VIETNAM NATIONAL UNIVERSITY – HO CHI MINH CITY
INTERNATIONAL UNIVERSITY
SCHOOL OF BUSINESS

NGUYEN THI MINH PHUONG
PBAIU19003

ALLIANCE MANAGEMENT PRACTICE FOR HIGHER TRUST, COMMITMENT, AND INTER-ORGANIZATIONAL RELATIONSHIP PERFORMANCE- A STUDY OF TRAVEL COMPANIES IN VIETNAM.

SUMMARY OF DOCTORAL DISSERTATION

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CHAPTER 1: NTRODUCTION

In 1989, the tourism industry of Vietnam also became a member of the Pacific Asia Tourism Association (PATA). With this policy, tourism field successfully became a critical economic area in PATA. Moreover, many tourist firms started their businesses following government strategies, and travel companies cooperate through JATA, ASTA, and PATA with 800 collaborations in over 50 countries (Vietnam Cooperative Alliance, 2018). Tourism industry had contributed significantly to the economic development in Vietnam, in 2019 the tourism industry thus far welcomed 25 million domestic tourists and 8.9 million international tourists, and the tourism sector accounted for 9.2% of GDP (Vietnam Tourism Annual Report, 2019).

There are a lot of enormous natural caves and incredible bays that UNESCO has recognized as "World Natural Heritage Areas", and Vietnam has many types of tours for travellers, for example, "cultural and historical tours, sea-based tours, adventure tours, ecotourism, and luxurious vacations" (Vietnam Insider, 2020). Thanks to the gifts from Mother Nature, tourism industry in Vietnam has made remarkable achievements of the revenue in recent years; the total revenue was accounted for USD 26.66 billion and USD 32.47 billion from 2018 to 2019 (VNAT, 2008-2020), and the rate of international tourists has increased from 5 million visitors to 18 million from 2010 to 2019 (VNAT, 2020). To have these successful achievements, thanks to the large efforts from all stakeholders of tourism sectors. The managers of tourism sectors have been identified the tourism industry that was a key to develop economics and meet the rising of tourists'demand (Bennett et al., 2009). To solve this challenge to meet a high expectation of the tourists, the tourism industry in Vietnam has previously assembled internal and external resources to expand professional infrastructure such as accommodations and food and beverage services to serve above 8.9 million international tourists and 25 million domestic guests (VNAT, 2020).

Table 1.1: Total tourism revenue (2000 – 2019)

Year	Total tourism receipts (VND trillion)	Growth rate (%)
2000	17.40	
2001	20.50	17,8
2002	23.00	12,2
2003	22.00	-4,3
2004	26.00	18,2
2005	30.00	15,4
2006	51.00	70,0
2007	56.00	9,8
2008	60.00	7,1
2009	68.00	13,3
2010	96.00	41,2
2011	130.00	35,4
2012	160.00	23,1
2013	289.84	80,6
2014	322.86	11,4
2015	355.55*	-
2016	417.27	17,5
2017	541.00	29,7
2018	637.00	17,7
2019	755.00	18,5

Source: Vietnamese Tourism Government (2019)

The tourism industry in Vietnam have rapidly developed and achieved a high tourism revenue from 2000 to 2019 (see Table 1.1). However, along with this development, the tourism industry is facing a raft of challenges from increased tourism industry and uncertain environment based on effects of COVID-19 pandemic. First, the infrastructure cannot supply well for the tourists because it was outdated, lacked integrity so it drove to the fact that the accessibility of tourist destinations and mountainous areas were limited, the tourism products lacked a uniqueness, innovation in tourism products that decreased the tourist's choosing services, so this issue has not handled well in tourism industry in Vietnam. Second, the tourism industry lacked the professional human resources to work in hospitality and tourism industry, in the study by Dinh et al. (2019) pointed out that the tourism sectors in Vietnam were facing with a limitation of a high-quality humane resource because the tourists have the high demands for quality services that lead to a

tough competition advantage. However, the tourism activities and tourism products still strongly depend on seasons, the quality of services are not guaranteed during a peak period. Third, the budgets for tourism promotion were still limited, particularly compare with other countries in the region; the funding of tourism promoting came from mainly state budget. The promotional activities have not built professionally, promoting only image of tourism sectors, or build brand were not enough to attract the tourists to come back to purchase the services or book tours. The promotion of tourism just only imparted to build a brand and unique products, the budget for scientific research and application of science technology were still limited in tourism industry (ANT Consulting Co, 2016). The decreasing quality service in tourism industry cannot avoid during this time. Especially, in 2020 was the hard time for tourism industry that was caused by breaking out the COVID-19 pandemic, which seriously affected the tourism industry in Vietnam, aviation, and many other industries, the COVID-19 pandemic caused the tourism industry in Vietnam to plunge when a series of accommodation establishments, restaurants, tourist attractions, and travel companies were lost. These tourism sectors must suspend operations and wait for the end of the pandemic. About 10% of activities are held in moderation to keep operating to handle debts with partners and customers and all employees are working online at home, took unpaid leave, or terminated their labour contracts. In addition, 100% of tour guides were forced to quit their jobs. Many hotels offered employees full breaks, stopped doing business, and put their properties up for sale. Transportation companies and entertainment areas such as amusement parks also had to suspend operations because there were no visitors (VP. Vietnam Plus, 2021). The COVID-19 pandemic has wholly crippled the tourism industry in Vietnam. Consequently, in early 2020 the international travellers arrived in Vietnam reduce approximately 22 percent, as well as the revenue of tourism industry dropped down around 143.6 billion VND, and the staff in tourism industry left their works accounted for 98 percent (Quang et al., 2022). At that point, 90 percent to 95 percent of tourist firms had to suspend their operations (VP. Vietnam Plus, 2021). In the hospitality industry in Spain, González-Torres et al. (2021) pointed out the COVID-19 pandemic outbreak causing reduced of revenue and created liquidity issues for tourism operators, these scholars explore the roles of relationship management in patterns of the hotel chain and the tourism supply chain agents to overcome economic disruptions caused

by the COVID-19 pandemic. The sectors of tourism affected by the COVID-19 pandemic, a lot of tourism sectors have been stopped, it raised a question of whether the tourism organizations can survive after passing of the COVID-19 pandemic that is still unknown (Falk et al., 2021). Al-Omoush et al. (2022) pointed out that COVID-19 pandemic created a risky and disorderly business environment and threatened the long-term survival of organizations, as well as the sustainability of business networks. Therefore, all tourism sectors must stand together to achieve mutual goals and overcome the COVID-19 pandemic. To escape from these challenges, the tourism sectors's efforts invested all resources to pass these issues and maintain the tourism industry become a key economic sector in Vietnam. In a study by Goffi et al. (2022) pointed out that in this situation, the organizations increase to build a new business strategy to maintain operational efficiency, achieve mutual goals of performance and remain competitive by implementing commitment, coordination-well, frequent contact each other in alliance relationships (Goffi et al., 2022; Lim & Ok, 2021), the organizations engaged in IRs to combine the resources, sharing information and knowledge, as well as it increased a speed to launch new products to the market (Palmatier et al., 2007; Cropper et al., 2008; Agostini & Nosella, 2015; Bierman & Koops, 2017), the priority of the tourism industry increased the awareness of the cooperation and coordination in the IRs to provide a better and safer tourism products and services. In recent years, Many studies paid high attention to apply new method of alliance management practices in business networks as a potential protector that may lead organizations to overcome the risks, problems, and uncertain environments caused by the COVID-19 pandemic, thereby the alliance relationships allowed their businesses to continue and develop (Al-Omoush et al., 2022; Gölgeci & Kuivalainen, 2020; Putra et al., 2020; Corrêa et al., 2021). According to Gölgeci and Kuivalainen (2020), this adaptive behavior for the organizations supported a change and participate in IRs to gain knowledge, plans and ideas in alliance relationships, thus striving for growth and survival through new method of operation to overcome the effects of the COVID-19 pandemic through trust and commitment (Al-Omoush et al., 2022; Palmatier et al., 2007). The impacts of the COVID-19 pandemic produced many challenges for organizations in all industries, and the pandemic forced organizations to sense and respond flexibility and frequency of interaction to find new ways to survive (Al-Omoush et al., 2022; Meflinda et

al., 2018), frequency of interaction describe the quality of the exchange relationships (Binder, P. A 2019; Saukko et al., 2020; Turker, 2014). Based on the changes in communication and coordination, the organizations can improve better business relationships by using advanced and supportive technology (e.i., MS. Team, Zoom software, automatic consulting Chatbots; customer relationship management-CRM; social media technologies) from their partners to achieve IORP (Al-Omoush et al., 2022; Gölgeci & Kuivalainen, 2020). As Hodge et al. (1998) stated that an organization might form exchange relationships with other organizations to reduce uncertainty and thus gain greater control over the aspects of the macro-environment that are critical for the organization's survival.

In the existent literature of exchange relationships, often called inter-organizational relationships (IRs). Many scholars have highlighted the importance of exploring the exchange relationships whether it can enhance IORP (Palmatier et al., 2007; Medina-Muñoz & García-Falcón, 2000; Elche et al., 2018). Previous studies had found the antecedents of successful partnerships, including coordination, commitment, trust, quality communication, information sharing, and participation (Mohr & Spekman, 1994; Monczka et al., 1998; Medina-Muñoz & García-Falcón, 2000). Furthermore, Palmatier et al. (2006, 2007) found commitment and trust positively affect IORP and were the critical mediating variables in IORP model). Based on the previous studies discussed above, the results remain negative effects and non-significant, and another weak point is that these studies did not investigate the combined role of coordination, participation, frequency of interaction, flexibility, and commitment in structural management practices reducing opportunism and enhance the performance of collaboration (Ali et al., 2021), their results are a springboard for our research on travel companies and their partners. The IRs research in tourism industry at the level of focal organization was limited in travel companies in Vietnam context. To address the research gaps foregoing, this study needs to be conducted:

First, the lack of research on the phenomenon of AMP and IORP in travel companies and other tourism sectors in the context of Vietnam; this research identifies the influence of AMP, trust, commitment, and IORP in understanding the behavior of travel companies and their suppliers based on what elements of AMP that drive the members

trust, commitment to carry out their duties and share resources lead to enhance success of inter-organizational collaboration.

Second, this study fills a gap present in previous studies by exploring the relationships between factors of AMP and trust, factors of AMP and commitment, factors of AMP and IORP as well as the indirect effects of factors of AMP and IORP via trust and commitment, which was not examined in previous studies (Uddin et al., 2020; Ali et al., 2021; Palmatier et al., 2007; Gibson et al., 2002; Medina-Munoz & García-Falcón, 2000; Mohr & Spekman, 1994; Turker, 2014; Pfajfar et al., 2022).

Finally, a study of AMP and IORP that is the main solution was used to improve and solve the issues caused by the COVID-19 pandemic that affected the tourism industry in Vietnam; based on the results of this study, managers in the tourism sector can change their activities and build new strategies to develop tourism.This research contributes to both the theoretical and practical implications for managers in the tourism sector, as well as to future research.

CHAPTER 2: LITERATURE REVIEW

2.1. Transaction Cost Theory (TCT)

TCT is utilized to explain the behaviour of IRs in business, especially in B2B relationships, alliance relationships. TCT was defined as "the costs of running the economic system of firms" (Williamson, 1975; Rossignoli & Ricciardi, 2015). When organizations engage in IRs that can reduce uncertainty caused by market failure, TCT shows that IRs can reduce costs associated with establishing a hierarchy among organizations like internal transaction costs and external transaction costs (Williamson, 1975, 1985, 1991). TCT had emerged from work on behavioural assumptions in case the contract is incomplete because the transaction parties could not complete write details of covering all possible issues may happen in the future on the agreements (Williamson, 1985), the transaction parties just focused on bounded rationality such as maximize utility to do business with partners. Theory suggests that minimizing inter-firm transaction is a possible reason to vertically integrate (Williamson, 1975). The organizations participate in IRs because it is cost-effective and minimizes transaction costs, market transactions costs, search costs, monitoring costs, and negotiation costs (Palmatier et al., 2007; Williamson, 1985). The assumptions of TCT are that organizations enter IRs to minimize transaction costs when they interact together. The other assumption of TCT is that it increases operating efficiency by enabling co-ordination, frequency of interaction, and carry out commitments (Uddin et al., 2020; Palmatier et al., 2007; Williamson, 1985). IRs can gain success when firms use frequent communication as a key strategy to achieve efficient, professional, and risk-sharing goals in an uncertain environment, while TCT can keep the transaction costs low when firms apply frequency of interaction as the complementary outlook to TCT (Ashnai et al., 2016; Palmatier et al., 2007; Williamson, 1985).

2.2. Resource Dependence Theory (RDT)

RDT posited that the service organizations could manage their uncertainty environments by building IRs with other organizations in their field (e.g., franchising, joint

ventures, alliance) and the organizations should fast active relations work to change the connecting organizational field (Pfeffer & Salancik, 1978), and all organizations must engage in exchanges with their environment to obtain resources (Pfeffer & Nowak, 1976).The primary assumption of RDT is that the organizations will look for reducing uncertainty and maintain dependence by deliberately structuring their exchange relationships to set up formal or semi-formal association with other organizations (Pfeffer & Salancik, 1978). The organizations formed in IRs to exert power of allocate resources or control over organizations that possess scarce resources. Alternatively, an organization may enter the IRs to fill a need perceived resources (Das & Teng, 1998; Das & Sengupta, 1998; Pfeffer & Salancik, 1978). The formulation of an inter-organization relationship is an aspect as handling with the dilemmas of uncertainty and dependence by consciously developing the term of coordination with the related set of exchange partners or building negotiated environment, RDT considers market environment as a set of organizations that engage in exchange relationships with one another (Child, 1972; Pfeffer & Salancik, 1978).

Drawing on TCT and RDT, in this research stream, we used a TCT (Palmatier et al., 2007; Williamson, 1985) and RDT to understand IORP. TCT shaped the choice of management structure in IRs (Ali Shahzad et al., 2021; Ali Larimo, 2016), while RDT shapes inter-organizational behavior, viewing the actions of individuals as voluntary and motivated by the benefits that they are expected to derive from other actors or partners (Pfeffer & Salancik, 1978; Ali Shahzad et al., 2021; Blau, 2017; Das & Teng 2002). RDT argues that IRs occured because the organizations perceive a mutual benefit from the exchange in resources, information, goods, and services (Pfeffer & Salancik, 1978; Ali Shahzad et al., 2021; Blau, 2017; Das & Teng 2002), the organizations engaged in IRs that can develop both trust and reciprocity, which can create long-term relationships that enhance communication and co-ordination in achieving IORP (Ali Shahzad et al., 2021; Ali Larimo, 2016). Based on previous studies, we assume that TCT is an important theory used to study the exchange relationships between organizations, and it contributes to build a theory of trust (Ali, Khalid, 2017) and commitment (Palmatier et al., 2007; Williamson, 1985). Assumptions regarding RDT are that the organizations set up the exchange relationships to gain access to scarce resources and achieve their goals in the exchange relationships (Pfeffer & Salancik, 1978; Ali Shahzad et al., 2021), with collaboration based

on the expectation of receiving benefits in return from other parties (Ali Shahzad et al., 2021; Ali Larimo, 2016). It focused on the relational characteristics within the ongoing collaborations between partners, as well as it emphasized the importance of inter-organizational trust and communication enhance a positive effect on IORP (Ali Larimo, 2016; Pfeffer & Salancik, 1978; Ali Shahzad et al., 2021).

2.3. Literature and Hypothesis development

2.3.1. The Relationship between factors of AMP and Commitment

The alliance management is often formed of a precursor to a joint venture, network relationships in the same field, alliance management is a source of the competitive advantages (Ireland et al., 2002), the number of failures in the market would suggest that "the practice of alliance management continues to pose a significant challenge to solve their problems" (Spekman et al., 1998).

In the case of communication, the concepts of communication viewed as the information sharing, level, and type, the frequency of information exchange and communication channels, the findings showed that communication is a key factor enhance the quality of collaboration (Hall Skipper et al., 2012). In the study of Turker (2014), who defined the concept of communication as the processing of information, the information can be understood and exchanged between two or more people or organizations, and it was treated as a variable that may impact the nature of exchange relationships (Mohr & Spekman, 1994; Medina Munoz & Garcia-Falcon, 2000; Morgan & Hunt, 1994; Pfajfar et al., 2022) and called for an additional study into the underlying management practices that lead to IORP, particularly when the organizations transfer their business information to their partners, as it needs a clearly communication channel to be sent; thus, alliance management practices deal with identifying causes shaping the quality of the communication to determine the result of increasing exchange relationships (Hall Skipper et al., 2012), it is one of the determinants for alliance management formation to enhance commitment in IRs (Morgan & Hunt, 1994; Pfajfar et al., 2022; Palmatier et al., 2006; 2007). As Morgan and Hunt (1994); Cote and Latham (2006) found communication have direct effect on inter-organizational commitment, communication not significant impact on

commitment (Palmatier et al., 2007), the investigations often yield mixed results & inconsistent results due to dependent variables (trust and commitment factors) that various studies have not clearly explored. For example, the same scholars and their study just was different year, and the results were different too, the study of Palmatier et al. (2007) pointed out that communication was not significantly associated with inter-organizational commitment in IORP, commitment measured based on operationalization "continue to represent as a seller because it is pleasant working with them, intend to continue representing as a seller because we feel like we are part of the family, like working for and want to remain the agent in this relationship". As discuss on the literature review above and the findings from previous empirical research, we found that the communication and commitment relationship that provide inconsistent results such as there is negative, neutral, and positive significant or no significant statistic (Morgan & Hunt, 1994; Cote & Latham, 2006; Palmatier et al., 2007). Therefore, it needs to explore a relationship between communication and commitment propose the hypotheses in this study (see figure 2.1).

Regarding coordination. the terms of coordination toward IRs are procedure, plans, strategy, rules used to measure coordination outcomes (Mohr & Spekman, 1994; Mariani, 2016), the concepts of co-ordination as the process that shows that participants look to work with organizations that can meet mutual goals with high effort, and that it expects all partners to carry out their tasks and duties with the highest degree of co-ordination (Medina-Munoz & García-Falcón, 2000) proposed that the rules maybe improve the coordination by instructing how making- decision are, providing information (e.g., prices, rooms available, car available, charter available, cruise available, and sales promotions). Nonetheless, the tourism industry needs a coordination-well because it represents a risk because of the high dependent resources from other tourism sectors, any collapse from one actor of tourism promptly spreads to other agent, which can produce a cascading impact on all tourism sectors (González-Torres et al., 2021). Coordination have been found one of the determinants for AMP to enhance commitment in IRs (Palmatier et al., 2006; Morgan & Hunt 1994; Chenhall, 2003; Cooper & Slagmulder, 2004; Ladkin & Bertramini, 2002), their studies provided inconsistent results such as there is negative, neutral, and positive significant or no significant statistic, or there were not studies of the relationship between coordination and commitment (Mohr & Spekman, 1994; Monczka et al., 1998; Medina-

Munoz & García-Falcón, 2000). González-Torres et al. (2021) conducted a qualitative approach to build a direct sales model based on coordination and commitment towards relationship management between hotel chains and tour operators in Spain, however, they have not conducted an empirical study to explore the relationship among these constructs to validate these theories, coordination in IRs seen a driver of activities, flexibility that demonstrates the partners' commitment to improve the quality of the services and facilities' green spaces. (González-Torres et al., 2021). Therefore, the effect relationship between the effect relationship between coordination and commitment that need to invest. As in the uncertainty environment to control problems, or opportunist behaviour, so coordination is a useful tool to handle these situations with coordination and commitment toward the relationships (Johansson et al., 2016; Caker, 2008). (Ladkin & Bertramini, 2002). Thereby, the relationships between coordination and commitment should be invested (Dekker, 2008; Johansson et al., 2016; Chenhall, 2003; Cooper & Slagmulder, 2004).

As regards Flexibility factor, Gibson et al. (2002) defined the concepts of flexibility in IRs refers to the extent to the partners were in response to requests for changing circumstances. Moreover, previous studies argued about a more general level of flexibility, it remains a considerable ambiguity and lack of empirical evidence about 1) the conditions that influence the extent of flexibility in inter-firm alliances, and 2) the performance implications of flexibility (Dahistrom et al., 1996; Gibson et al., 2002), an empirical study was conducted by Dahistrom et al. (1996), the findings have shown that flexibility factor can be able to support the organizations in IRs to react the unexpected events, matters and members can develop innovative responses to serve their guests' requests, the concept of flexibility as the expectation of willingness to make adaptations from the partners when the circumstances were changed (Heide & John, 1992). It is one of the determinants of AMP for strategic commitment formation and appropriate change actions within IRs that may increase commitment carry out from partners (Dahistrom et al., 1996). It also reflects how flexibility of the members of alliance are willing to assistant each other in doing business, sharing information, monitoring activities, and expecting their partners' implement duties well, the expectation of willingness to make adaptations from the partners when the

circumstances were changed and lead to successful of IRs (Heide & John, 1992; Gibson et al., 2002). However, it lacked a study to examine the relationship between flexibility and commitment, these scholars have not tested this relationship yet (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998; De Jong & Woolthuis, 2008), they have not examined the hypothesis flexibility factor affect commitment in IRs yet (De Jong & Woolthuis, 2008; Aulakh et al., 1996).

Regarding Frequency of interaction, Hall and Clark (1977) defined as the number of contacts or exchanges between organizations to be measured in relation to an organization's total contact with other (Hall, 2005), the amount of frequency, duration, and intensity of interaction between members of IRs are very important indicators to determine the maturity and develop of business in IRs (Biermann, 2008). It is one of the determinants for AMP to enhance commitment in IRs (Turker, 2014; Palmatier et al., 2006), in the study by Turker (2014). Turker (2014) confirmed the operationalization to measure frequency of interaction as the number of contacts, or the amount of exchange relationships, frequently purchase products, services among organizations, these actions can be measured in successful exchange relationships based on organization's total contact with other, total purchase products (Hall & Clark, 1977; Turker, 2014; Heide & Miner, 1992), the finding revealed that frequency of interaction is the fundamental factor to enhance the partners carry out their commitment, the organizations often interact to send products/ resources to partners in IRs, frequently share business information to partners, so the results of frequent interaction among firms can contribute to develop a long sustain business, create the values, and maintain the exchange relationships, it also increased the degree of collaboration lead to increase commitment in IRs (Hall et al., 1977; Turker, 2014; Heide & Miner, 1992). Palmatier et al. (2006) provided additional support, the conceptual of frequency of interaction defined as "number of interactions or number of interactions per unit of time between exchange partners" and the common aliases for frequency of interaction "frequency of business contact and interaction intensity", there was a positive relationship between frequency of interaction and commitment. In the literature as discussed above. However, the investigations often yield mixed results and provided inconsistent results such as there was negative, neutral, and positive effects (Palmatier et

al., 2006) and not significant (Turker, 2014; Hall, R. H., Clark et al., 1997; Hall, 2005; Gawrich, 2006) or no significant statistic, or no testing (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998).

Regarding Participation, it reflects the extent to which partners engage jointly in planning and setting goals (Dwyer & Oh, 1988). It is one of the determinants of AMP for improve commitment towards the IRs (Driscoll, 1978; Dwyer & Oh, 1988). Alliance members involve in the activities to make sure all parties involved have jointly grasp knowledge, seize information, and keep track of the situations that drive to the partners carry out commitment to reach mutual goals (Cheng et al., 2008), However, in existing literature and previous empirical research, who have explored the relationship between participation and commitment in IRs that provided inconsistent results such as there is negative, neutral, and positive significant (Dwyer & Oh 1987; Cheng et al., 2008; Kim & Oh, 2005) or no significant statistic (Medina-Munoz & García-Falcón, 2000), or no testing (Mohr & Spekman, 1994; Monczka et al., 1998).Therefore, the aims of this study to explore the effects of factors of AMP on commitment to identify there is a relationship between these factors or not. We supposed that it still exists a negotiation on how factors of AMP are implemented in the tourism industry in Vietnam, and their influence on commitment between travel companies and their business partners. Therefore, we supposed the hypotheses as below:

Hypothesis 1 (H1). Factors of AMP: Communication (H1a), coordination (H1b), flexibility (H1c), frequency of interaction (H1d), and participation (H1e) positively affect commitment toward the relationship of travel companies and their business partners.

2.3.2. The Relationship between factors of AMP and Trust

Trust plays as a dependent variable to explore the relationship between AMP factors and trust. First, communication reflects a share information in both formal and informal in timely and meaningful to shape trust existing among IRs (Morgan & Hunt, 1994; Pfajfar et al., 2022). A significant analysis and discussion on the subject was presented by Palmatier et al. (2006) defined inter-organizational trust as "confidence in an exchange partner's reliability and integrity, trustworthiness, credibility, benevolence, and honesty (Hibbard et

al., 2001; Sirdeshmukh et al., 2002; Palmatier et al., 2006). Many studies have proved the relationship between communication and inter-organizational trust in relationship marketing (Morgan & Hunt, 1994; Cote & Latham, 2006). Moreover, Cheng et al. (2008) found that communication focused on item "knowledge sharing from the IRs" was a positive effect on trust, the new dimensions of inter-organizational communication effectiveness include frequent communication, genuine and participate interaction among organizations in IRs (Paulraj & Chen, 2007). In supply chain management, a study by Palmatier et al. (2007) showed that communication direct affected trust, trust measured based on operationalization as believe in is a company that stands by its word, can rely on company to keep the promises they make to us, is sincere in its dealings with us", communication based on operationalization as "communications are prompt and timely, communications are complete, the channels of communication are well understood, communications are accurate" (Palmatier et al., 2007), it indicated that the ongoing communication built and maintained trust between partners in relationship marketing in B2B (Morgan & Hunt, 1994; Pfajfar et al., 2022; Cote & Latham, 2006; Cummings, 1984; Aulakh et al., 1996). As discuss on the literature review above and the findings from previous empirical research, we found that the communication and trust that provide inconsistent results such as there is negative, neutral, and positive significant (Morgan & Hunt, 1994; Cote & Latham, 2006; Palmatier et al., 2007), or no testing (Murphy & Sashi, 2018; Mohr & Spekman, 1994; Medina-Munoz & Garcia-Falcon, 2000; Palmatier et al., 2007; Jiang et al., 2011; Ashnai et al.,2016).

Regarding coordination and inter-organizational trust, many studies have explored the effect relationship of it (González-Torres et al., 2021; Aulakh et al., 1996; Zaheer et al., 1998; Lane et al., 2001; Dyer & Chu, 2003; De Jong & Woolthuis, 2008). For example, a study by González-Torres et al. (2021) conducted a qualitative approach to build a direct sales model based on coordination and trust towards relationship management between hotel chains and tour operators in Spain, however, they have not conducted an empirical study to explore the relationship among these constructs to validate these theories, coordination in IRs seen a driver of activities, flexibility way that enhance to build trust, the existence of trust in IRs reduced a risk that occurred from opportunistic behaviour (González-Torres et al., 2021). Mohr and Spekman (1994) highlighted inter-organizational

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coordination is one of the critical practices in a process of relationship management, the members participate in IRs to look for partners are similar in management style to work together in a mutual effort. It is yielding significant results demonstrate the participants in IRs carry out the activities in the highest degree of coordination and the items to measure coordination was mostly the programs, well-coordinated activities with the partners, build a plan and schedule to send it to partners like the reservation, sale products, delivery guest to partners (Mariani, 2016; Morgan & Hunt, 1994). However, in existing literature and previous empirical, their studies provided inconsistent results such as there is negative, neutral, and positive significant (Morgan & Hunt, 1994; Palmatier et al., 2006; Mariani, 2016; Okhuysen & Bechky, 2009) or no significant statistic, or there were not studies of the relationship between coordination and trust (Mohr & Spekman, 1994; Monczka et al., 1998; Medina-Munoz & García-Falcón, 2000). As in the uncertainty environment to control problems, or opportunist behaviour, so coordination is a useful tool to handle these situations with coordinating and trust toward the exchange relationships (Anderson & Dekker, 2010; Dekker, 2004).

In industry and Innovation Journal, a study "antecedents and performance effects of trust in high tech alliances" by De Jong and Woolthuis (2008) found that "Trust has been shown to increase cooperation, improve flexibility, lower the cost of coordinating activities and increase the level of knowledge transfer", and flexibility factor affect direct trust in high tech alliances. Similarly, Aulakh et al. (1996) provided additional support the findings, have proved there is a relationship between flexibility and trust and increase the market performance of international partnerships, the findings indicated that the existence of flexibility has led to greater trust in IRs (Aulakh et al., 1996). However, many studies have not conducted a study to explore a relationship between flexibility and trust (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998). It needs to test this relationship in alliance.

Regarding frequency of interactions and trust in B2B (Turker, 2014; Palmatier et al., 2006), the frequency of interaction and trust were analysed as the relational sources of power in 76 logistics firms, the findings revealed that the organization used frequency of interaction tool to build a level of trustworthiness for the quality of services and goods that

are always being honest, and sincere, so that the organizations can rely on the partners in IRs and affect its power over other organizations (Turker, 2014). The channels use for frequency organizational of interaction in IRs by face-to-face meetings, send business information by email, over the telephone (Gupta & Govindarajan, 2000). If the organizations exist trust that reduced the frequency of interaction and decrease transaction costs among organizations during doing business and reduced the needs for monitoring "costly monitoring" (Granovetter, 2018, Williamson, 1975). a significant analysis and discussion on the subject was presented by Palmatier et al. (2006), these scholars confirmed the dimensions of inter- trust as "confidence in an exchange partner's reliability and integrity, trustworthiness, credibility, benevolence, and honesty" (Hibbard et al., 2001; Sirdeshmukh et al., 2002; Palmatier et al., 2006), their findings showed that inter-organizational trust is an important factor for supporting the cooperation among partners in alliance relationship, trust played a role of developing a coordinated approach to carry out the members' actions to increase the sharing values, benefits, trust lead to reach the mutual outcomes in IRs. In the literature as discussed above, frequency of interaction has been associated with inter-organizational trust. However, the investigations often yield mixed results and provided inconsistent results such as there was negative, neutral, and positive effects (Palmatier et al., 2006) and not significant (Turker, 2014; Hall, R. H., Clark et al., 1997; Hall, 2005; Gawrich, 2006) or no significant statistic, or no testing (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998).

As far as participation factor and trust are concerned (Dwyer & Oh, 1987; Driscoll, 1978, Cheng et al., 2008; Kim & Oh, 2005), their study shows that "formal procedures of participation and inter-firm participation enhanced satisfaction and trust". In supply chains, Cheng et al. (2008) revealed that "Trust facilitates a greater mutuality in goal setting and tackling issues" when the organizations increase the level of participation in the meetings in the exchange relationships to make-decision process, it achieved the fairness, equality, diversity, and cooperation (Turker, 2014; Griffin, 2006), and reserve a seat at the table for representing their organization to raise a decision-making (Cheng et al., 2008; Sahay, 2003), their study found there was a positive associated between participation and trust, and participation has significant positive effect on information sharing and utilization it

(Cheng et al., 2008). In the uncertain environment the members of alliances must participate in the meetings to set their mutual goals, forecast the risks that they cannot foresee to raise a decision-making, and build a formal procedure that enhance trust toward exchange relationships and reduced conflicts in IRs (Dwyer & Oh 1987; Morgan & Hunt, 1994), thus it requires the organizations exists trust. However, in existing literature and previous empirical research, who have explored the relationship between participation and trust in IRs that provided inconsistent results such as there is negative, neutral, and positive significant (Dwyer & Oh 1987; Cheng et al., 2008; Kim & Oh, 2005; Bjork & Virtanen, 2005) or no significant statistic (Medina-Munoz & García-Falcón, 2000), or no testing (Mohr & Spekman, 1994; Monczka et al., 1998; Turker, 2014). The aim of this study to identify how the factors of AMP influence on inter-organizational trust in Vietnam context is, therefore, we proposed that it still exists a negotiation on how the factors of AMP are implemented in tourism industry in Vietnam, and it needs to explore the effect of the factors of AMP and trust between travel companies and their business partners. Thereby, we proposed the hypotheses as below:

Hypothesis 2 (H2): Factors of AMP: Communication (H2a), coordination (H2b), flexibility (H2c), frequency of interaction (H2d), and participation (H2e) positively affect trust.

2.3.3. The Relationship between factors of AMP and IORP

The concept of IORP considers how the participants in IRs fulfill the mutual objectives and become satisfied with the outcomes of exchange relationships (Palmatier et al., 2007). Saukko et al. (2020) viewed IRs as being like the actions between different actors, which are based on implementing the mutual goals, competitive advantage, and profits that are the main elements required to achieve organizational success. In general, Saukko et al. (2020) defined IRs terms in different disciplines, referring to it as the collaboration between organizations that facilitate the accomplishment of organizational goals and effective performance. In addition, Roehrich et al. (2020) defined the structure of IRs, basing it on the characteristics of organizations, business patterns, origins, reasons to engage in IRs, and the outcomes of exchange relationships; these partnerships were

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established in different forms, such as alliances, networks, and dyadic relationships. Consequently, the organizations engage in the collaborative interactions and activities to improve the competitive advantage of firms.

In the existing literature, the terms successful IRs, IR effectiveness, IR success are utilized to illustrate the term of IORP (Medina-Muñoz & García-Falcón, 2000; Palmatier et al., 2007; Yang et al., 2019; Ashnai et al., 2016). In a study by Medina-Muñoz and García-Falcón (2000) defined the operationalization of IORP refers to the overall satisfaction that focused on the positive experiences of organizations, obey policies, rules, and carry out performance expectations with all participants in the relationship (Van de Ven & Ferry, 1980), the results of their study showed that the successful IORs in hospitality based on communication, commitment, coordination, trust, participation, they suggested that for better understanding of IOR performance, further research should add more factors - flexibility (PS Aulakh, M Kotabe, A Sahay, 1996), and Frequency of interaction (Hall et al., 1997), however, the weak point of their study is unsuccessful using RDT to explore the characteristics of IRs in hospitality industry and travel agents. Elche, D. et al. (2018) contributes to the literature on IORs by analyzing the impact of relationships with core and peripheral partners in clustered firms, but they did not jointly analyze the effects of relationships among them. González-Torres et al. (2021) conducted a qualitative approach to build a direct sales model based on trust, commitment and coordination evolution towards relationship management between hotel chains and tour operators in Spain. Nonetheless, Inter-organizational relationship effectiveness has two different approaches. First approach of IR effectiveness associates with participants to have the overall satisfaction, the overall satisfaction refers to a positive experience of the organization that depend on its participant in IRs and the organization's capability to obey rules and fulfil expectative performance (Van de Ven & Ferry, 1980). Second approach of IR effectiveness associates with a quantitative measure of the mutual benefits, mutual goals, competitive advantage, and profits that come from participants reap and based on how it carries out the fully objectives that have been satisfied their business partners (Saukko et al., 2020). Mohr and Spekman (1994) explore the characteristics of IR based on the attributes of partnership—commitment, coordination, trust, communication, participation

in partnership success, results shows that these factors are important in predicting partnership success in buyers and sales (B2B).

However, the IRs rarely applied in tourism research as a theoretical foundation, with the notion of trust leaning towards the exchange relationships and their impact on the performance of collaborations; thus, trust is an important factor to examine as a new area of tourism research (Palmatier et al., 2007; Ashnai et al., 2016; Yang et al., 2019). Moreover, Binder (2019) highlighted the social interactions among tourism sectors, finding that six main constructs, including trust, commitment, interactivity, honesty, open communication, and reciprocity, affect the networks, explaining the roles of members who keep promises and carry out their commitment to their tasks. In the same vein, Denicolaiet al. (2010) mentioned that the trust factor in IRs is a key factor driving knowledge acquisition, knowledge sharing (Mei et al., 2016), and the way of innovation in alliance management practices (Binder, 2019; Zach & Hill, 2017) including communication, coordination, flexibility, participation, frequency of interactions (Medina-Muñoz & García-Falcón, 2000; Palmatier và cộng sự, 2007; Ashnai và cộng sự, 2016; Yang và cộng sự, 2019). This study highlights the role that inter-organizational trust played a fundamental element to better understand IORP (Binder, 2019). Based on previous studies, it needs to conduct an empirical study to examine these theories in a specific context.We supposed that it still exists a negotiation on how factors of AMP are implemented in Vietnam tourism and their influence on IORP between travel companies and their business partners. Therefore, drawing on the RDT and TCT, we proposed the hypothesis as below:

Hypothesis 3 (H3). Factors of AMP: Communication (H3a), coordination (H3b), flexibility (H3c), frequency of interaction (H3d), participation (H3e), trust (H3f), commitment (H3g) positively affect IORP of travel companies and their business partners.

2.3.4. The Relationship between Inter-organizational Trust and Commitment

This study aims to investigate trust play as an independent variable to explore the relationship between trust and inter-organizational commitment of travel companies and their partners. Inter-organizational trust lead directly to the members in IRs carry out commitment by cooperative behaviors (e.g., treat us fairly, met our expectations, high degree of loyalty, continue to work with) (Yang et al., 2019; Cote & Latham, 2006;

Palmatier et al., 2006; Morgan & Hunt, 1994) who pointed out that the positive relationship between trust and commitment are motivated the dyadic IRs to work cooperatively and this relationship make a final decisions to work together as a long term lens rather than a short term occasion to get the maximize a one- time gain of benefits. In a study undertaken by Andreu et al. (2010) explored the relationship between commitment and trust were the main factors lead to relational quality in IRs, Andreu et al. (2010) hypothesized that "The greater the trust of the travel agency with its supplier, the greater its commitment to this supplier", however, this hypothesis was not supported, and it was rejected. In a study by Pfajfar et al. (2022) proved inter-organizational trust based on dimensions, including "there is a great deal of trust in business relationships-highly trust the partners'', "when someone expresses his/her different opinion, we respect it-values and experiences in the business", "mutual respect -belive in competence and abilities as well as motives of having relationship with are the basis of any relationship in our business", "believe in partner's decisions to get benefit expectations, so we openly share information in business relationships" (Pfajfar et al., 2022, p 58), the findings reported that trust directly affects commitment in B2B relationships in Polland. In the literature as discussed above, it still provided inconsistent results such as there is negative, neutral, and positive significant (Ashnai et al., 2016; Palmatier et al., 2006; Morgan & Hunt,1994) or no significant statistic (Andreu et al., 2010), or no testing (Mohr & Spekman, 1994; Monczka et al., 1998; Medina-Munoz & García-Falcón, 2000). We supposed that it still exists a negotiation on how trust factor is implemented in the tourism industry in Vietnam and their influence on inter-organizational commitment between travel companies and their business partners. Therefore, drawing on the TCT, we proposed the hypothesis as below:

Hypothesis 4 (H4): Trust directly affects commitment toward the relationship of travel companies.

2.3.5. The Relationship between Factos of AMP and IORP through Trust and Commitment

To reach the research objectives in this study, we proposed the hypothesis to test the mediating variables of trust and commitment to explore the indirect effects between factors of AMP and IORP, because it's lack of studies to test this phenomenon. Many studies have

proved factors of AMP have been found to enhance the performance of IRs in B2B. The factors of AMP: coordination, communication, participation (Medina-Munoz & García-Falcón, 2000; Mohr & Spekman, 1994) Flexibility (Dahistrom et al.,1996; Gibson et al., 2002), frequency of interaction in network relationships (Turker, 2014; Hall, R. H., Clark et al., 1997), trust, commitment direct affect IORP (Palmatier et al., 2007; Morgan & Hunt, 1994, Pfajfar et al., 2022; Yang et al., 2019). However, it lacked a study to examine factors of AMP and IORP association is mediated through the roles of trust and commitment (Morgan & Hunt, 1994; Cote & Latham, 2006; Moorman et al., 1993; Palmatier et al., 2007).

Therefore, we have adapted trust and commitment as mediating variables to examine whether there is an indirect effect between factors of AMP and IORP through mediating roles of trust and commitment. Drawing on the TCT, we proposed the hypotheses as below:

Hypothesis 5 (H5). The inter-organizational relationship performance is indirectly affected by communication(H5-1a; H5-2a; H5-3a, H5-4a), coordination (H5-1b; H5-2b; H5-3b; H5-4b), flexibility (H5-1c; H5-2c; H5-3c; H5-4c), frequency of interaction (H5-1d; H5-2d; H5-3d; H5-4d), and participation (H5-1e; H5-2e; H5-3e; H5-4e) through the mediating roles of trust and commitment.

We developed a conceptual framework as follows:
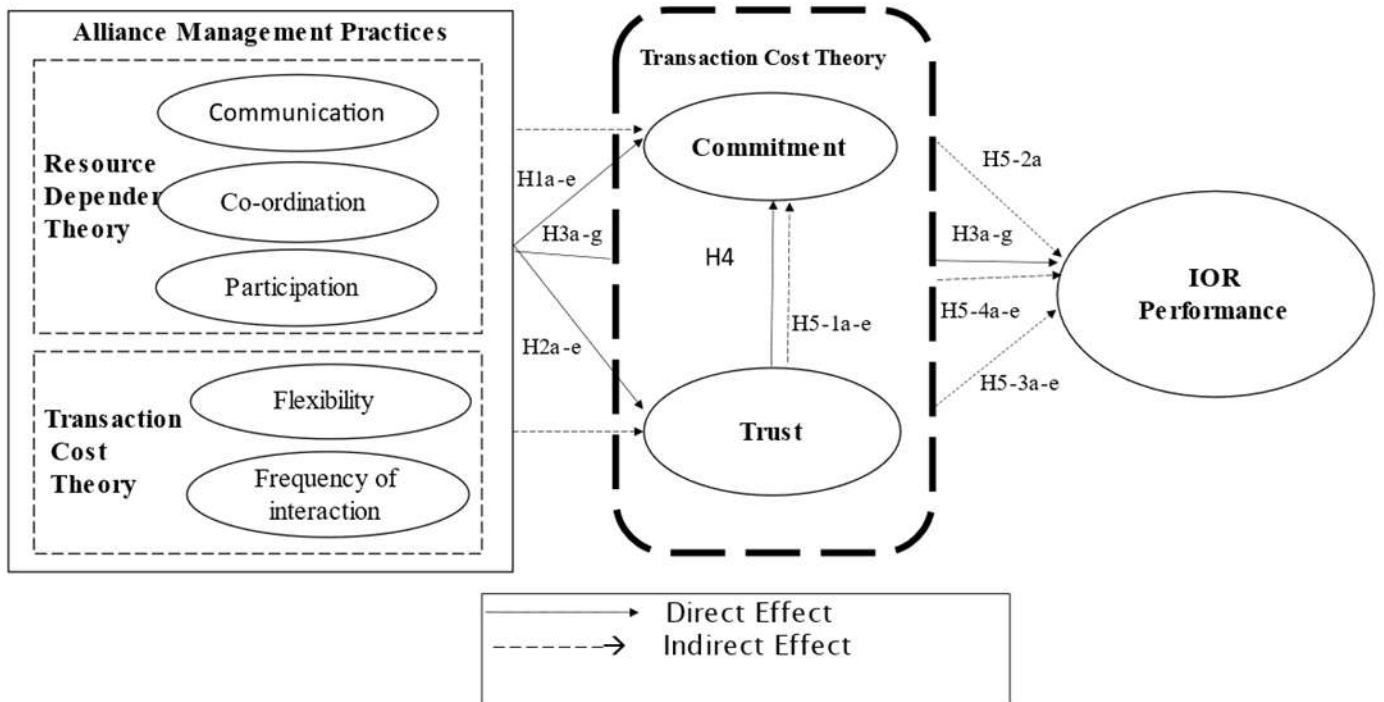
Figure 2.1: The Proposed Conceptual framework with Hypothesized Paths (*Source: Author's elaboration***).**

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Mixed Methods Research Design

The purpose of this study to explore a phenomenon of inter-organizational relationship performance that deals with the facts and a reality is continually changing among the flow of regularly changing situations and focuses on the practical results in tourism industry in Vietnam context. Therefore, the researcher combined both positivist and interpretivist approaches for this study that was called mix methods, mixed methods are well-known as a triangulation (review of existing literature -> qualitative approach -> quantitative approach).
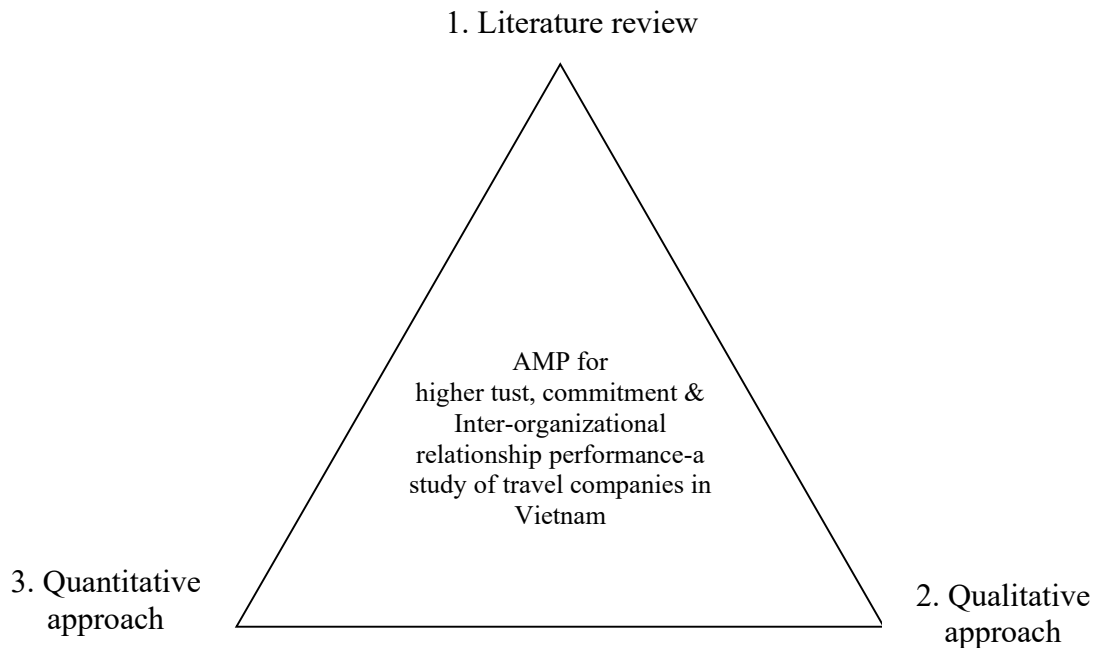
Figure 3.1: The process of triangulation that represents a mixed method adapted from Brunt et al. (2017)

In this research, we used exploratory sequential mixed method to combine both qualitative and quantitative data collection to analysis in a sequence of phases and interpretation of results, which helps improve validity of the research and the interpretability of inquiry findings and provides a better understanding of a research problem than either research approach alone (Creswell & Plano Clark, 2011).

| Qualitative data Collection & analysis | | Building to | | Quantitative data collection & analysis | | Interpretation |
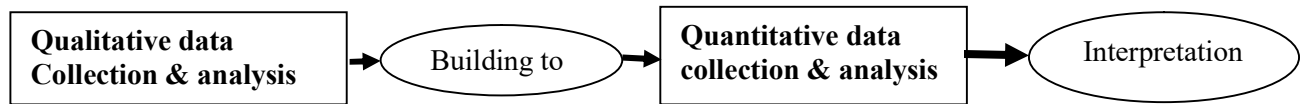
Figure 3.2: The exploratory sequential design (Creswell & Plano Clark, 2011)

3.2. Qualitative Method

In qualitative method phase, drawing on the existing literature to gain comprehensive definitions, concepts, indicators, and potential constructs related to this research field to build the survey instrument of a comprehensive IORP model, we applied qualitative method by conducting in-depth interviews to refine the survey instrument of constructs are validity and reliability validated scales. In this study to begin this process qualitative method, we used exploratory qualitative research as preliminary test to explore and understand the nature of AMP constructs and IORP (Zikmund and Fisher, 2009). To collect the valuable perspectives and experiences from the interviewees by conducting series in-depth interviews to obtain the object of study's opinions and interpret the perspectives on alliance management practice constructs and IORP in travel companies with their partners in tourism context, and to get more profound understanding of concepts of possible factors affect IORP.

Then, the interviewees were asked to evaluate the factors of AMP that we were used to explore whether alliance management practice components, which we identified in the literature, these factors are manifest in the context of travel firms in Vietnam or not. To achieve this objective, semi-structured interviews are used. We personally contacted prospective participants by telephone and email using personal contacts and references, the target population who participated in in-depth interviews, who were the managers, vice managers, sales managers of travel companies, these interviewees were selected based on their experience, knowledge, and expertise of the tourism industry, the role of the interviewees confirmed the factors of IORP and 48 dimensions of 8 constructs that were selected whether all of them are appropriate to apply to the alliance relationships between travel companies and their business partners in Vietnam. Face-to-face semi-structured interviews were conducted at interviewees' offices in Vietnam. The data saturation (Bougie & Sekaran, 2016) was reached at interview number 11 (reached a saturation point

in 5 interviews at interviewees' office, and 6 online interviews from telephone call, Zalo app). A total of 11 interviews with the senior managers and executives of travel companies were conducted in Vietnamese language, we stopped at number 11 because the researcher/we can not collect any new ideas from the interviewees, there were no new insights of factors of AMP and IORP, after 11 interviews, the researcher/we see that the responses were clearly aligned in each interview with the other, we received the similar responses were obtained from the interview number 9, then we conduced two more interviews that was number 10 and 11, they repeated the same ideas, concepts and similar issues and there were no new ideas emerged, so collecting data was saturation, then the researcher stop collecting any additional interviews, so the final sample size was 11 interviews, seeing that responses in each interview were clearly aligned with the others, we did not conduct additional interviews, each interview lasted 60 minutes to one hour thirty minutes, we used the structured questions (interview guide) for the interviews, and each interview were note main ideas and recorded by sound recorder with using smart phone (with permission from participants). In addition, the researcher promised anonymity of interviewees, and they were informed that the data was used only for the purposes of this study. The interviews were used Vietnamese language to make the interviewees feel comfortable in expressing their views, the interviews were collected from July to September 2019, and all the interviews were transcribed for key themes analysis (Fereday & Muir-Cochrane, 2006). Finally, we used thematic analysis method to analyze data in the qualitative study. Data was transcribed and transcripts were sent to participants for their review and confirmation of accuracy. Afterwards, each transcript was coded and analyzed by extracting raw data themes from each interview and identifying quotes relating to the common themes. We also applied researcher triangulation to ensure validity and trustworthiness of the research findings. Each researcher independently analyzed the data. Any disagreement was discussed until consensus met.

3.3. Quantitative Method

In phase two, we developed a questionnaire from the results of qualitative phase and all measurement scales from previous studies. As for IORP were measured 6 items adapted from prior studies (Mohr & Spekman, 1994; Palmatier et al., 2007; Medina-Munoz &

Garcia-Falcon, 2000), trust measurement 6 items were adopted from previous research (Medina-Munoz & Garcia-Falcon, 2000; González-Torres et al., 2021; Palmatier et al., 2007), commitment was measured 6 items based on prior studies (Morgan & Hunt,1994; Medina-Munoz & Garcia-Falcon, 2000; Palmatier et al., 2007; González-Torres et al., 2021; Pfajfar et al., 2022), Coordination was measured based on prior studies (Mohr & Spekman, 1994; Mariani, 2016; Medina-Munoz & Garcia-Falcon, 2000; González-Torres et al., 2021), communication and Participation were measured using 6 items for each factor adaped from previous studies (Mohr & Spekman, 1994; Medina-Munoz & Garcia-Falconn, 2000), Frequency of interactions were measured using 6 items from previous studies (Hall et al., 1977; Turker, 2014; Schmidt & Kochan, 1977), and Flexibility were measured using 6 items from previous studies (Heide & John, 1992; Dahistrom et al.,1996; Gibson et al., 2002). All constructs were measured using a five-point Likert-type scale, ranging from 1 - Strongly disagree to 5 - Strongly agree. Except for Frequency of interactions, we ask the question "How often does your company frequently interact with partners?" (Ranging from 1-not at all, 2- seldom, 3- sometimes, 4- often, 5-very often). We also included company located, years of company established, years of company cooperated with tourism sectors "partners", number of staff as demographic data of the survey respondents.

Before launching the survey, we conducted pre-tests by sending the questionnaire to the managers/vice managers of travel companies and academics in the fields to check the questionnaire. In the pre-tests, these participants were asked to help validate the questionnaire and evaluate if the survey questions were clearly understood or get any confusing words. After that, we selected the target population to answer the questionnaire, the criteria to choose based on, the travel companies must be in Vietnam and participated in IRs at least 1 year, we collect data based on two ways. First, the hard copy of questionnaires sent directly to the travel companies by the researcher. Second way, the survey links indirectly sent to respondents by email, Zalo app, Viber app, and online a self-administered questionnaire available through Google Form. Before sending questionnaire to the participants, we made a phone call and sent an email to invite the respondent to participate in this study (Aguirre-Urreta & Rönkkö, 2015; Henseler et al., 2016).

We collected data during the COVID-19 pandemic from December 2019 to April 2021, so we used the convenience sampling and snowball sampling technique (Brunt et al.,

2017; Hassan et al., 2019). Afterwards, we used a Partial Least Squares Structural Equation Modeling (PLS-SEM) to test these hypotheses. We utilized a PLS-SEM with using the version 3.0 of Smart-PLS software to conduct an empirical model testing hypothesis (Hair et al., 2019). The final 319 valid data were collected. There is two-step to test the hypotheses, first we test construct reliability and validity (EFA, CR, AVE, HTMT), then structural model analyzes by PLS-SEM were conducted to test the hypotheses and identify the causal relationship exist among latent variables. Finally, the findings are presented and discussed, from which managerial implications can be proposed. This study confirmed and tested an initial integrative. The findings of qualitative and quantitative were integrated at the final stage of this research (Creswell & Clark, 2017). Table 1 below illustrates the demographic characteristics of the sample in this study.

Table 1: Demographics of the participants (N = 319).

Measure	Items	Number	Percentage
Current position	Director of the company	28	8.8
	Deputy Director of the company	29	9.1
	Chief of sales, marketing, and market development department	61	19.1
	Deputy Chief of sales, marketing, and market development department	28	8.8
	Senior of sales, marketing, and market development department	173	54.2
Company location	Southern provinces of Vietnam	193	60.5
	Central region provinces of Vietnam	126	39.5
Age of company	Less than 2 years	30	9.4
	2–5 years	106	33.2
	5–10 years	120	37.6
	More than 10 years	63	19.8
Time cooperated	Less than 2 years	42	13.2
	2–5 years	121	37.9
	5–10 years	106	33.2
	More than 10 years	50	15.7
Company size	Less than 10 employees	114	35.7
	10–50 employees	160	50.1
	51–100 employees	19	6.0
	More than 100 employees	26	8.2

CHAPTER 4: RESEARCH FINDINGS

4.1. Qualitative research results

The researcher has identified components of AMP and IORP that are manifested in the travel companies based on the results from 11 in-depth interviews, the qualitative data were categorized on 8 themes and confirmed 7 factors of AMP and IORP with 48 dimensions. Themes emerged from this research is based on the illustration depicted in a conceptual framework in Figure 2.1. All interviewees have experienced in tourism field, and their companies have established in alliance relationships with accommodation, restaurants, transportation companies, tourist destination and so forth, these senior managers/ respondents were participated in carrying out the mutual objectives and have built a good relationship to make their business success. Overall, the respondents have a positive great perception of IORP (see Fig 4.1), they include inter-organizational trust, inter-organizational commitment, coordination, communication, participation, frequency of interactions, and flexibility toward the exchange relationships. The themes identified from the qualitative research and their relationships are described in Figure 4.1. That is a summary of insights from interviews of the Senior Managers of Travel Companies.

Coding categories	MainThemes	Aggregate constructs

• Be fully met our travel company expectations. • Improved our competitiveness. • Strengthened our strategic position. • Increased our domestic & abroad market share.	✓ Maintain the success of IRs. ✓ Use time to unfold the relationships. ✓ Increase total sales. ✓ Enhance tourism products. ✓ Yield bountiful copious meet our goals. ✓ Become more productive, develop quickly.	**IOR performance**
• Have a belief our partners to do something is true. • Mean not try to harm or trick each other, • Earn a belief based on past works/behaviour & experiences.	✓ Honest & sincere. ✓ Have a high integrity. ✓ Believe in competence of partners. ✓ Believe in the partners' values & experiences. ✓ Believe in the partners always do the right things. ✓ Believe in the partners' capability.	**Trust**
• Carry out duties & promise to support resources. • Manifested in a business to continue IRs. • Achieve our mutually benefits from carry out commitment to share	✓ Effort to maintain IRs. ✓ Intent to build a long-term IR. ✓ Have a great awareness of partners' loyalty & enthusiasm. ✓ Allocate sufficient resources. ✓ Try to enhance management & elaborate. ✓ Continue IRs.	**Commitment**
• Work together in an efficient & organized way. • Be the act of making parts of something. • Be the act of a group of people working together with a mutual goal.	✓ Activities are well-coordinated. ✓ Plan & schedule set out to build tourism products. ✓ Send guests to the partners. ✓ Often meetings & discussing. ✓ Support the partners. ✓ Partners willingness to support us.	**Coordination**

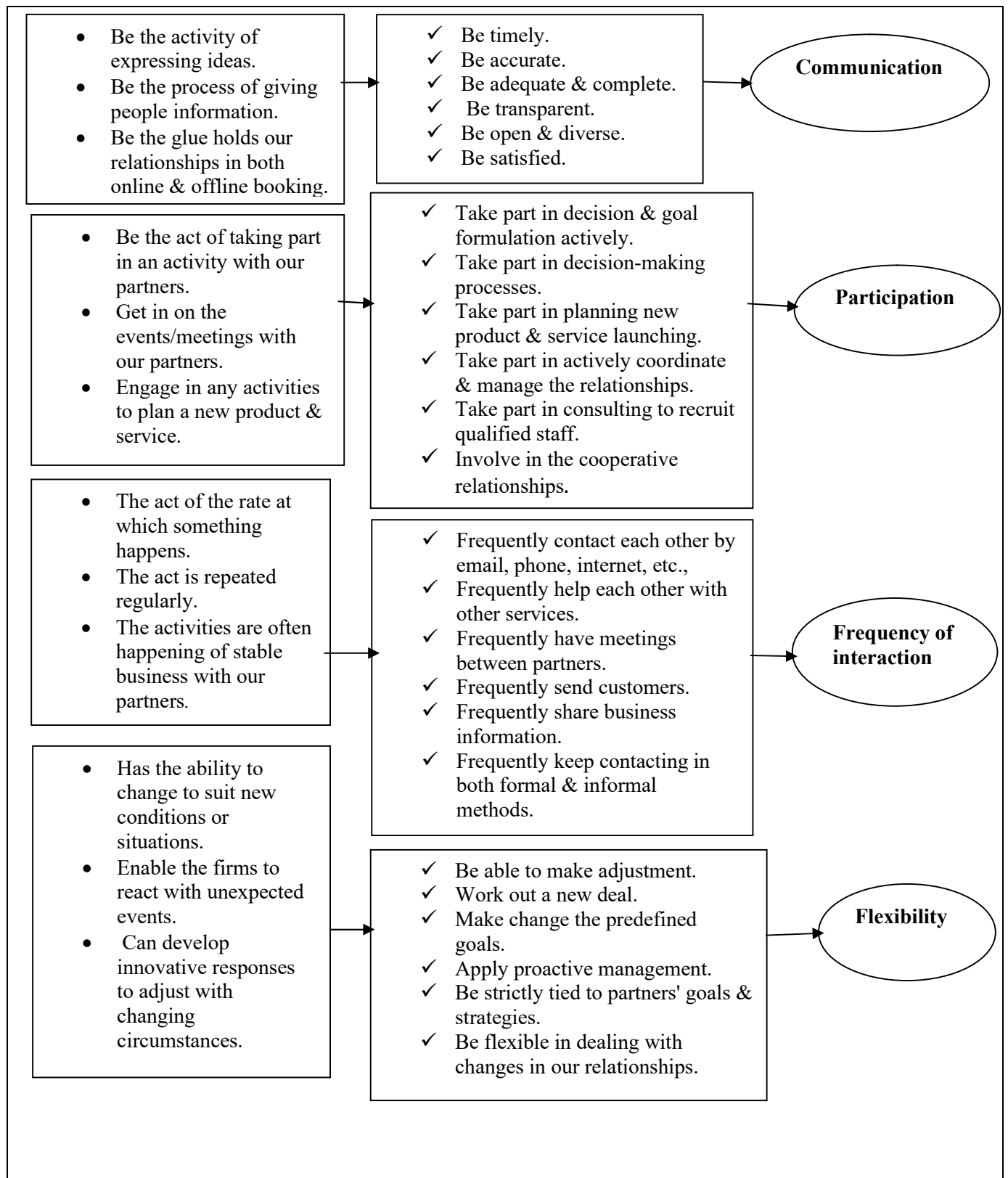| Be the activity of expressing ideas. • Be the process of giving people information. • Be the glue holds our relationships in both online & offline booking.	✓ Be timely. ✓ Be accurate. ✓ Be adequate & complete. ✓ Be transparent. ✓ Be open & diverse. ✓ Be satisfied.	**Communication**
• Be the act of taking part in an activity with our partners. • Get in on the events/meetings with our partners. • Engage in any activities to plan a new product & service.	✓ Take part in decision & goal formulation actively. ✓ Take part in decision-making processes. ✓ Take part in planning new product & service launching. ✓ Take part in actively coordinate & manage the relationships. ✓ Take part in consulting to recruit qualified staff. ✓ Involve in the cooperative relationships.	**Participation**
• The act of the rate at which something happens. • The act is repeated regularly. • The activities are often happening of stable business with our partners.	✓ Frequently contact each other by email, phone, internet, etc., ✓ Frequently help each other with other services. ✓ Frequently have meetings between partners. ✓ Frequently send customers. ✓ Frequently share business information. ✓ Frequently keep contacting in both formal & informal methods.	**Frequency of interaction**
• Has the ability to change to suit new conditions or situations. • Enable the firms to react with unexpected events. • Can develop innovative responses to adjust with changing circumstances.	✓ Be able to make adjustment. ✓ Work out a new deal. ✓ Make change the predefined goals. ✓ Apply proactive management. ✓ Be strictly tied to partners' goals & strategies. ✓ Be flexible in dealing with changes in our relationships.	**Flexibility**

Figure 4.1. Summary of Insights from Interviews of the Senior Managers of Travel Companies.

4.1.1. *Analysis the relationship between factors of AMP and IORP*

Second objectives of this study in a qualitative phase to identify why do the travel companies engage in IRs? (See Figure 4.2) Which factors of AMP drive IORP? The participants described reason to joint IRs and how strong is the impact of each factor of AMP on the IORP.

The results highlight the importance of tourism collaboration and found the reasons of forming the relationships and suggests management strategies. The travel companies engage in IRs because they want reduce costs, in line TCT, the travel companies entered IRs to minimize transaction costs when they interact together and increase the operative efficiency (Williamson, 1975). The travel companies founded alliances to achieve efficient, professional, and risk-sharing goals in an uncertain environment.
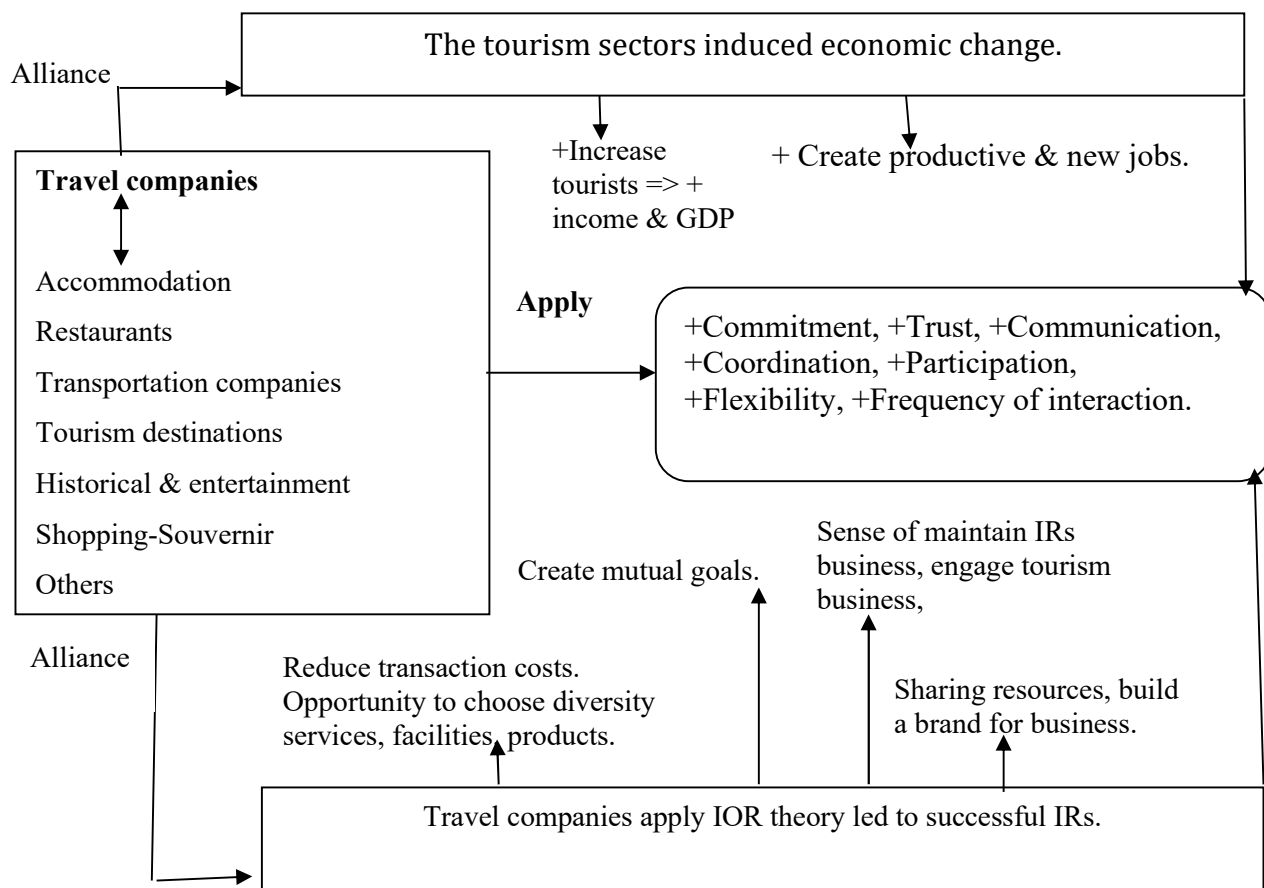
Figure 4.2.Travel companies and their providers engage in IRs.

4.2. Quantitative research results

4.2.1. Measurement models analysis

To measure all constructs of the research model, we analyzed the reliability and validity of the constructs. The first step was an evaluation of the reliability for the scales by using composite reliability (CR) may be a priority to measure the reliability. According to Hair et al. (2011), the CR should be equal to or more significant than 0.06 to be considered acceptable, and the results from Table 4.3 demonstrate that the composite reliability of all the constructs in this study ranged from 0.868 to 0.910, which is suitable with the suggestions by (Hair et al., 2011). Thus, the results indicated that all constructs in this study reflect the model of high levels of internal consistency reliability. The second step used the Average Variance Extracted (AVE) to evaluate the convergent validity and the divergent validity. At the level of the indices, based on the recommendation of (Fornell and Larcker, 1981), which provided the criteria and cross-loadings, the square root of the separate construct of AVE should be more significant than 0.5 that was acceptable at the level of convergent validity (Hair et al., 2011; Fornell and Larcker, 1981; Chin., 1988).In our study, the AVE were all above the 0.5 threshold, ranging from 0.626 to 0.689 (see Table 4.3) and were thus suitable with the rules of thumb for model evaluation by Hair et al. (2011). Thus, the findings confirmed that all constructs were an adequate model (Fornell and Larcker, 1981).

Table 4.3: Reliability and Validity

Constructs	Items	Factor Loadings	Cronbach Alpha	CR	AVE
Inter-organizational Relationship Performance (IORP)	4	0.753 0.786 0.816 0.875	0.822	0.883	0.654
Trust (TRUST)	4	0.778 0.827 0.832 0.861	0.843	0.895	0.681
Commitment (COMIT)	4	0.799 0.836 0.846	0.849	0.898	0.689

Construct	Items	Loadings			
Flexibility (FLEX)	4	0.838 0.781 0.807 0.774	0.821	0.882	0.651
Coordination (CORD)	6	0.863 0.806 0.731 0.708 0.811 0.827	0.880	0.909	0.626
Communication (COMU)	5	0.854 0.705 0.866 0.777 0.769	0.863	0.902	0.650
Participation (PART)	5	0.897 0.850 0.809 0.807 0.747	0.876	0.910	0.669
Frequency of interaction (FREQ)	4	0.871 0.788 0.763 0.771 0.833	0.798	0.868	0.623

CR: Composite Reliability; AVE: Average Variance Extracted.

As for discriminant validity, the square root of AVE of each latent variable should be greater than the correlations among the latent variables, which can be used to establish discriminant validity (Fornell & Larcker, 1981; Hair et al., 2011). The results of discriminant validity were ranged from 0.791 to 0.830 all items were suitable with all constructs (see Table 4.4). Table 4.4 presents the mean of factors of AMP and IORP, the largest mean score was IORP the highest evaluate points by 319 travel companies (mean = 3.799) in Vietnam. The flexibility was used in uncertain environments and was the second highest mean score rated by the travel companies (mean = 3.984). The commitment towards the relationship was also a high mean score rated by travel companies (mean = 3.971). The communication (mean = 3.889), trust (mean = 3.800), participation (mean =

3.799), frequency of interaction (mean = 3.840), coordination (mean = 3.780) that were high mean score and all meet the level of agreement from 319 travel companies. This finding was meaningful score in this study.

Table 4.4: Discriminant validity of Fornell and Larcker criteria results

	Mean	SD.	1	2	3	4	5	6	7	8
1. COMIT	3.971	0.601	**0.830**							
2. COMU	3.889	0.606	0.691	**0.806**						
3. CORD	3.780	0.619	0.704	0.739	**0.791**					
4. FLEX	3.984	0.561	0.633	0.695	0.710	**0.807**				
5. FREINTER	3.840	0.686	0.532	0.518	0.566	0.537	**0.789**			
6. IORP	3.992	0.595	0.774	0.678	0.721	0.628	0.604	**0.809**		
7. PART	3.799	0.634	0.688	0.683	0.774	0.734	0.508	0.640	**0.818**	
8. TRUST	3.800	0.635	0.693	0.687	0.679	0.618	0.500	0.697	0.681	**0.825**

Bold values represent the square root of AVEs.

4.2.2. *Structural model analysis*

To predict the power of the model was estimated the R^2 weight of endogenous constructs were valued "using the R^2 coefficient of determination". As Chin (2010) suggested that the endogenous constructs, were analyzed by the model, represented on the variance, the results of R square and Q square, the R^2 weight of IORP is 0.704, This indicated that the seven latent variables (trust, commitment, coordination, communication, participation, flexibility, frequency of interaction) in the structural model can be described as substantial that explain 70.4% of the variance in IORP. The R^2 weight of inter-organizational commitment is 0.626, this indicated that the five latent variables (communication, coordination, participation, flexibility, frequency of interaction) in the structural model can be described as substantial that explain 62.6% of the variance in inter-organizational commitment, and the R^2 weight of inter-organizational trust is 0.576, this indicated that the five latent variables (communication, coordination, participation, flexibility, frequency of interaction) in the structural model can be described as substantial that explain 57.6% of the variance in inter-organizational trust. In this study the results of R^2 are substantial and moderate respectively with suggestion by Hair et al. (2011). In this study the results of R^2 are substantial and moderate respectively with suggestion by Hair et al. (2011).

Another tool to measure the model fit is the predictive relevance of endogenous constructs evaluated utilizing the Q^2 measure (Geisser, 1975; Stone, 1974). To predict clarity indicators of hidden constructs based on cross-validated redundancy (Q^2 value), the Q^2 value was counted to determine the predictive relevance for the construct based on a blindfolding technique implemented in the partial least squares (PLS) technique. Regard to recommendations of Chin (2010) and Hair et al. (2011), the model shows the predictive relevance in the case the Q^2 value is bigger than zero for an endogenous variable to exhibit acceptable fit. In this study, the average cross-validated redundancy achieved 0.402 for commitment, 0.429 for IORP, and 0.366 for trust, which were higher than zero, so there was a high predictive relevance for commitment, IORP, and trust to exhibit adequate fit. Therefore, the results yielded the satisfaction of the model fit respectively with suggestion by Chin (2010) and Hair et al. (2011). The results of the PLS-SEM analysis shows in Figure 4.3.

Following is to test hypotheses, this research based on "non-parametric bootstrapping" was built by Hair et al. (2016), In this study, we use bootstrapping procedure with 2000 replications to test the structural model and at the level of confidence interval 95%, the critical t-values for a two-tailed test are larger than 1.96 and this value is acceptable (significance level = 5%, $p < 0.05$) (Gilani et al., 2016; Hair et al., 2011). Table 4.9 depicts the results of structural model.

Table 4.5 presents the results of testing hypothesis one, two, three, four (H1a-e, H2a-e, H3a-g, H4). To evaluate the direct effects of co-ordination, communication, flexibility, participation, and frequency of interaction on commitment, trust, and IORP.

Testing hypothesis one (H1a-e). To identify the relationship between factors of AMP (co-ordination, communication, flexibility, participation, and frequency of interaction) and commitment (now commitment play as an endogenous variable), three of the five factors of AMP (COMU, PART, CORD) have a positive and significant effect directly on commitment at the 95% confidence level from communication, coordination, and participation, the hypothesis 1: H1a; H1b; H1e were supported. However, the hypothesis H1c, H1d were not significant, therefore the hypotheses H1c, H1d were rejected. Following, Hypothesis 2 was tested the relationship between the factors of AMP and trust, and the results found that trust had a positive and directly affected by three

important factors at 96% and 99% confidence level from communication, coordination, and participation, the hypothesis 2: H2a; H2b, and H2e were supported. However, the hypothesis H2c, H2d were not significant, therefore, the H2c, H2d were rejected.

Then, Hypothesis 3 was tested the relationship between the factors of AMP and IORP, and the results found that IORP had a positive and directly affected by four important factors at 99% confidence level from commitment, coordination, trust, and frequency of interaction, the hypothesis 3: H3b; H3d; H3f; H3g were supported. However, except COMU, FLEX and PART didn't have any positive and significant effect on IORP, the hypothesis H3a; H3c; H3e were not significant, so they were rejected. In brief, there are 11 hypotheses were supported, and 7 hypotheses H1c, H1d, H2c, H2d, H3a; H3c; H3e were not supported (see Table 4.5 Path Coefficients and Hypothesis Testing- Direct effect on Commitment, Trust, IORP).

Regard to Hypothesis 4 was tested the relationship between TRUST and commitment, and the results found that COMIT had a positive and directly affected by TRUST at 99% confidence level from commitment.

Table 4.5: Path Coefficients & Hypothesis Testing- Direct effect on Commitment, Trust, IORP

Hypothesis	Path Relationship	Coefficient	T-value	P Values	Decision
H1a	COMU → COMIT	0.193	2.467	0.014*	Supported
H1b	CORD →COMIT	0.173	2.069	0.039*	Supported
H1c	FLEX → COMIT	0.043	0.597	0.551	Rejected
H1d	FREINTE→ COMIT	0.100	1.877	0.061	Rejected
H1e	PART → COMIT	0.165	2.467	0.014*	Supported
H2a	COMU →TRUST	0.306	4.657	0.000*	Supported
H2b	CORD → TRUST	0.160	2.073	0.038*	Supported
H2c	FLEX → TRUST	0.047	0.781	0.435	Rejected
H2d	FREINTER →TRUST	0.088	1.728	0.084	Rejected
H2e	PART → TRUST	0.269	3.342	0.001*	Supported
H3a	COMU → IORP	0.063	1.005	0.315	Rejected
H3b	CORD → IORP	0.205	2.592	0.010*	Supported
H3c	FLEX → IORP	0.037	0.618	0.536	Rejected
H3d	FREINTE→ IORP	0.171	3.928	0.000*	Supported
H3e	PART → IORP	-0.073	0.983	0.326	Rejected
H3f	TRUST → IORP	0.179	2.891	0.004*	Supported
H3g	COMIT → IORP	0.400	7.498	0.000*	Supported
H4	TRUST → COMIT	0.255	3.891	0.000*	Supported

Note: *P< 0.05

To find the effects along the path between the constructs and sum each of the indirect paths. A specific indirect effect, which evaluate the β on constructs through at least one additional mediating construct and estimate the relevance of significant relationship (Hair et al., 2017), were analysed using Smart-PLS software, and Table 4.6 presents the mediating role of trust and commitment (H5) from the specific indirect effects results analysed to check the interaction influence between the exogenous variables and the mediating variables.

To consider the role mediating of trust and commitment. In this study the Hypothesis 5 (H5-1a-e; H5-2a-e; H5-3a-e; H5-4a-e) were tested the role mediating of trust and commitment. First, the results in this study found that the mediating role effect of TRUST between commitment and factors of AMP, in our study found that H5-1a (COMU ->TRUST->COMIT) and H5-1e   (PART->TRUST->COMIT) commitment had a positive and indirect affected by two important factors at the 98% confidence level from communication, and participation through mediating TRUST, so the H5-1a and H5-1e are supported and TRUST is a partial mediates between AMP and COMIT. In addition, H5-1b, H5-1c, H5-1d are rejected, because flexibility, coordination, and frequency of interactions did not have an indirect impact on COMIT through TRUST.

Second, the results in this study found that the mediating role effect of commitment (COMIT) between factors of AMP and IORP, the findings showed that IORP had a positive and indirect affected by three important factors at the 97.8% confidence level from communication, coordination, and participation through mediating COMIT, so the H5-2a (COMU ->COMIT->IORP), H5-2b (CORD ->COMIT-> IORP); H5-2e (PART->COMIT->IORP) are supported and COMIT is a partial mediates between AMP and IORP. However, H5-2c and H5-2d were rejected because FLEX and FREINTER did not have an indirect impact on AMP and IORP.

Third, the results in this study found that the mediating role effect of trust (TRUST) between factors of AMP and IORP, the findings showed that IORP had a positive and indirect affected by three important factors at the 97.8% confidence level from communication, and participation through mediating TRUST, so the H5-3a (COMU->TRUST->IORP), H5-3e (PART->TRUST-> IORP) are supported, and TRUST is a

partial mediates between AMP and IORP. However, H5-3b, H5-3c, and H5-3d were rejected because CORD, FLEX and FREINTER did not have an indirect impact on AMP and IORP.

Finally, considering use in both trust and commitment to test the mediating role effect of TRUST and COMIT between IORP and factors of AMP, the findings showed that IORP had a positive and indirect affected by two important factors at the 99.6% confidence level from communication and participation through two mediating TRUST-COMIT at the same time, so the H5-4a (COMU->TRUST->COMIT->IORP), H5-4e (PART->TRUST ->COMIT-> IORP) are supported, it vealed that both TRUST-COMIT are a partial mediates between AMP and IORP. However, H5-4b, H5-4c, and H5-4d were rejected because CORD, FLEX and FREINTER did not have an indirect impact on AMP and IORP through both TRUST-COMIT.

Table 4.6: Indirect effect on Commitment, IORP

Hypothesis	Path Relationship	Coefficient	T-value	P-value	Decision
H5-1a	COMU → TRUST→ COMIT	0.078	3.147	0.002*	Supported
H5-1b	CORD →TRUST → COMIT	0.041	1.711	0.087	Rejected
H5-1c	FLEX → TRUST →COMIT	0.012	0.754	0.451	Rejected
H5-1d	FREINTER→TRUST→ COMIT	0.023	1.543	0.123	Rejected
H5-1e	PART → TRUST→ COMIT	0.069	2.411	0.016*	Supported
H5-2a	COMU → COMIT → IORP	0.077	2.295	0.022*	Supported
H5-2b	CORD → COMIT → IORP	0.069	2.113	0.035*	Supported
H5-2c	FLEX → COMIT→IORP	0.017	0.589	0.556	Rejected
H5-2d	FREINTER → COMIT→IORP	0.040	1.778	0.076	Rejected
H5-2e	PART → COMIT → IORP	0.066	2.228	0.026*	Supported
H5-3a	COMU → TRUST→ IORP	0.055	2.458	0.014*	Supported
H5-3b	CORD →TRUST → IORP	0.029	1.670	0.095	Rejected
H5-3c	FLEX → TRUST → IORP	0.008	0.693	0.488	Rejected
H5-3d	FREINTER → TRUST→ IORP	0.016	1.410	0.159	Rejected
H5-3e	PART → TRUST → IORP	0.048	2.166	0.030*	Supported

H5-4a	COMU→TRUST→COMIT→ IORP	0.031	2.880	0.004*	Supported
H5-4b	CORD→TRUST→COMIT→IORP	0.016	1.689	0.091	Rejected
H5-4c	FLEX→TRUST→COMIT→ IORP	0.005	0.741	0.459	Rejected
H5-4d	FREINTER→TRUST→COMIT→IORP	0.009	1.542	0.123	Rejected
H5-4e	PART→TRUST→COMIT→IORP	0.027	2.331	0.020*	Supported

Note: *P< .05
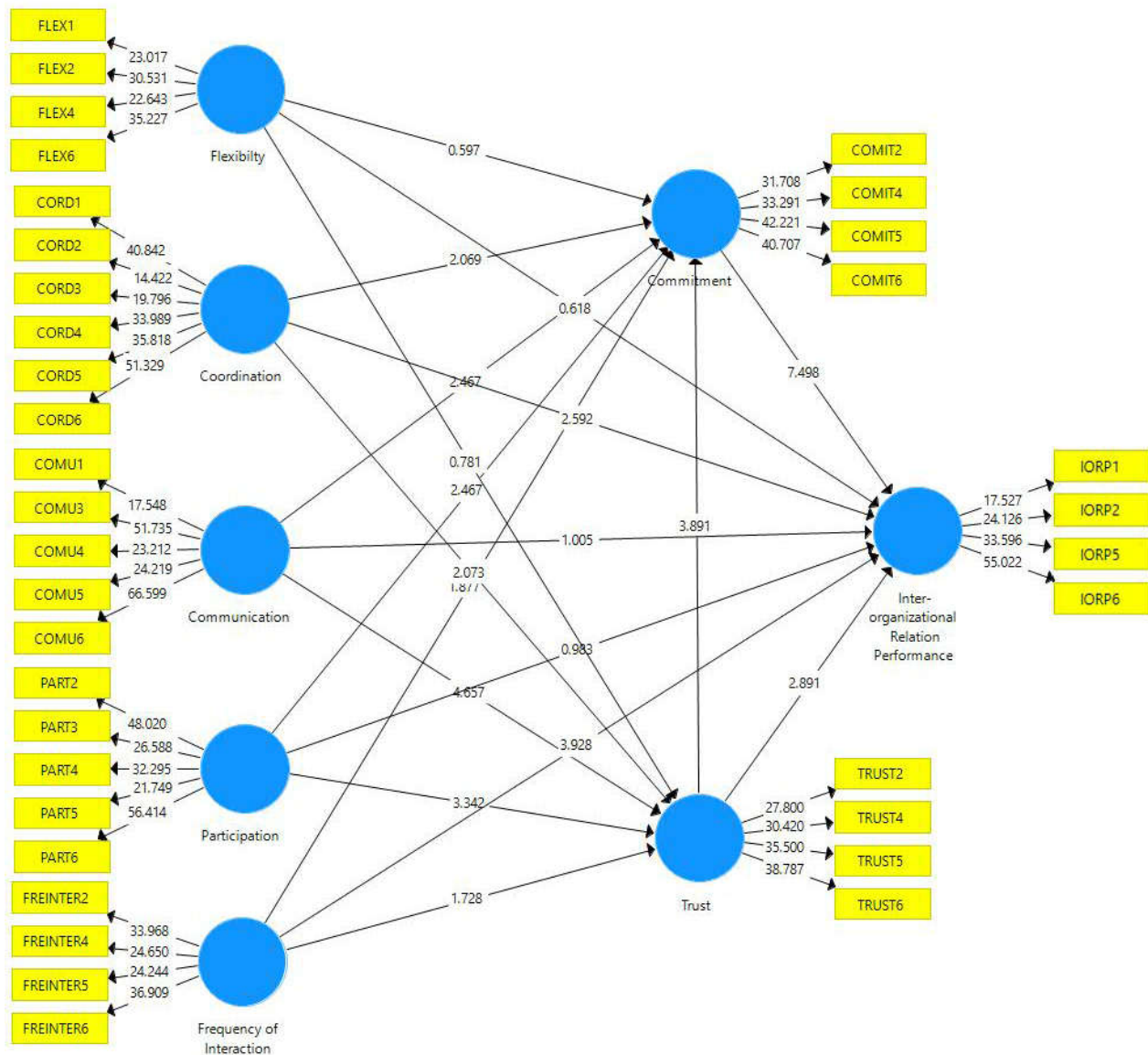
Figure 4.3: PLS bootstrapping-the results of structural model.

CHAPTER 5: DISCUSSION AND IMPLICATIONS

5.1.   Effects of factors of AMP on inter-organizational commitment (H1)

The first research question in this study sought to determine to what extent are the factors of AMP affect commitment toward the relationships? The results showed that among five exogenous of AMP have three exogenous (COMU, CORD, PART) significantly and directly affected commitment.

The first empirical result has confirmed that communication has directly affects on commitment toward the relationships, in line with RDT views the association between communication and commitment in IRs to seek to reduce uncertain environment, allocates resources efficiency, and control operation of physical resources by commitment to support from partners (e.g., cars, restaurants, and hotels, entertainment services). This finding was consistent with with previous studies (Morgan & Hunt,1994; Pfajfar et al., 2022; Turker, 2014; Palmatier et al., 2006; Pfeffer & Nowak, 1976), openly share information in business relationships (Pfajfar et al., 2022; Cote & Latham, 2006). However, in the study by Palmatier et al. (2007) communication was not significant and did not support the existence of direct effect of commitment.

The second empirical result found that coordination has a positive significant and direct effect of commitment toward the relationships, in line with the RDT explains the relationship between coordination and commitment at the level of organizations, which need to coordinate well to reach the commitment from other firms to support external resources (rooms, tickets, entertainment, food and beverage and so on) (Pfeffer & Salancik, 1978), the results are in line with the findings of previous empirical (Morgan & Hunt, 1994; Palmatier et al., 2006; Mariani, 2016; Okhuysen & Bechky, 2009; Lane et al., 2001; Dyer & Chu, 2003).

Another important finding was that a significant positive relationship and existed the direct effect of participation on commitment toward the relationship, the finding revealed that the original supposes hypothesized of a positive relationship between participation and commitment was supported and confirmed theories from previous studies (Driscoll, 1978; Dwyer & Oh, 1988) in Vietnam context are appropriated, in line with

RDT views the association between participation and commitment in IRs to joint planning, setting goals, participate decision-making process, expand diverse resources (Pfeffer & Nowak, 1976).

Surprisingly, in our study found that there was no positive direct effect of flexibility on commitment (De Jong & Woolthuis, 2008), as well as frequency of interaction and commitment of travel companies toward the IRs with their partners. The findings are in line with previous studies (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998) their results did not yield any valuable implications, it may be support for future research.The potential reason for the least effect of flexibility on commitment of travel companies, because the 319 respondents did not think that the extent to which partners are in response to requests for changing circumstances lead to commitment of travel companies toward the exchange relationships, they just carry out the tasks what established on the contracts, and they implement these responsibilities only. According to Palmatier et al. (2006), found that interaction frequency has notably smaller effects on commitment.

5.2.   Effects of factors of AMP on inter-organizational trust (H2)

This part discussed the second research question sought to determine to what extent are the factors of AMP affect trust toward the relationships? The results showed that among five exogenous of AMP have three exogenous (COMU, CORD, PART) significantly and directly affected trust.

The first empirical result has confirmed that communication has the largest positive impact on trust toward the relationships, in line with RDT views the association between communication and trust in IRs to be a glue to hold the exchange relationships in uncertain environment (Morgan & Hunt, 1994; Cote & Latham, 2006; Mohr & Nevin, 1990; Pfeffer & Salancik, 1978; Ali Shahzad et al., 2021).

The second result has confirmed that coordination had a positive significant impact on trust toward the relationships, in line with RDT views the association between coordination and trust in IRs to coordinate well in both formal and informal process by having plans and rules to work in IRs, having clearly objects and representations to know who is responsible for the tasks, roles of each partner, and routines to coordinate in IRs

(Mariani, 2016; Okhuysen & Bechky, 2009; Mazzarol et al., 2013), coordination with other partners to receive the special prices, be in a better position to resist efforts of suppliers to raise prices because the partners have high integrity and honesty. Following, participation had a positive significant impact on trust toward the relationships, in line with RDT views the association between participation and trust in IRs (Pfeffer & Salancik, 1978; Cheng et al., 2008; Kim & Oh, 2005; Turker, 2014; Pfajfar et al., 2022).

Supprisingly, flexibility, frequency of interaction did not significantly affect trust, the finding were in line with no testing (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998; De Jong & Woolthuis, 2008), so this result did not yield any valuable implications for this study in travel companies, it may be support for future research that can be more interesting than the research can choose other methods to explore these constructs, because further research may find a new perspective for looking at the flexibility and frequency of interaction in other field. Failure to support hypotheses is common in science, and it often serves as a starting point for new research.

5.3. Effects factors of AMP on inter-organizational organizational performance (H3)

To answer research question to what extent are the factors of AMP affect IORP? The results show that four of the seven exogenous variables (Commitment, Coordination, Trust, and Frequency of interaction) have a significant and direct effect on IORP, the findings were in line with previous studies (Pesamaa & Hair. 2008; Mavondo & Rodrigo, 2001). Commitment was proved to affect positively IORP between the travel companies and their business partners, the finding was supported and confirmed theories from previous studies (Mohr & Spekman, 1994; Medina-Muñoz & García-Falcón, 2000; Palmatier et al., 2006, 2007; Yang et al., 2019; Ashnai et al., 2016; Morgan & Hunt, 1994; Pfajfar et al., 2022) and applied it in Vietnam context is appropriated, in line with TCT views inter-organizational commitment lead to a higher market performance of the partnerships and allow to maintain a long- term schedule planning by alliance members, it reduced sunk costs such as the cost of exchange, the costs of monitoring, and the costs of managing transactions among firms, and the controlling costs (Williamson, 1975). Our results found commitment provided the largest set of significant roles in travel companies'

IORP when they thought that this effect occur when travel companies and their partners have a strong sense of loyalty and enthusiasm to the relationships, as well as they try to "deserves maximum effort to maintain the relationship" by being devoted energies to concerned contracts, definite coordinated attitudes, and more efforts must invest in this relationship (Morgan & Hunt, 1994; Pfajfar et al., 2022).

The second-most robust value directly affecting IORP is coordination, that was confirmed theories from previous studies (Mohr & Spekman, 1994; Johansson et al., 2016; Medina-Munoz & Garcia-Falcon, 2000; Palmatier et al., 2007; Jiang et al., 2011; Ashnai et al., 2016) and applied it in Vietnam context are appropriated, in line with RDT in line with RDT (Pfeffer and Salancik, 1978) views coordination as "related to boundary changes, boundary riders, boundary disputes, and reflects the set of tasks each party expects the other to perform".

The third-most robust value directly affecting IORP is Trust that provided the third largest significant effects of IORP, it supported and confirmed theories from previous studies (Mohr & Spekman, 1994; Morgan & Hunt 1994; Pfajfar et al., 2022) and applied it in Vietnam context are appropriated by this research finding, in line with TCT (Williamson, 1985) proved theories to explain the relationship between trust and IORP.

Finally, Frequency of interaction provided the four largest significant effects of IORP, it was supported and confirmed theories from previous studies (Turker, 2014; Hall, R. H., Clark et al., 1997; Hall, 2005; Gawrich, 2006; Palmatier et al., 2006) and applied it in Vietnam context are appropriated by this research finding, in line with TCT (Williamson, 1985) provides theories to explain the relationship between frequency of interaction and IORP.

What is surprising is that communication, flexibility, and participation did not significantly affect IORP. The potential reason for the insignificant effect of communication, flexibility, participation have not caused any effect on IORP between travel companies and their partners. However, our result was contrary to that of Aulakh et al. (1996), their study pointed out that flexibility is positively related to IORP, and flexibility enhances IORP in bilateral alliances (Gibson et al., 2002). Thereby, the travel companies less engage in IORP. Our findings also showed that communication did not affect IORP. However, our result was contrary to that of Mohr and Spekman (1994), their

study pointed out that communication behaviour have a positive significant impact of IR effectiveness. Recently, Murphy and Sashi (2018) have investigated communication to the relationships and defined as an important feature of successful relationship shaping procedure and determinant of results in doing business with partners by sending correct data to the receivers based on clearly information, timely, quality, adequate (Murphy & Sashi, 2018).Moreover, the results showed that participation was not proved to affect positively IORP between the travel companies and their business partners, our result was contrary to that of Mohr and Spekman (1994), the results did not yield any valuable implications for this study, it may be support for future research, and the failed hypothesis definitively open a door on further research to definitive knowledge of these factors are progress and useful for further research, failure leads to investigation and creativity in the pursuit of viable alternative hypotheses, a better theoretical or a more comprehensive models often arise out of the ashes of a failed hypothesis, th disproved hypothesis also contribute to do further studies with more rigorously attained evidence in the future with using a larger-scale, and use meta-analyses.

5.4.   Effects of trust on inter-organizational commitment (H4)

The research question num ber four in this study sought to determine to what extent do trust affect commitment toward the relationship between travel companies and their partners? TRUST was proved to affect positively commitment toward the relationship between travel companies and their business partners, in line with the findings of Palmatier et al. (2006, 2007) who confirmed that the influence trust by reducing uncertainty and serving as a cue to facilitate goals, trust has a strong impact on commitment, in line with TCT defined by Williamson (1975), minimizing the demand for extensive control procedures" (Birnberg, 2004; Morgan & Hunt, 1994; Pfajfar et al., 2022.

5.5.   The mediating role of trust and commitment (H5)

First, the role mediating variable of trust. This empirical study currently showed that trust can keep a function as a key mediating variable to connect between antecedent of AMP and commitment, the results are partly verified two of the five variables of AMP

(communication and participation) were completely supported, they were positive indirect effect on inter-organizational commitment through inter-organizational trust, in line with TCT (Williamson, 1985) and RDT (Salancik & Pfeffer, 1978). Many studies havd not examined the relationship between factors of AMP and commitment through trust (Mohr & Spekman, 1994; Palmatier et al., 2006; Jap & Ganesan, 2000; Moorman et al., 1993; Morgan & Hunt, 1994; Pfajfar et al., 2022). Although the data showed that two factors of AMP have indirect effect on commitment through trust, however, coordination, flexibility, frequency of interaction did not have indirect affect commitment. This was the first study to explore the mediating role of trust between factors of AMP and commitment in travel companies' context, trust partial mediated between factors of AMP and commitment. The hypotheses were failure to support that always is common in science, it is apportunity for futher research for a new exploration and interpretation for other fields, and this study is the first gave assumption of these hypotheses, so it often serves as a starting point for new research and may supports the researcher continue to study.

Second, the role mediating variable of commitment. The results of this study identified three of the five variables of AMP (communication, coordination, participation) were positive indirect effect on IORP through mediating commitment, the results are partly verified, and the most obvious finding shown that communication had the largest indirect effect on IORP through mediating commitment, it supported and confirmed theories from previous studies in Vietnam context are appropriated, in line with TCT (Williamson, 1985) and RDT (Salancik & Pfeffer, 1978) proved theories to explain the role of mediating variable of commitment, the theories views communication can increase the IORP when the members in IRs have carry out their tasks and ready to make a long-term commitment, the findings added to our confidence in the robustness of the mediating effects for three factors of AMP (communication, coordination, participation) on IORP through commitmen, we found empirical support for the previous studies untested assumption of all five factors of AMP (communication, coordination, participation, flexibility, and frequency of interaction) that indirect relationships in uncertainty environment (Morgan & Hunt, 1994; Pfajfar et al., 2022; Mohr & Spekman, 1994; Palmatier et al., 2006). This was the first study and tested these hypotheses in travel companies, the rate of the mediating effects of change in relationship AMP and lead to IORP based on the change of

commitment. However, flexibility, frequency of interaction did not have indirect affect IORP through commitment. The travel companies and their partners were displayed flexibility and frequency of interaction practices because they agreed that IRs fundamentally changed over time, the failure hypotheses of flexibility, frequency of interaction lead to investigation and creativity in the pursuit of applying these hypotheses and statistical analyses in another field. Better theoretical models often arise out of the ashes of a failed hypothesis, so further research does studies with more rigorously attained evidence by applying larger scales.

Third, the role mediating variable of trust impact of AMP constructs and IORP, trust partial mediated effects and confirmed that communication, participation contributed to IORP indirectly through trust, the results of this study identified two of the five variables of AMP (communication, participation) were significant and positive indirect effect on IORP through mediating trust. The most obvious finding revealed that communication had the largest indirect effect on IORP through mediating trust, it was supported and confirmed theories from previous studies in Vietnam context are appropriated by this research finding, in line with TCT (Williamson, 1985) and RDT (Salancik & Pfeffer, 1978) proved theories to explain the role of mediating variable of trust, the theories views communication can increase the IORP when the alliance relationships exist trust through inter-organizational comunication is accurate, transparent, and timely that confirmed the dimensions from previous studies (Morgan & Hunt, 1994; Pfajfar et al., 2022; Mohr & Spekman, 1994; Palmatier et al., 2006), these scholars untested the indirect effects of AMP factors and IORP through trust, this is the first study examined this relationships in travel companies'context. The findings added to our confidence in the robustness of the mediation effects for two factors of AMP (communication and participation) on IORP through trust, this is the unique study in alliance relationships between travel companies and tourism sectors. Trust partial mediated between communication, participation and IORP. However, the results reported that there were not the indirect effects of coordination, flexibility, frequency of interaction on IORP through mediating trust. One possible explanation is that the travel companies and their partner in collaboration considered that coordination, flexibility, frequency of interaction did not indirectly relate to

IORP. However, truthfully, it may emphasize coordination, flexibility, frequency of interaction mechanisms that can increase IORP through other factors.

Finally, to test the indirect effects of AMP factors on IORP through both mediating roles of trust-commitment, the findings proved that both trust and commitment partial mediated between AMP factors and IORP, the results reveal that two of the five variables of AMP (communication, participation) were significant and positive indirect effect on IORP through both mediating trust and commitment, it was supported and confirmed theories from previous studies in Vietnam context are appropriated by this research finding, in line with TCT (Williamson, 1985) and RDT (Salancik & Pfeffer, 1978). The findings also proved theories from previous studies (Morgan & Hunt, 1994; Palmatier et al., 2007; Ashnai et al., 2016; Yang et al., 2019) to explain the roles of mediating variable of trust and commitment in marketing field, in supply change management, the theories views communication can increase the IORP when the relationships have trust existing and commitment implement. The theories views participation can increase the IORP when the relationships have trust existing and commitment implement, in line with previous studies (Morgan & Hunt, 1994; Pfajfar et al., 2022; Palmatier et al., 2007). Contrary to expectations, we moved on to consider the indirect effects of performance of IRs, the mediation effect of coordination, flexibility, frequency of interaction and IORP through both mediating trust and commitment, this study did not find a significant difference between these factors, so these hypothese were not confirmed, the results remained inconclusive, as in previous studies untested two mediating trust and commitment run at the same time in IORP model (Morgan & Hunt ,1994; Pfajfar et al., 2022; Palmatier et al., 2007; Ashmai et al., 2016; Kang et al., 2018; Ashnai et al., 2016; Yang et al., 2019). Therefore, it needs further investigation the indirect effects of coordination, flexibility, and frequency of interaction in other fields.

5.6.   Research Contributions

5.7.1. *Theoretical Contributions*

The purpose of this study is to explore in existing literature of AMP factors and IORP model to find new factors to build a more comprehensive IORP model and test the

relationship between AMP factors and IORP in travel companies with their business partners, previous studies just explored direct impact on IORP and have not explore the indirect yet. Therefore, this study was conducted to fill this gap. This study has several theoretical contributions.

Firstly, from reviewing a large of literature we have gained 3 main constructs. The first group of constructs include factors of AMP (communication, coordination, participation, flexibility, frequency of interaction) play as the independent variables. Second group of constructs include trust and commitment play as the independent variables, mediating variables, dependent variables. The third group of constructs include IORP that play as dependent variable. Based on the previous studies offer some points to explore in-depth understanding concepts, definitions of IORP, trust, commitment, communication, coordination, participation directly affect IR success (Palmatier et al., 2007; Medina-Munoz & García-Falcón, 2000; Monczka et al., 1998; Mohr & Spekman, 1994).

Secondly, this study contributed to build a comprehensive theoretical model of the characteristics of IORP by adding two factors frequency of interaction and flexibility, and it confirmed frequency of interaction, it also provided an updated the theoretical bases of these variables from 1947 to 2022 from previous studies (Weber, 1947; Palmatier et al., 2007; Morgan & Hunt, 1994, Medina-Munoz & García-Falcón, 2000; Mohr & Spekman, 1994; Elche et al., 2018; Yang et al., 2019; Saukko et al., 2020; Pfajfar et al., 2022), this study updated the latest theories of IOR and AMP factors, including trust, commitment, communication, coordination, flexibility, frequency of interaction, participation. Since these factors represented a social issue and behaviour that occurred at different objectives' research, different times, places (e.g., western countries, in US, Spain) and on different fields. Therefore, this research responded to earlier calls for applying IORP theory in tourism industry in Vietnam with a relationship between travel companies and their partners, the antecedents of AMP, trust and commitment play as independent variable, mediation variable, and dependent variable to explore the IORP of travel companies engage in IRs with their partners were empirically studied.

Thirdly, this is the first study that provided new insights into the factors of AMP influence the performance of inter-organizational relationship through mediating trust and

commitment between travel companies and their partners (restaurants, accommodation, transportation companies, tourist destinations), because previous studies just explored the B2B relationships to explore a successful of IOR and was inconsistent results due to mediating factors that various studies have not clearly explored. Fourth, the contribution of this study used RDT and TCT are the lens of IORP model to analysis and test hypothesis that existence of default hypothesis is important helpful for theory testing, which sets this study apart from many recent empirical investigations that have framed from previous research (Mohr & Spekman, 1994; Medina-Munoz & García-Falcón, 2000; Gibson et al., 2002).

Finally, this study contributed to the stream of inter-organizational relationship research by determining the relationship between factors of AMP and trust, commitment, IORP. The findings of this study were potentially supported a more profound knowledge of effective IRs for managers of travel companies and other tourism sectors in Vietnam to foster higher trust and commitment to lead to IORP in their firms with their partners, it achieved the plausible, insightful, and relevant results in Vietnam tourism through highlighting the importance of tourism collaboration and found the reasons of forming the relationships and suggests management strategies.

5.7.2. Practical Contributions

The current study makes several practical contributions, the results from this study can be used by travel companies, as well as accommodations, restaurants, transportation companies, tourist attractions, shopping centers, practitioners, business owners, and other sectors in the alliance relationships. The findings suggest some different strategies to build IORP in this study.

Firstly, it emphasized the travel companies build inter-organizational communication, coordination, and participation among alliance relationships, which lead to inter-organizational commitment to increase total sales, share resources, sales growth, cooperation, benefit expectations, and the capability to implement the mutual objectives. It connected with information sharing and activities between travel companies and their business partners are strengthen IORP development.

Secondly, it emphasized to build alliance strategies based on inter-organizational communication and participation between travel companies and their business partners through inter-organizational trust to increase a high degree of harmony, trust their partner's decisions, competence, and abilities to fulfill agreements and promises to share resources and operational strategies. Implementing these activities between travel companies and their business partners build more robust IORP. Additionally, inter-organizational trust and commitment are the simultaneous processes that increase a high level of trust and commitment to control resources scarcity and operational strategies, which can both build a thriving cooperative strategy rely on IORP,

Thirdth, the COVID-19 pandemic has wholly crippled the tourism industry in Vietnam, this study provides the managers of tourist firms and sectors with some practical inter-organizational governance mechanisms to react positively under pressure from the crises caused by COVID-19 pandemic. All parties should coordinate more by delivering knowledge about sustainable development to all staff and partners, so they need to open courses to educate and train them on implementing sustainability and protecting the environment. In addition, the travel companies and tourism sectors should commit to implementing pay reasonable award salaries for staff and not using child labour or forced labour, the travel companies and their partners should improve local economic development by using the local services in destinations. They should consider frequent interaction and involvement with their partners and the local citizens to campaign for protecting the environment in destinations by donating money and facilities for the local people to protect the environment and conserve wildlife. In addition, the travel companies and tourism managers should propagandize that all staff and guests commit to saving energy and water, commit to balancing biodiversity, avoid increased pollution and waste by building environmental management systems in destinations, and use green products. The travel companies and their partners should restore travel confidence by working together to implement commitment priority "safe and clean" by protecting health and safety provisions for guests such as the restaurants and bars implementing a commitment to serving healthy food and not serve wild animal dishes. The rumor said that "the COVID-19 pandemic was appeared because of eating wild animal dishes". So, the tourism sectors also have a significant opportunity to drive change. It drives all tourism sectors to quickly

form exchange partnerships to work together and promote service systems by working at home, sending all information and documents by email, conducting meetings with partners carried out via Zoom, a virtual meeting software that improved staff efficiency, and making decisions quickly in the tourism sector.