

SOCIALIST REPUBLIC OF VIETNAM

Independence - Freedom - Happiness

-----o0o-----

**INFORMATION ON NEW ACADEMIC AND THEORETICAL
CONTRIBUTIONS OF THE DOCTORAL DISSERTATION**

Dissertation Title: THE IMPACT OF INTELLECTUAL CAPITAL AND TOTAL
QUALITY MANAGEMENT ON BUSINESS PERFORMANCE THROUGH
INNOVATION CAPABILITY IN THE HOTEL INDUSTRY OF HO CHI MINH
CITY

Major: Business Administration

Code: **9340101**

Ph.D. Candidate: **UNG SƠN KHÔI**

Course: **2020**

Training Institution: **University of Finance - Marketing**

Scientific instructors 01: **Ph.D. HUỲNH THANH TÚ**

Scientific instructors 02: **Assoc. Prof. Ph.D. PHẠM NGỌC DƯƠNG**

The summary of the dissertation's novel theoretical and practical contributions is presented as follows:

1. Theoretical and Academic Contributions

The dissertation identified several theoretical gaps, and its findings have contributed to addressing these gaps, thereby yielding notable theoretical and academic contributions as follows:

First, the study provides novel insights with dual relevance to strategic management and business performance research within the service sector, particularly the hotel industry. Theoretically, it develops an integrated analytical framework that coherently synthesizes the Resource-Based View (RBV), Dynamic Capabilities (DC), Knowledge-Based View (KBV), and Deming's quality theory. This framework elucidates the mechanisms through which intangible resources are reconfigured and transformed into competitive advantage and enhanced business performance under conditions of environmental volatility.

A key theoretical advancement lies in the expansion of the intellectual capital construct by incorporating technological capital as a core component, reflecting the post-COVID-19 digital transformation context. Furthermore, the dissertation clarifies the mediating role of innovation capability, thereby addressing existing academic gaps and

offering an explanation for prior empirical inconsistencies observed in the Vietnamese context.

Second, through the validation of the structural model and the proposed hypotheses, the dissertation provides highly reliable empirical evidence that affirms both the scientific value and the practical applicability of the core constructs namely intellectual capital, total quality management, innovation capability, and business performance within the hotel industry of Ho Chi Minh City and Vietnam. Building on this foundation, the study proposes and successfully tests an integrated model that clarifies the mechanisms through which intellectual capital and total quality management influence business performance via the mediating role of innovation capability. This approach offers a novel theoretical contribution by tightly linking the Resource-Based View (RBV) with Dynamic Capabilities (DC), thereby not only explaining what resources firms possess but also illuminating the processes of reconfiguring and leveraging those resources to establish sustainable competitive advantage, consistent with the arguments of the Knowledge-Based View (KBV). Moreover, the integration of total quality management extends and deepens Deming's theory in the context of the hotel service industry, where quality and innovation are mutually reinforcing, thus adding a meaningful new dimension to the existing body of knowledge.

Third, the dissertation reaffirms the pivotal role of intangible resources particularly intellectual capital as a core strategic asset that governs value creation, differentiation, and the sustainability of competitive advantage in the hotel industry. The findings demonstrate that effective management and utilization of intellectual capital not only enhance organizational capability but also establish a solid foundation for systematic and long-term improvement and innovation initiatives. Moreover, the dissertation emphasizes that quality occupies a central position throughout the innovation process, serving as a decisive factor in determining business success and in building and consolidating customer trust, both externally and internally. On this basis, the study proposes that enterprises, especially within the hotel service sector, should regard quality management and continuous improvement as a strategic orientation embedded across all activities. Importantly, the dissertation provides highly reliable empirical evidence confirming the scientific validity and effectiveness of harmonizing intangible resources with dynamic capabilities, specifically innovation capability in improving business performance among hotels in Ho Chi Minh City. In doing

so, it extends both theoretical implications and practical value for strategic management in the service industry.

Fourth, the dissertation makes an important methodological contribution by conceptualizing, intellectual capital and total quality management as second order constructs. Specifically, intellectual capital is composed of human capital, structural capital, social capital, and technological capital; whereas total quality management encompasses leadership, training, employee fulfillment, customer focus, continuous improvement, supplier quality management, and process management. By systematically synthesizing diverse theoretical approaches, the study consistently validates these constructs within a unified model. In the context of hotel industry research in Ho Chi Minh City, where second order measurement validations remain limited, the findings provide robust empirical evidence that enhances measurement methodology, strengthens reliability, and improves the generalizability of subsequent studies.

2. Practical Contributions of the Research

First, the dissertation offers a significant practical contribution as its findings demonstrate strong alignment with the Vietnam Tourism Development Strategy to 2030, approved by the Prime Minister on January 22, 2020, which designates tourism as a spearhead economic sector with spillover effects that stimulate related industries, particularly hospitality. At the same time, the study is consistent with the spirit of Resolution No. 82/NQ-CP dated May 18, 2023, on the recovery and sustainable development of tourism. Core orientations such as human resource development, promotion of innovation, enhancement of service quality, customer experience, and digital transformation are consistently reflected in the research, thereby providing scientific justification for policy formulation and practical reference value for hotel enterprises nationwide.

Second, the hotel industry is characterized by distinctive operational features, diverse service requirements, and varying standards, with hotels differing in facilities and service capabilities and classified into star ratings according to specific criteria. Consequently, beyond the intense competition among hotels within the same rating category, establishments must also compete across different ratings, striving to narrow

gaps in location, infrastructure, and service quality within or across market segments. Against this backdrop, the study provides valuable guidance for policymakers and hotel managers in identifying the critical factors most relevant to operational realities and target customers. This enables enterprises to determine the value delivered to customers and to design appropriate strategies that enhance business performance.

Third, Ho Chi Minh City represents a major national hub distinguished by its diversity, unique characteristics, and significant strengths and potential in economics, culture, sports, and tourism. Accordingly, this study can serve as a valuable reference for sectors closely related to hospitality, such as tourism and restaurants, thereby contributing to the sustainable development and growth of Ho Chi Minh City.