

RESEARCH ARTICLE

STAKEHOLDER PERCEPTIONS OF TOURISM POLICY DEVELOPMENT IN VIETNAM: EVIDENCE FROM EXPERTS, COMMUNITIES, AND BUSINESSES

Quang Dang Le

Vietnam Institute of Culture, Arts, Sports and Tourism

Thuy Duyen Dang Thi

Corresponding, Banking Academy of Vietnam

Abstract : The community and businesses are increasingly involved in the development, promulgation, and implementation of tourism development policies, especially as tourism has become a key economic sector in many localities. We present survey data from 327 experts, community members, and businesses on tourism in Vietnam. The survey data was collected at tourist destinations in both the north and south. The survey dataset includes information on the main policies and priorities of tourism policies, the priority level of tourism investment policies for various sectors, the priority level of incentives and support policies for businesses and communities investing in tourism development, the development, promulgation, and implementation of tourism investment policies, and the development, promulgation, and implementation of tourism investment policies in each locality. From this, we examine the assessments of experts, community members, and businesses regarding tourism development policies over the past period. This article offers recommendations for governments, businesses, and the public on the development, enactment, and implementation of future tourism policies.

Keyword: Policy, Development, Tourism, Community, Stakeholder.

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Introduction

Vietnam's tourism industry has witnessed ups and downs in its development over the past 10 years. This period saw the industry reach its peak growth but also experienced a crisis due to the impact of the COVID-19 pandemic. Currently, the industry is entering a recovery and accelerated growth phase. In 2024, the country welcomed over 17,500,000 international visitors (a 38.9% increase compared to 2023, nearly reaching the recovery level of 2019 - before the pandemic); served approximately 110,000,000 domestic tourists (a 1.6% increase compared to 2023, exceeding the 2019 level); and total tourism revenue estimated at approximately VND 840,000 billion (a 23.8% increase compared to 2023, exceeding the 2019 level). The initial impact of these policies and guidelines has yielded positive results: the tourism infrastructure and technical facilities are becoming increasingly complete; many new tourism products have been developed, contributing to the diversification of Vietnam's tourism product system; many high-class, quality tourist areas and resorts have been invested in and developed, contributing to improving the quality and brand of Vietnamese tourism; investment in market development, tourism promotion, tourism human resource development, and the application of technology for smart tourism development is also receiving increasing attention throughout the industry and in localities.

However, alongside the positive achievements, tourism development investment in Vietnam also faces many limitations, difficulties, and challenges. To build and implement policies, leveraging the role of the community, businesses, and experts is essential. Research by (Bautista-Puig et al., 2024) emphasizes the role of the community in achieving development goals. With regard to sustainable development policies, public awareness and how the public can participate in policy implementation are highlighted. Research guiding the survey, based on the orientation, knowledge, and awareness of survey participants, points to certain trends (Ammann et al., 2025). With the current dataset, we aim to build upon this evidence and investigate the

assessments of experts, the community, and businesses regarding the development and implementation of tourism development policies. The data presented illustrate the roles of experts, communities, and businesses participating in the survey in stabilizing and improving the effectiveness of tourism policies in Vietnam.

2. Literature Review

2.1 Policies and directions for investment and tourism development in tourism development policy.

Tourism is a vulnerable and susceptible industry; its development is easily disrupted by instability and uncertainty in both domestic and international environments, which significantly hinders the development of high-quality tourism. Policy guidelines for tourism development, especially high-quality tourism, require careful consideration and in-depth research (W. Zhang et al., 2024). Policy guidelines should be geared towards linking tourism with the environment. This policy has a significant negative spillover effect on the ecotourism efficiency of surrounding areas (Ma et al., 2025). Strategic interventions include policy reforms, investment in rural infrastructure, and capacity building. Specific policies to enhance the impact of tourism (Sangnak, 2025). A sustainable balance between policy effectiveness, management experience, development scale, and investment is crucial. The increasing volume of policies, rather than clear objectives, promotes policy effectiveness. This underscores the need for goal-oriented policies and the strengthening of measures. The importance of interdisciplinary collaboration, improved coordination between departments, and diverse policies for optimal effectiveness is highlighted (Sun et al., 2024). Policies can significantly increase tourism performance. When assumptions about policy sustainability are loosened, results show that the impact of policies lags behind (Jin et al., 2022). Promoting tourism planning and policy towards greater presence, legitimacy, and importance in tourism research through greater critical engagement in tourism policy and public planning practices (Dredge & Jamal, 2015).

2.2 Priority levels of investment policies for tourism

Assessing the Impact of Programs and Projects on the Tourism Sector at the Local Level, including indicators, measures, and outcomes. The proposed assessment framework can be used by representatives of public organizations and agencies to effectively measure the impact of publicly funded programs on the tourism sector. In particular, local government agencies can apply the proposed approach toward sustainable tourism planning and development (Plzakova, 2022). Investment priorities and persistent barriers to tourism development policy, while considering the mediating role of community participation (Yar & Najeeb, 2025). The level of policy priority, impact on local economic growth, and tourism development potential. Evaluating the effectiveness of policies aimed at developing priority tourist destinations can shed light on both the achievements and limitations of past initiatives (Zakaria, 2024). The policy framework supports tourism growth and different policy perspectives and how they link and support tourism growth. Ways to integrate policies more closely between tourism and related policy sectors and propose new policy approaches to support tourism growth more effectively (Haxton, 2015). Analyzing the impact of investment on the development of the tourism and leisure industry (RTI), and conducting a comprehensive analysis to build a strategic development plan for this sector. This allows for the identification of different levels of priority: investment in tourism sector development is prioritized; which areas already have sufficient infrastructure; and finally, which areas require thorough analysis to develop tourism development strategies. This allows authorities at different levels to develop sound policies for the development of the tourism sector. Institutional development policies supported by good governance development programs are the best policies in the integrated scenario. Meanwhile, tourism development policies supported by the development of public infrastructure, tourism amenities, tourist attraction, marketing and promotion, and service quality are the best policies in the individual scenario (Nafiah & Akhmad, 2022). Tourism development resources and a list of the most important resources based on expert group consultations establish policy priorities (Pivčević et al., 2019).

2.3 The priority level of preferential policies and support for businesses and investing in tourism development

Evaluating the policy environment for community-based tourism is essential as it encompasses both policy planning and implementation. This evaluation helps stakeholders better understand the context in which policy priorities are implemented (Sutomo et al., 2024). The policy must have two objectives: maximizing the contribution of tourism resources that have proven to generate economic value and promoting sustainable tourism practices. The policy requires tourism businesses to prioritize and preserve cultural uniqueness and optimize the role of local communities. Policies designed to framework socially inclusive and ecologically sustainable tourism promote community-based tourism. Many factors contributing to the success or failure of community-based tourism initiatives need to be considered by national policies to ensure meaningful community participation (Yanes et al., 2019). Environmental policies can be both preventative and remedial by engaging all stakeholders from the tourism industry. Factors supporting sustainable tourism development include maintaining natural conditions as tourist attractions and supporting communities surrounding tourist destinations (Mujarni Baraq et al., 2025). Prioritization depends on perceived benefits, perceived costs, and community and business satisfaction. Perceived benefits are influenced by community satisfaction, trust in institutions, and power dynamics affecting tourism (Nunkoo & Ramkissoon, 2011).

2.4 The work of formulating, promulgating, and implementing policies for tourism investment and development.

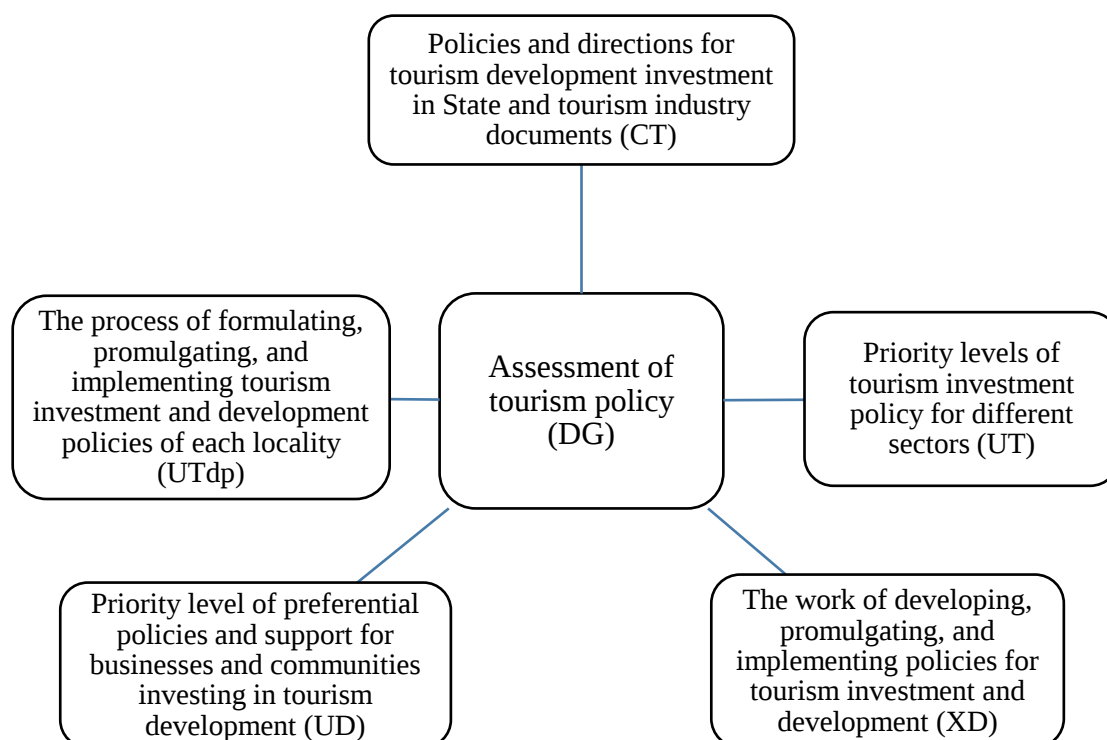
The macroeconomic and socio-economic environment; institutional mechanisms; and relationships between organizations and interest groups influence the development, promulgation, and implementation of tourism policies. Furthermore, identifying the role of each factor in the development and promulgation of tourism investment policies is a prerequisite (Wang & Ap, 2013). The factors determining the effectiveness of tourism development policies are primarily internal factors such as communication capacity and human resource capacity. Meanwhile, external factors include leadership capacity and conflicts of interest (M. Polontalo et al., 2023). Public policy, macro- and micro-environments, institutional mechanisms, inter-organizational relationships, inter-organizational coordination, and interest groups are the five factors that affect how tourism policies are implemented. Smart policies need to be developed, carefully planned and implemented, and income levels in target areas boosted to ensure sustainable policy implementation (F. Adel et al., 2014). External factors – competition, government policies, leadership, and finance – need to be considered more clearly. Therefore, an evidence-based policy should be developed through a stakeholder-based approach (Kusbandrijo et al., 2025). This demonstrates the capacity of the state and its subordinate agencies to meet the requirements of organizations, as well as their seriousness in receiving criticism and suggestions for improvement, forming the basis for enhanced management. These factors best explain the relationship between public policy management and tourism development (Zuñiga-Collazos et al., 2024).

2.5 The process of formulating, promulgating, and implementing tourism development investment policies in each locality.

In developing tourism policies, greater emphasis should be placed on a comprehensive approach from multiple levels and perspectives to achieve a win-win situation in terms of economics, culture, and the environment, ultimately creating more attractive, competitive, and sustainable tourist destinations (Ke, 2024). Tourism policies and plans can be effective in prioritizing tourism development, infrastructure development, intersectoral coordination and cooperation, human resource development and management, and environmental sustainability. The comprehensive coverage of all aspects of local tourism policy and planning and the effective implementation of policies and plans are also essential, requiring the effective mobilization and deployment of significant human and financial resources (Koerner et al., 2024). Governments play a role as owners and providers of infrastructure for tourism development and the operation of tourism businesses; The role of the government is to develop and enforce regulations to control tourism business activities; the role of the investment stimulus is to encourage tourism investment through the provision of financial incentives (HQ Zhang et al., 1999). Policies and planning in the context of local tourism vary. The value and purpose of policy frameworks and the roles of a range of agencies in planning and controlling tourism development are considered. Perspectives from the public, private, and non-profit sectors are examined, with particular emphasis on the organizations and structures that shape, direct, and disseminate policies and plans (Robinson et al., 2020). Tourism policymakers are aware of the challenges, the subsequent impacts on implemented policies, and the goals toward sustainability. Policies addressing environmental, technological, promotional, and human resource challenges have been enacted due to the climate change crisis, the COVID-19 pandemic, and the economic downturn. These policies aim not only at economic recovery but also contribute to the sustainable development of tourism, engaging key stakeholders and aligning with broader sustainability goals such as climate action and governance (Kuščer et al., 2024).

Based on a review of relevant literature and previous studies, we propose the research model shown in Figure 1:

Figure 1: Proposed research model



3. Data Description and methods

This data was collected through two survey rounds, receiving 327 valid responses:

+ Phase 1: Survey in Phu Quoc - An Giang (southern region), from November 1st to December 27th, 2025.

+ Phase 2: Survey in Lai Chau and Dien Bien (Northern region), from January 2nd to January 31st, 2026.

Analytical techniques include testing scale reliability using Cronbach's Alpha, exploratory factor analysis (EFA), and multiple regression analysis to test the relationship between independent and dependent variables. The research model considers five factors for evaluating tourism policy, including the following (Figure 1):

- (i) Tourism investment policies and development orientations in national and industry documents (CT)
- (ii) Priority level of tourism investment policies for different sectors (UT)
- (iii) The process of developing, promulgating, and implementing tourism investment and development policies (XD)
- (iv) Priority level of incentive and support policies for businesses and communities investing in tourism development (UD)
- (v) The process of developing, promulgating, and implementing tourism investment and development policies of each locality (UTdp)

The dependent variable is measured through a 5-point Likert scale assessment of stakeholders oriented towards the survey.

Data was collected through surveys coordinated by provincial tourism departments. Survey participants included experts, local communities, and tourism businesses (Table 1).

Table 1: Sample description (N = 327)

	frequency	%
Sex	150	45.9
Male	177	54.1
Female		
Education	18	5.5
Postdoctoral	55	16.8
Doctor	170	52.0
Master's degree	84	25.7
Bachelor		
Year of work	16	4.9
Under 5 years	54	16.5

5-10 years	53	16.2
10-15 years	82	25.1
15-20 years	59	18
20-25 years	45	13.8
25-30 years	18	5.5
Over 30 years		
Position		
Community	120	36.7
Businesses	98	30
Tourism professionals	109	33.3

The tourism professionals included in the survey were leaders, researchers, tourism educators, and journalists.. The sample structure, comprising Community (36.7%), Businesses (30.0%), and Tourism Experts (33.3%), reflects a stakeholder-based sampling approach in tourism policy research, where these three groups represent three perspectives: local communities, the business sector, and expert/management groups. The relatively balanced sample distribution reduces the risk of any single group dominating the results and aligns with the principle of stratified sampling to ensure representation of key subgroups in public policy and tourism research. Given that tourism policy is simultaneously influenced by community interests, market motivations, and governance capacity, gathering opinions from these three groups enhances data comprehensiveness and strengthens the interpretive value of the research findings (Boom et al., 2021).

Data were collected at tourist destinations in Northern and Southern Vietnam during the study period through questionnaire surveys. To minimize sampling bias, the study employed purposive sampling combined with stratification by geographical area and respondent groups, including experts, local community representatives, and tourism businesses. Before the official survey, the questionnaire was piloted to adjust its content and ensure the clarity of the questions. The total number of questionnaires distributed, the retrieval rate, and the number of valid questionnaires after data cleaning should be fully reported in the final draft. Furthermore, the study noted that distributing surveys through provincial tourism departments could create a certain degree of bias; therefore, the research team controlled this by diversifying the survey areas and respondents and cross-referencing information between groups to minimize the effects of convenience bias and selection bias.

Tourism development policies need to be widely disseminated and applied fairly to all target groups (Kaljonen et al., 2024). In the process of national digital transformation in general and tourism in Vietnam in particular, the issue of fairness needs to be considered at all points of policy intervention. Many policy support mechanisms are implemented, but are they effective? (Pless et al., 2020). The issuance and implementation of policies need to be monitored and evaluated through various channels (Santos & Coad, 2023).

Table 2: Research Content

Content	Describe	Based on	Policy formulation and implementation
Policies and directions for tourism development investment in State and tourism industry documents (CT)	The industry's development policies and directions are based on documents from competent authorities. These serve as a compass guiding development through different economic periods.	Laws of the host country	Vietnam's tourism development strategy to 2020, with a vision to 2030; Vietnam's overall tourism development plan to 2020, with a vision to 2030; the tourism infrastructure development target program for the period 2016-2020; the 2017 Tourism Law...
Priority levels of tourism investment policy for different sectors (UT)	Tourism development involves many areas requiring investment, thus necessitating numerous related policies. These policies prioritize different sectors. Are the contents of these policies accessible and fair to businesses?	(Kaljonen et al., 2024)	National target program for socio-economic development in ethnic minority and mountainous areas for the period 2021-2030; Rural tourism development program in the context of new rural development for the period 2021-2025 ; National target program on cultural development for the period

			2025-2035;...
Priority level of preferential policies and support for businesses and communities investing in tourism development (UD)	Establishing reasonable incentive mechanisms, enhancing the participation of stakeholders, and improving business operation techniques and management skills are crucial. A combination of policies to support tourism investment.	(Zeng & Mu, 2010) (Rogge & Johnstone, 2017)	- Corporate income tax incentives; tax exemptions, tax reductions, and other incentives as prescribed by the law on corporate income tax. - Exemption from import duties for goods imported to create fixed assets; and for raw materials, supplies, and components imported for production as prescribed by law. - Exemption or reduction of land use fees, land rent, land use tax, etc.
The work of developing, promulgating, and implementing policies for tourism investment and development (XD)	Engaging the public in the policy decision-making and implementation processes.	(Perlaviciute & Squintani, 2020)	
The process of formulating, promulgating, and implementing tourism investment and development policies of each locality (UTdp)	Opinions from experts, the community, and businesses on whether there is consensus in policy formulation and implementation, such as transparency, approach, and support.	(Spruijt et al., 2016)	- The National Assembly enacts laws. - The government issues decrees and resolutions . - The Prime Minister issued the decision . - The Minister issued the circular. - The provincial People's Council issues a resolution. - The provincial People's Committee issues the decision.

Part 1: Survey participant information

In this section, we focus on collecting personal information from experts, communities, and businesses participating in the survey, such as name, gender, educational level, year of study, job title, and workplace. Because the evaluation aims to improve ongoing investment policies in the future, we want this information from experts, communities, and businesses to ensure reliability. Naturally, all personal information is kept confidential. The results show that 327 respondents were willing to provide sufficient information and participate in the survey. The survey was sent to experts working at provincial departments of culture, sports, and tourism; researchers at tourism and geological institutes; university lecturers teaching tourism-related subjects; tourism and travel companies; and tourism journalists. With all 12 major questions encompassing 44 pieces of information to be explored, experts, the community, and businesses have provided almost complete answers to each piece of information.

Part 2: Central Government's Tourism Development Investment Policy

Part 2.1 Policies and directions for tourism development investment in Party, State, and tourism industry documents, as perceived by experts, the community, and businesses.

In this section, participants will answer questions regarding the completeness or incompleteness of Party documents, National Assembly documents, Government documents, Prime Minister's documents, and documents from the Ministry of Culture, Sports and Tourism concerning current tourism investment. The scoring scale ranges from 1 to 5 (1 indicates no relevant documents, while 5 indicates complete and comprehensive documents covering policy guidelines and implementation instructions). The average score from the survey results indicates that experts, the community, and businesses believe that tourism investment policies and directions are quite comprehensive. (Cronbach's $\alpha = 0.95$, $M = 4.4$, $SD = 0.5$).

Hypothesis H1: Policies and directions for tourism development investment in government and tourism industry documents are evaluated positively (CT).

Part 2.2: Assessment of the priority level of tourism investment policy in Vietnam for different sectors

In this section, survey participants answered questions about priorities in tourism investment policy with 10 areas including (1) Tourism infrastructure development (2) Tourism technical facilities development (3) Tourism product and service development (4) Tourism market development (5) Tourism promotion and advertising (6) Digital transformation and application of science and technology (7) Tourism human resource development (8) Resource conservation and environmental protection (9) Support for tourism investment businesses (10) Support for tourism communities . The scale is from 1 to 5 (from level 1 being very low priority to level 5 being very high priority in investment policy for those areas). The current average score of the survey results Mean = 3.3, showing that the priority level of tourism investment policy is not high, with priority given to all areas, but no clear priority was observed in any particular area during the survey period. (Cronbach's $\alpha = .91$, M = 3.3, SD = 0.8)

H2: The priority level of tourism investment policy for different sectors is rated positively (UT)

Part 2.3: Assessing the priority level of preferential policies and support for businesses and communities investing in tourism development.

In this section, survey participants answered questions about priorities in 7 tourism investment policies including (1) Incentives for land tax, land lease, and forest environment lease; (2) Incentives for corporate tax and business tax; (3) Incentives for bank loan interest rates; (4) Incentives for electricity, water, and telecommunications service prices ; (5) Support for digital transformation and innovation; (6) Support for communication and promotion; (7) Support for training and human resource development . The scale is from 1 to 5 (from level 1 being very low incentives to level 5 being very high incentives in investment policies for those sectors). The current average score of the survey results shows that the level of incentives of tourism investment policies for businesses and communities, as assessed by experts, communities, and businesses, is average. The policies show support, but no policy has been found to provide the most clear support during the survey period. (Cronbach's $\alpha = .928$, M = 3.1, SD = 0.7).

Hypothesis H3: The priority level of preferential policies and support for businesses and investment communities in tourism development (UD) is assessed positively.

Part 2.4: Assessment of factors influencing the development and promulgation of tourism investment policies.

In this section, survey participants answer questions about factors influencing the development and promulgation of investment policies including (1) Central Government guidelines and directions (2) Authority to issue policies (3) Competence of advisory staff (4) Interdisciplinary nature of the tourism industry (5) Policy and legal overlap (6) Administrative procedures for policy development (7) Domestic and international context . The scale is from 1 to 5 (from level 1, very low influence, to level 5, very high influence in investment policies for those sectors). The current average score of the survey results shows that these factors do not have a high influence. (Cronbach's $\alpha = 0.83$, M = 3.78, SD = 0.6).

Hypothesis H4: The process of formulating, enacting, and implementing tourism development investment policies (XD) is evaluated positively.

Part 3 :Local-level tourism development investment policy

In this section, survey participants answer questions about the development and implementation of tourism investment policies at the provincial level and the execution of central government tourism investment policies at the provincial level. The scoring scale ranges from 1 to 5 (from 1 being very poor to 5 being very good).

The section asking about the priority level of local tourism development investment policies for different sectors will be similar to Part 3. The current average score of the survey results shows that these factors do not have a high influence. (Cronbach's $\alpha = 0.92$, M = 3.5, SD = 0.7).

Hypothesis H5: The work of formulating, promulgating, and implementing tourism investment development policies of each locality (UTdp) is evaluated positively.

4. Results and discussion

The reliability of a scale is the degree to which the measures of a model are consistent. According to Cronbach's Alpha results, the independent variables are: Policies and orientations for tourism development investment in Party, State, and tourism industry documents; the level of priority of tourism investment policies for various sectors; the level of priority of preferential policies and support for businesses and communities investing in tourism development; the work of developing, promulgating, and implementing tourism development investment policies; and the work of developing, promulgating, and implementing tourism development investment policies at the local level. All coefficients of Cronbach's Alpha are > 0.6 , indicating that the scale is suitable for exploratory factor analysis (EFA) in the subsequent analysis (Table 3).

Table 3: Reliability of variables

Independent variables	Number of observed variables	Correlation coefficient of the sum of the variables	Cronbach's Alpha coefficient
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Policies and directions for tourism development investment in State and tourism industry documents (CT)	5	0.925-0.965	0.95
Priority levels of tourism investment policy for different sectors (UT)	10	0.899-0.913	0.91
Priority level of preferential policies and support for businesses and communities investing in tourism development (UD)	7	0.906-0.929	0.928
The work of developing, promulgating, and implementing policies for tourism investment and development (XD)	7	0.796-0.831	0.83
The process of formulating, promulgating, and implementing tourism investment and development policies of each locality (UTdp)	10	0.913-0.92	0.92

Source: Regression results from SPSS

However, from the rotated matrix results, variables UT1, UTdp1, and UTdp3 will be eliminated. Variable UTdp3 appears in both Component 1 and Component 9, violating the discriminant property in the rotated matrix with loading coefficients of 0.718 and 0.514, respectively. Variable UT1 appears in both Component 2 and Component 8, violating the discriminant property in the rotated matrix with loading coefficients of 0.554 and 0.658, respectively. Variable UTdp1 appears in both Component 1 and Component 8, violating the discriminant property in the rotated matrix with loading coefficients of 0.583 and 0.613, respectively. (Table 4)

Table 4: Rotated Component Matrix ^a

	Component						
	1	2	3	4	5	6	7
UTdp7	.836						
UTdp10	.787						
UTdp8	.757						
UTdp9	.727						
UTdp4	.726						
UTdp6	.695						
UTdp5	.656						
UTdp2	.613						
UD2		.879					
UD3		.879					
UD4		.751					
UD1		.741					
UD6		.674					
UD5		.548					
UD7		.518					
UT4			.864				
UT5			.852				
UT3			.821				
UT7			.712				
UT8			.670				
UT6			.570				
UT9			.524				
CT3				.937			
CT2				.930			
CT4				.923			
CT5				.851			
CT1				.779			
XD5					.815		
XD6					.743		
XD7					.683		
XD4					.646		
XD2						.783	
XD3						.758	

XD1						.745	
UT2							.742
UT10							.543

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Exploratory Factor Analysis (EFA)

For the dependent variable, EFA analysis for a factor analysis showed that the KMO value was 0.557, falling within the range of 0.5 to 1, satisfying the fit of factor analysis. The extracted cumulative variance was 50.250% and greater than 50%, and the factors qualified with eigenvalues of 1.507 and greater than 1. (Table 5)

Table 5: EFA Analysis

	Dependent variable	Value
1	KMO	0.557
2	Cumulative variance	50.25%
3	Eigenvalue coefficient	1.507

Test the hypothesis and discuss.

The regression model results show that the adjusted R-Square is 0.326. This can be explained as follows: CT, UT, UD, XD, and UTdp (independent variables) selected for use in the research model explain 32.6% of the community's evaluation of tourism development policies (dependent variable) (Table 6). The results show that the current model explains 32.6% of the variation in the evaluation of tourism policy (DG) among experts, communities, and businesses. This implies that the variables CT, UT, XD, UD, and UTdp play a certain role in reflecting the perceptions and evaluations of stakeholders regarding tourism policy. In other words, the factors included in the model have reflected a significant part of tourism policy practice, but many other factors outside the model still influence DG.

Table 6: Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.580 ^a	0.337	0.326	0.26582	1.985

a. Predictors: (Constant), UTdp, CT, UT, XD, UD

b. Dependent Variable: DG

To check for first-order serial autocorrelation between the independent and dependent variables, the study used the Durbin-Watson test. A Durbin-Watson coefficient of 1.985 is considered appropriate (coefficients between 1.5 and 2.5 indicate no autocorrelation). (Table 7)

Table 7: ANOVA Test

Model		Sum of Squares	df	Mean Sea	F	Sig.
1	Regression	11.511	5	2.302	32.580	.000 ^b
	Residual	22.682	321	.071		
	Total	34.192	326			

a. Dependent Variable: DG

b. Predictors: (Constant), UTdp, CT, UT, XD, UD

The F-test significance level is $0.00 < 0.05$, indicating that the multiple linear regression model fits the dataset and is usable. (Table 8)

Table 8: Results of multiple linear regression analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1,278	.169		7,547	.000		
	CT	.248	.036	.349	6,892	.000	.807	1.239
	UD	.026	.033	.052	.806	.042	.495	2.021
	XD	.091	.037	.141	2.478	.014	.635	1.574
	UT	.095	.031	.169	3.073	.002	.680	1.470
	UTdp	.042	.032	.078	1.327	.018	.599	1.669

a. Dependent Variable: DG

Table 7 shows that the orientation and direction of tourism development investment have the most positive impact on community evaluation of tourism policies (H1). This is consistent with the reality in Vietnamese localities, especially now that local mergers have just been completed; tourism development needs

proper orientation and direction from the outset (Thắng et al., 2025). From there, the issuance and implementation of new policies will shape tourism activities for local communities (Vũ, 2025). Policymakers, businesses, and communities affected by tourism development policies all desire guidance from the government. This result is consistent with (Wanner et al., 2020). (Plzakova, 2022), workers' decisions to work depend on significant changes in wages, bonuses, and benefits within the industry.

The priority level of tourism investment policies compared to other sectors is a positive factor in the community's assessment of tourism policies (H2). This result is consistent with current practices in localities. Tourism investment policies are being implemented by the government, such as tax support, development of tourism training, prioritizing tourism infrastructure, etc. However, each locality and each tourist destination have different priorities in each sector and at each stage (Đông, 2026). Therefore, the priority level of tourism compared to other sectors or fields is also a concern of the community when evaluating tourism development policies. This result is consistent with the research of (Koerner et al., 2024) and focusing policies solely on tourism investment is insufficient without parallel sectoral policies.

The development, promulgation, and implementation of tourism investment and development policies are the next positive factors in the community's assessment of tourism policies (H4). For tourism investment and development policies to be effective, their development, promulgation, and implementation must be clear and practical. In fact, in many localities in Vietnam, communities and businesses have participated in monitoring state management activities in tourism, tourism planning, product development, diversification of tourism types, improving the quality of services... (Giang, 2025). This result is consistent with the studies of (Thetsane, 2019), and they even want to participate in the tourism policy planning process so that those policies are aligned with local needs and concerns.

Local policies on tourism development also impact community-based tourism policy evaluations (H5). Each locality in Vietnam has its own unique geological, climatic, historical, and cultural characteristics, so the tourism policies of each province, region, and sub-region are issued and receive significant attention from businesses, communities, and experts (Anh & Bình, 2022). This result is consistent with studies by (Santhyasa et al., 2020). Furthermore, incentive policies supporting businesses and communities investing in tourism development are also identified as having a positive impact in the model. Travel businesses and communities involved in tourism development always face many difficulties such as pandemics and natural disasters. Policy support is always of interest to the community (Amosov & Ashinova, 2021). However, in some of the surveyed localities, the ratings were not high, suggesting that government support policies may need to be more practical, diverse, and timely.

This result is reasonable in the context of policy evaluation, as respondents' perceptions often depend not only on the content of the policy document or the level of investment priority but also on many other factors such as the effectiveness of actual implementation, local socio-economic conditions, state management capacity, the level of coordination among stakeholders, and the direct experience of businesses and communities in accessing the policy. Therefore, the remaining 67.4% of the DG variation can be considered as due to factors not included in the model or due to random errors in the survey process. The adjusted R-Square of 0.326 indicates that the model has acceptable explanatory significance for a social and public policy study, where the phenomenon under study is complex and difficult to measure entirely with a finite number of observed variables. This also suggests that the variables CT, UT, XD, UD, and UTdp are important components that need to be continuously considered when evaluating tourism policies, especially in the context of tourism development increasingly linked to the participation of businesses and communities at the local level.

In practice, this result shows that to improve the quality of evaluation and effectiveness of tourism policies, one should not only focus on issuing documents or determining investment priorities but also simultaneously improve the process of policy development, dissemination, and implementation at both the national and local levels. In other words, the model explains that tourism policies have a multidimensional structure, so policy improvement requires a synchronized approach, with coordination between orientation, resources, incentive mechanisms, and organizational implementation capacity.

5. Conclusion and Recommendations

While tourism investment represents a turning point in the economic development of localities, does the investment policy for tourism development achieve the desired results of the government, the expectations of businesses, and the community? The community and businesses have many concerns when transitioning to tourism-related careers, grappling with new professions and fields such as income, employment, and policies. The guidelines and policies for tourism development need clear, long-term, and stable direction to reassure businesses and the community. Furthermore, preferential policies and support for tourism development need to be regularly reviewed, closely reflecting the actual situation, and timely decisions should be made. The research results can serve the interests of the community, the government, and businesses. Businesses and citizens can participate in policy development and evaluation. They need to understand the policies and guidelines to develop their careers and focus their investments. The government can refer to these findings to formulate more practical and timely policies. The process of policy formulation, promulgation, and implementation is becoming

closer to the local community and businesses. Research evaluating tourism development policies is conducted through criteria such as the following: Investment orientation and direction for tourism development; Priority level of tourism investment policies for various sectors; Priority level of incentive and support policies for businesses and communities investing in tourism development; The process of formulating, promulgating, and implementing tourism development investment policies and the impact of these policies in different localities, with varying results related to the time spent contributing to tourism activities and the workload involved in the survey. Further investigation and surveys are needed in the central provinces. The questionnaire used for self-assessment of tourism development policies may contain some skewed results.

Limitations: The research data focuses only on the northern and southern regions of Vietnam, excluding the central region. In the future, expanding to the central region could diversify the database, allowing for the processing of additional explanatory factors for the remaining 67.4% of DG variability.

Contribution Statement

Duyen: Conceptualization, Methodology, Software, Validation, Writing- Reviewing and Editing. **Quang Dang:** Data curation, Writing, Original draft preparation, Visualization, Investigation, Supervision.

Conflict of Interest

The authors declare no conflict of interest associated with the publication of this manuscript.

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