2 value. In the structural model, a Q^2 value greater than 0 for a specific latent endogenous variable indicates the predictive relevance of the path model for this specific dependent variable. Table 5 summarizes all results of the blindfolding procedure, showing that the Q^2 value of the endogenous variable is greater than 0. TOD has the highest Q^2 value (0.467), indicating the predictive relevance of the model to the latent endogenous variables.

Table 6 describes the relationships between the research variables and tests the research hypotheses. Tourism product exploitation positively influences tourism development with a confidence level of 99%, hypothesis H1 is accepted (Beta = 0.114; t-value = 5.141; p-value = 0.000). Additionally, promotional strategies for tourism also positively affect tourism development (Beta = 0.146; t-value = 6.599; p-value = 0.000); thus, hypothesis H2 is accepted. Similarly, investment activities positively influence tourism development (Beta = 0.133; t-value = 5.357; p-value = 0.000); therefore, hypothesis H3 is accepted. Likewise, the other four factors, including human resource management, environmental sustainability measures, security and safety, and state management, positively affect tourism development in Ho Chi Minh City. Thus, hypotheses H4, H5, H6, and H7 are all accepted.

Table 6. PLS-SEM result

Relationship	Beta	Standard Deviation	t-value	p-value	Hypothesis
TPE -> TOD	0.114	0.022	5.141	0.000	H1
PRS -> TOD	0.146	0.022	6.599	0.000	H2
INA -> TOD	0.133	0.025	5.357	0.000	H3
HRM -> TOD	0.128	0.022	5.818	0.000	H4
ESM -> TOD	0.287	0.027	10.439	0.000	H5
SEC -> TOD	0.195	0.029	6.778	0.000	H6
SMP -> TOD	0.195	0.026	7.593	0.000	H7

5. Conclusion

5.1. Discussion

The utilization of tourism offerings positively influences the advancement of tourism in Ho Chi Minh City within its distinctive operational framework. This can be analyzed from various standpoints. Broadening the array of tourism offerings aids in attracting diverse categories of visitors to Ho Chi Minh City (Vu *et al.*, 2020). These may encompass cultural tourism, historical tourism, gastronomic tourism, retail tourism, urban tourism, and more (Nhan *et al.*, 2020). Diversifying tourism products fosters novel experiences for travelers and bolsters the allure of Ho Chi Minh City.

Moreover, bolstering tourism infrastructure is imperative for efficiently leveraging tourism offerings. Tourism infrastructure encompasses airports, seaports, road networks, accommodations, dining establishments, recreational facilities, and other tourist attractions. Investments in tourism infrastructure serve to attract tourists, create conducive conditions for tourism, and furnish customers with top-notch services. Simultaneously, the proliferation of tourism products generates myriad employment prospects for local inhabitants. Occupations linked to tourism services, such as tour guides, hotel personnel, restaurant staff, taxi drivers, and salespersons, can furnish stable livelihoods for laborers, thereby contributing to the economic growth of Ho Chi Minh City and enhancing its residents' living standards. Exploiting tourism products can cultivate a cultural interchange milieu between tourists and local denizens. Travelers are allowed to immerse themselves in the culture, history, cuisine, and distinctive scenery of Ho Chi Minh City, thus engendering enriching experiences for tourists and augmenting awareness and appreciation of the local culture.

Promotional and advertising endeavors favorably impact the progression of tourism in Ho Chi Minh City under its distinct operational framework. Augmenting brand recognition is paramount in this regard. Promotional activities aid in forging a unique image and brand identity for Ho Chi Minh City. When executed effectively, these activities position Ho Chi Minh City as an enticing and renowned destination, capturing the interest of both domestic and international tourists (Bao & Ha, 2019). Robust brand recognition accentuates the city's profile and enhances its competitive edge vis-à-vis other tourist destinations (Seetanah & Sannasee, 2015). Promotion and advertising are pivotal in drawing tourists to Ho Chi Minh City. By disseminating information and spotlighting destinations, tourism products, and enticing experiences, the city can kindle tourist interest and entice more visitors to explore, sojourn, and spend, engendering a substantial financial influx and propelling the city's economic development. Tourism development begets numerous entrepreneurial opportunities and employment avenues for Ho Chi Minh City denizen. As tourist footfall escalates, tourism enterprises burgeon, encompassing hotels, eateries, tour guides, and ancillary service providers. This spurs revenue generation for businesses and furnishes gainful employment for local inhabitants.

Investment initiatives yield positive ramifications for the evolution of tourism in Ho Chi Minh City under its distinctive operational framework, as evidenced by research and juxtaposition with extant studies. Within the tourism realm, investment activities wield considerable significance in augmenting

development. Studies corroborate that investing in tourism infrastructure, such as erecting airports, enhancing transportation networks, upgrading hotel standards, and enriching entertainment facilities, significantly attracts tourists and amplifies tourist influx to Ho Chi Minh City. Comparative analyses evince that investment activities within Ho Chi Minh City's tourism sector under its specific operational framework have yielded positive outcomes (Rosentraub & Joo, 2009). Other studies underscore the import of investment activities and their impetus on tourism development (Koh & Lee, 2020). However, given Ho Chi Minh City's unique operational framework, investment initiatives may concentrate on distinctive tourism niches such as cultural heritage, festivals, cuisine, and architecture. Research outcomes further underscore that investment activities in tourism can facilitate sustainable industry growth. This implies that investments yield short-term gains, underpin enduring development and environmental preservation, and foster harmony between tourism and socio-economic progress. In sum, comparative research demonstrates that investment activities positively influence tourism development in Ho Chi Minh City under its specific operational framework. These studies underscore investment activities' significance and efficacy in propelling tourism development. Nonetheless, within Ho Chi Minh City's unique operational framework, investments may home in on distinct areas while ensuring tourism's sustainable growth.

Research findings underscore the pivotal role of human resources in propelling tourism development in Ho Chi Minh City under its distinctive operational framework. High quality human resources in tourism are linked to industry growth (Zhang & Wu, 2004). A proficient workforce with expertise, skills, and enthusiasm enhances the tourism industry's capacity to dispense high-quality services, fostering visitor satisfaction and engendering their interest and trust (Hoang, 2020). Comparative analyses evince that human resources positively impact tourism development in Ho Chi Minh City under its specific operational framework. Other studies echo similar findings, underscoring the role of human resources in tourism. However, given Ho Chi Minh City's unique operational framework, human resources may necessitate training and capacity-building endeavors to meet the exigencies of the swiftly evolving tourism sector. This might entail deploying specialized training programs and fortifying support mechanisms for individuals in the tourism industry. Research findings corroborate a nexus between adept human resources and sustainable tourism development. A cadre of highly skilled, innovative, and creative human resources can underpin the sustainable growth of Ho Chi Minh City's tourism industry, fortifying service quality while mitigating adverse impacts on the environment and local culture.

5.2. Managerial Implication

The study offers robust quantitative evidence that tourism managers in Ho Chi Minh City must adopt a collaborative, multifaceted approach. Practical recommendations include diversifying cultural heritage attractions, upskilling hospitality staff through education partnerships, implementing eco-certification programs, and establishing a tourism infrastructure investment fund. By detailing specific initiatives, this research activates a sustainable development agenda linking government, business, communities, and travelers. Next phases entail tracking implementation progress and mapping wider socio-economic contributions over time.

Tourism managers and policymakers should prioritize efforts to diversify tourism products in Ho Chi Minh City. This could involve identifying and developing new attractions, experiences, and activities catering to different tourist types. By offering a wider range of tourism products, the city can attract a more diverse visitor base and increase its overall attractiveness. There is a clear need for continued investment in tourism infrastructure to support tourism growth in Ho Chi Minh City. Managers should focus on improving transportation networks, enhancing the quality of accommodations and amenities, and developing new tourist attractions. These investments will attract more tourists, improve the overall visitor experience, and contribute to the city's economic development. Tourism managers should prioritize human resource development initiatives to ensure that the workforce is adequately trained and equipped to meet the demands of the industry. This could involve

implementing training programs, providing ongoing education and skill development opportunities, and fostering a culture of excellence and innovation within the tourism sector.

Efforts to promote and brand Ho Chi Minh City as a tourist destination should be intensified. Tourism managers should focus on developing marketing campaigns that highlight the city's unique attractions, experiences, and cultural heritage. The city can attract more tourists and compete more effectively with other destinations by building a strong brand identity and increasing domestic and international visibility. Sustainable tourism practices should be prioritized to ensure the long-term viability of the tourism industry in Ho Chi Minh City. Managers should implement measures to protect the natural environment, preserve cultural heritage sites, and minimize the negative impacts of tourism on local communities. This could involve implementing eco-friendly initiatives, promoting responsible tourism behavior among visitors, and collaborating with local stakeholders to develop sustainable tourism strategies. Strong government support and effective regulation are essential for tourism's continued growth and development in Ho Chi Minh City. Managers should work closely with government agencies to advocate for supportive policies, regulations, and incentives that promote tourism development while safeguarding the interests of local communities and the environment. Collaboration between the public and private sectors will be crucial for ensuring the sustainable growth of the tourism industry.

5.3. Limitation and Further Research

The research paper explored the impact of tourism development strategies on Ho Chi Minh City's tourism industry, focusing on product diversification, promotional activities, investment, human resources, environmental sustainability, safety, and state management. It highlighted the positive influence of diversifying tourism products, enhancing infrastructure, promoting the city's brand, investing in key areas, developing quality human resources, ensuring a sustainable environment, maintaining security, and effective state management on tourism growth. However, the study acknowledged limitations such as the specificity of its focus on Ho Chi Minh City, potential data reliability issues, time constraints, methodological limitations, and external factors. It suggested avenues for further research, including longitudinal studies, comparative analyses, stakeholder perspectives, exploration of emerging trends, and policy evaluations, to enhance understanding and inform future tourism development strategies.

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