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THE KEY ELEMENTS IMPACTING EMPLOYEE ENGAGEMENT

– CASE COMPANY: PHONG VU VIETNAM



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Abstract

The main objective of this thesis is to identify some key elements which have an important impact on employee engagement. Then, the company can consider these elements in order to successfully develop their human resource strategy. Also, the researcher provides the definition of Human Resources Management, Employee Engagement, as well as elements of employee engagement and other related theories. Therefore, it is essential to consider existing knowledge on what employee engagement is about. In order to make this research be more applicable, we use a case company. The key elements in impacting on employee engagement are within the scope of research as well as suggestions in developing and maintaining strategies of employee engagement. Additionally, this research will also concentrate on answering these research questions:

- I. What are the key elements in developing and maintaining employee engagement?
- II. What potential solutions will improve employee engagement at PHONG VU company?

In order to make this thesis be practical, the author employs quantitative method and single linear regression model to analyze the data of case company. By this method, the outcome is important to indicate the influence among elements of employee engagement. Additionally, the thesis also provides three types of engagement and the relationship between the key elements and these types of engagement. Then, sustainable strategies of human resources will be considered to help the company gain some benefits.

KEYWORDS:

Employee engagement, Human resource management, employee engagement.

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I. INTRODUCTION

1.1 Research Motivation

Over the past few decades, it is undeniable that Human Resource Management always plays a crucial role in formatting and developing in all companies (Sands, 2020). Given the highly competitive market, attracting potential employees and keeping talented people are the key to achieve company success. Thus, the improvement of Human Resource Management policies is a priority in the sustainable strategy of most companies, acting as a catalyst to foster company growth.

The researcher would like to emphasize the role of Human Resource Management in saving budget for the organization. According to the report on employee engagement (Solar, 2019), the US loses approximately \$11 billion on employee turnover annually. The company budget is wasted a lot during the recruitment process. As the research mentioned, companies with engaged employees outperform those without by up to 202%. Thus, most companies are implementing more new ideas relating to employee engagement to improve a good performance at the organization.

Especially, employee engagement is one of important roles of Human Resource Management. Not only does it affect to the productivity, but it also attracts and retains talented employees for the organization. However, how to maintain engagement for a long time that is a big issue for managers and the organization. As Gallup research (Solis, n.d.), the data is revealed in late 2013, with 13% of employees around the world are actively at work, and more than twice that number are completely disengaged, toxic, and at risk of spreading negativity to others. Besides, if the organization cannot ensure elements which directly impact to employee engagement, they are easily find other positions with diversity of benefits. According to research by Glassdoor in 2016 (Why is Employee Engagement So Important?, 2016), it is reported 53% of employees are confident that they are able to seek a comparable position within six months. The competition of top talent in the society is fierce. There are various factors which directly affect to engaged workforce. Thus, my thesis purpose is aiming to research existed elements which precisely affect employee engagement in the organization. In addition, my research also suggests potential solutions to develop and improve the sustainable strategy for employee engagement in the future.

1.2 Purpose and Research Objectives

The thesis's goal is aiming to find the key elements which directly impact on the employee engagement at PHONG VU company. Then, PHONG VU will have a deep insight as well as diversity of different aspects relating to the issues of employee engagement. Besides, I would like to suggest suitable solutions for PHONG VU company to improve and maintain employee engagement basing on the literature theory and the result of data analysis.

Currently, Vietnam has been a developing country with the explosive growth of small and medium enterprises. Employee engagement is a hot phenomenon realistically for new plans in growing up to become a big company or the leading group in internal and external markets (Dutta, 2020). I do believe that PHONG VU will have specific approaches with employee engagement strategy through the study.

My research objectives:

- I. What are the key elements in developing and maintaining employee engagement?
- II. What potential solutions will improve employee engagement at PHONG VU company?

1.3 Thesis Structure

The thesis comprises 6 main chapters.

Chapter 1: The study provides a background introduction and motivations from the researcher in selecting the topic. Additionally, the case company information will be given. *PHONG VU VIETNAM* presented with basic figures.

Chapter 2: The study contains some theory relating to the thesis. It includes definitions about employee engagement, human resources management, the key elements of engaged employee and other theory paradigms.

Chapter 3: it is research methodology which describes how I collect data.

Chapter 4: The study will give results as well as data analysis basing on research methodology.

Chapter 5: Suggestion and conclusion will be given by the researcher to help the case of company improve employee engagement. Moreover, the research questions will be answered and discussed.

1.4 Case Company: PHONG VU VIETNAM

PHONG VU VIETNAM is originally a computer store. They were founded in 1997 and well-known as a reputable retailer in Vietnam. They specialize in trading technology products, game equipment, computer, office equipment, high-tech device from many famous brands in the world such as Asus, Dell, Acer, Hp, Lenovo, AMD, MSI, LG, Intel, Apple, Samsung, MicroByte, Logitech, NVIDIA, Kingston, KB Vision, Xiaomi, JBL, Bose, Sony, Microlab, Razer, etc. After 23 years of development, PHONG VU is continually aiming to one-stop solution in trading computer and other modern technology gadgets and high-quality services. (<https://help.phongvu.vn/>)

PHONG VU is awarded top 10 retailers in Vietnam, the top favorite brands in southern of Vietnam and the best retailer with high-tech cooperation from the well-known brands in the world such as Microsoft, Dell, Asus, Acer, Lenovo, MSI, Samsung, LG, WD, Intel, AMD, ect. (Trung, 2020).

To ensure sustainable development in the future, PHONG VU significantly considers human resources as playing a crucial role in expanding and maintaining market share. In this research, the researcher is concentrating on employee engagement of Human Resource Management to emphasize how important engaged employees are. Currently, there are approximately 200 employees working at PHONG VU with different positions such as managers/seniors, leaders/supervisors, and officers. Besides, the researcher had an interview with several people who are working in human resource department to confirm the circumstance that many people come and quit job regularly. Then, the researcher has a huge motivation to do the thesis. Consequently, PHONG VU can have a comprehensive insight with their engaged staff as well as new employees. Also, they realistically accumulate information to boost their human sustainable strategies in the future.

II. LITERATURE REVIEW

2.1 What is Human Resource Management?

2.1.1 Definition

Simply, Human Resource Management (HRM) is inclusive of all functions relating to organizational resources development, recruitment, training, maintaining and service compensation in tune with the job and company. Moreover, Human Resource Management is also understood as managing (planning, organizing, directing, and controlling) the functions of employing to contribute the organization and help the company achieve the success. (Rao, 2008)

Additionally, according to Shivarudrappa (2009), there are three different definitions of Human Resource Management to collectively cover HRM core points:

- HRM includes all decisions relating to the employment relationship; how employees totally contribute their abilities to the organization and achieve their goals.
- HRM is considered as the people dimension in management. Each organization needs to help their employees utilize their skills, encourage them to continue to maintain their commitment, maximize their holistic performance to obtain the company's objectives. It is regardless of the type of organization-government, business, education, health, recreation, or social action.
- Human Resource Management is the coherence of actions that consists of planning, procurement, development, directing, compensation, integration, maintenance, and separation of human resources. When all these actions above are successfully controlled, the individual, organizational and social objectives are gained.

In the fact that there are many definitions about HRM. However, all of them mostly focus on the core value of human resources. For instance, Human Resource Management gathers all strategies and holistic approach to place sole importance on people and the workplace culture and environment. Especially, employees enable to develop comprehensively, contribute effectively, and work productively following the company direction to accomplish the organizational objectives. Besides, the knowledge, essential tools, training, administrative

services, coaching and new skills will be provided by the company that employees are able to accumulate during the working period. (HEATHFIELD, 2020)

2.1.2 The role of Human Resource Management in employee engagement

The role of Human Resource Management in the organization

Granted, Human Resource Management is one of important departments in the organization. HRM's roles decide the existence of the company as well as the prospective organization. According to Shivarudrappa (2009), there are a huge number of roles of Human Resource Management as follows:

- It helps in attracting and retaining potential employees. Not only does it make the recruitment/acquisition work easier when they can select suitable applicants in the short, medium, or long run but it also saves company's budget in recruiting and training for new people.
- Identifying the best people for each suitable position in company will be ensured.
- Individuals enable to accumulate more knowledge through training programs, improve their skills during working time, develop their abilities and attitudes in professional way.
- Motivating/encouraging employees work productivity/efficiently. They entirely can have opportunities for personnel development.
- It helps keeping the balance among available jobs, the labor market and job seekers.
- It brings the cohesion of relationships among different groups.
- It is advantageous in achieving organizational objectives, efficiency, and effectiveness.

It is true that If Human Resource Management system of the organization works well, employee retention will be totally ensured. According to Lopez (2017), after 6 months of working, new employees is a crucial issue in engaging with the organization. We should precisely understand what the role of Human Resource Management is in the company as follows:

- *Recruiting and Interviewing*: This process can be a first step for finding suitable people for the organization. Recruiters have a high responsibility in determining potential applicants for each position of company. They totally have a good vision to evaluate candidates who can be matched the company's unique culture and how effectively they

can perform their duties. It is no doubt that interview questions should be prepared carefully to exploit candidate's characteristics.

- *Employee Training and Development:* Training is considered as a necessary element in thriving new members. They can be improved knowledge/skills as understood their duties clearly to decrease mistakes and complete comprehensively missions. Every year, each company pays a large budget (such as 13.5 million dollars for 1000 employees) for training programs. Thus, all factors of training and development should be taken into account.
- *Employee Motivation:* Human Resource Management department should understand employee's problems, desirability and needs to keep the staff motivated. They can use several questions or some experiments to find the good ways to ensure employee's motivation.
- *Determining Why employees Leave:* Employee retention is the long run. It is entirely important to identify reasons why they quit job. Commonly, HR team need to figure out disadvantageous things which make company lose key talents through personal interviews or even specific questions relating to employee's decision. Then, selecting suitable solutions to solve the issues and prevent problems repeatedly.
- *Improving Workplace Policies:* Managers//Supervisors are people who definitely perceive all company's policies. They should regularly consider policies to improve them suitably for each year or season. During the process of conveying information for employees, it substantially impacts to employee performance in putting them in the best positions to thrive. Especially, the policies between old people and new employees should be calculated cautiously to ensure the balance benefits among employees during the working process.

Besides, Human Resource Management traditionally concentrates to ensure compliance with employment law and maintain employee levels (What is the role of human resource management in an organization?, 2018). However, there are some research which figure out more roles of HR department to become more strategic in business operations:

- *Recruitment:* Recruiting the right people, in the right job, at the right time is the key main task of recruitment. It requires that HR staff firmly understand roles, qualifications, or information about all positions within an organization. Particularly, the characteristics, experiences, skills, knowledge, or other ideas of applicants should be perceived by recruiters, as a result, they may select suitable people for each position in a company.

- *Employee relations:* It is undeniable that HR department plays a substantial role in liaising between employees and the organization. HR staff should be ensured all information or messages which directly impact to employees are conveyed correctly. They should be discussed to make any decisions or development relating to their position in the organization.
- *Health and safety:* Promoting workplace safety is one of essential tasks in the company. HR staff make sure that all their employees comply all health and safety legislation following instructions of the government for the organization. Especially, HR department need to observe, listen, and ask their situations/conditions about health and safety. Then, help them improve their issues and keep update information for the organization in several emergency circumstances.
- *Staff training and development:* most companies always have a huge number of professional programs to train their employees about the knowledge, skills and abilities relating to their roles within the organization. HR department is one of the most important keys to facilitate workplace training. They have a high responsibility in encouraging the ongoing employee development through relevant training programs or workshops. Boosting the development of employees can be considered as a vital part in staff retention and engagement in the organization.

The role of Human Resource in employee engagement.

It is no doubt that HR has the tools and knowledge in generating strategies to enhance engagement and commitment within organizations and in doing so. Firstly, HR should be clear and valuable in matching between employees and organization's culture through the hiring process. *Recruitment and interviewing* are totally important to understand perspective's employee which should be suitable with the organizational culture. Moreover, HR occupy a unique position within organizations as they are the mediators between organization's stakeholders and the business objectives, and employee. HR can be a third party to keep *Employee Motivation* when there are problems during working time at company. Furthermore, paying *salary* on time is considered a good way to keep motivation for employees. Consequently, they help the company avoid any potentially damaging rifts that could jeopardize their culture. Then, HR can contribute to the improvement of company's policy to help the organizational environment *health and safety*. Additionally, HR also uses tool such as engagement surveys to make sure that outstanding employees are rewarded and recognized. They can build a culture of praise and recognition. (Barends, 2018).

Besides, HR can play a key role in boosting engagement through *Staff training and development*. By leveraging social collaboration tools, HR can help employees connect with mentors who can guide them and provide them with insights. Creating groups based on common goals and interests is the point to easily identify the right mentor for employees and vice versa. Consequently, employees can improve themselves through good leaders/managers. When mentors find suitable mentees, they can put effort to train and develop mentee's skills and abilities. Furthermore, employees need to trust their organization when they are ensured basic needs such as salary. HR should ensure paying salary for employees on time that also contribute to their development, motivation, and engagement (Leigh, 2017).

2.2 Employee Engagement

2.2.1 Definition

The engagement of individuals in the organization is not only their matters by themselves but also a chain of the company process to have enthusiasm to gain the organizational missions. Recently, there are various definitions of researchers who research the employee engagement in the organization. According to Porter and Dubin (Dubin, R., Champoux, J., & Porter, L., 1975), Employee Engagement is the strong belief and the acceptance of all objectives of the organization. Moreover, they are enthusiastic in dedicating for working and desiring as a loyal employee for a long run.

With Steers, engagement with the organization means that employees put a huge effort in the process of achieving the organizational purposes and build a durable relationship with the company. Also, according to Mowday, there are three dimensional measures relating to employee engagement that should be taken into account. These is the strong belief, accepting all the organizational objectives/values and desiring/maintaining/be considered as an important part in the organization. Employee engagement is the combination three elements as mentioned above. (Mowday, R. T., Steers, R. M., & Porter, L. W., 1979).

Expand theory, with Bateman and Strasser (Thomas S. Bateman and Stephen Strasser, 1984), employee engagement is a multi-relationship naturally basing on the employee loyalty. They attempt to gain the organizational purpose, create value for the company and stick with the organization for a long time. Furthermore, they absolutely feel proud of the organization.

However, with other perspectives, according to Meyer and Allen (John P. Meyer & Natalie J. Allen, 1997), employee engagement is understood that employee will stay at the organization for working a long time, regularly participating the organizational activities, working hard daily and protecting the company's assets as keep information secret totally.

Additionally, David Macleod said that:” “This is about how we create the conditions in which employees offer more of their capability and potential”. (What is Employee Engagement?, n.d.). Employee engagement is based on trust, integrity, commitment and communication between the organization and its members. Moreover, if a workplace accepts the right conditions for all members in the organization such as giving their best each day, encouraged and promoted the organizational success, productivity for obtaining the organization's goals and values and enhancing all member's happiness, that will be Employee Engagement.

2.2.2 Job Satisfaction

Job satisfaction is defined that employees have a positive affective orientation towards employment by the organization. (Price, 1997)

Ellickson and Logsdon (2001) argue that employees are simply interested in their task daily. Moreover, their satisfaction is defined basing on the level of their emotion about the job that managers are able to evaluate through employee attitudes (positive or negative) during working time. (Mark C. Ellickson and Kay Logsdon, 2001)

According to Leung & Clegg (Alicia S. M. Leung and Stewart Clegg, 2001), job satisfaction directly impacts to their attitudes during working process. There are some different aspects (internal and external factors) in working process which should be considered. Job satisfaction and their career path have intimate relationship. External elements such as salary, social respect, company policy, working condition, working assessment. Internal elements such as the opportunities for development, challenges, meaningful tasks/missions, fairness, award, or recognition. Job satisfaction will be affected by all things mentioned above.

Job satisfaction is understood as a positive emotional response employees experience when doing the job or when employees are present at work (BasuMallick, 2020). Most leading people in the organization are putting the effort to measure this feeling. Importantly, there are various elements which help one employee feel good about their job, may not be suitable with another

one. Thus, it is necessary to have a multidimensional approach to employee satisfaction basing on the areas below:

- Challenging, supporting, and pushing employee get new heights
- Convenience is one of the key points to impact to employee attitudes (communication, flexibility...)
- High appreciation from immediate managers and the organization as a whole
- Competitive salary
- The promise of career progression after employees aggressively complete their targets

2.2.3 The Relationship Between Job Satisfaction and Employee Engagement

There are variety of perspectives or research relating to the relationship between job satisfaction and employee engagement. Particularly, most people agree that the positive emotions of employee totally lead to the satisfaction, then, they will tend to be loyalty with the company (Mowday, R. T., Steers, R. M., & Porter, L. W., 1979).

Besides, according to a research from Engin in Istanbul (Engin, 2007), there are many people having a considerable attention to the relationship between job satisfaction and employee engagement. They argue that the result of this relationship relates to participation, turnover, productivity, performance at work, sympathy for unions, labor militancy and psychological withdrawal from work.

Most hypothecations indicate that if employees have greater job satisfaction, the company can ensure the better rate of employee engagement (Cramer, Job Satisfaction and Organizational Continuance Commitment: A Two-Wave Panel Study, 1996). It is admitted that the employees appear a good emotion when they feel satisfied with their job. Then, these good feelings will establish an effective response to the organization. However, job satisfaction bases on not only the job but also more other aspects in company such as its goals and values. Bateman and Strasser (1984) have some research basing on self-perception theory, argued that greater employee engagement will generate greater job satisfaction because the company have good benefits, attitude or other consistent conditions at the first time when they interview applicants until they still keep all promising things during employee working time at company, as a result, employee will feel trustworthy, happiness and loyalty. They spend 5 months for this research in 125 nursing employees and the result is positive.

The Differences Between Employee Engagement and Organizational Commitment.

Employee Engagement: when they have interest in their jobs and totally put a huge of effort to complete organization's goal as requirements. Moreover, they pay attention and willing to work extra or reveal a passion with their tasks. Admittedly, it is from internal motivation. However, benefits are brought for company. An employee is considered as engaged person when they are able to clearly understand core values, problems which the company is dealing with. Then, they firmly liaise to colleagues and other department related to solve issues and help company achieve the goal. (Porter, L. W., Steers, R., Mowday, R. and Boulian, P., 1974).

Organizational Commitment: commitment is identification with the organization and most employee feel proud to be a member of company. However, employees can leave company when they receive a low on commitment. Normally, most companies would encourage their employees by rewarding them with a good return, benefits, or other welfares. Then, employee feels satisfied, full of energy to continue working with a positive attitude. It means that there are various aspects of organizational commitment which are from external elements to create a foundation for employee motivation to dedicate for the organization. Commitment is the attachment and loyalty to the firm. It is about how strongly one associates its feelings with the organization. (Mowday, R., Porter, L. and Steers, R. , 1982)

Porter (1974) said that "relative strength of the individual's identification with, and involvement in, a particular organization". Besides, there are three factors relating to the committed employees (Mowday, 1982):

- Desire to be a member of organization continually.
- Accept all challenges, core values of company.
- Dedicate extra for the business.

To be careful with committed employees because they can be a high on commitment but low on engagement in case that they are not be encouraged by engaged person. Consequently, business benefits are not ensured.

2.2.4 The Role of Employee Engagement

According to a blog relating to the role of employee engagement (Why Employee Engagement is Key to Company Success, 2019), employee engagement plays a crucial role in improving employee productivity and employee retention. Then, it leads to the achievements of company goals. Currently, human resources managers are concentrating on improving employee engagement at work. High level of employee engagement will decrease both the hiring cost and turnover as disengaged employees. Moreover, engaging employees is critical for retaining valuable talent and answering the question of employee satisfaction. Remaining commitment of employee will contribute to drive the organization forward. Additionally, engaged employee will invest to their work with full energy and power. Engaged organizations have double the rate of success compared to less engaged organizations.

When employees tend to engage at work, they are more likely to be productive on consistent basis which leads to more revenue. According to Baldoni (2013), strong employee engagement will bring the high level of outcomes that are good for employees and customers. For example, according to a new meta-analysis of 1.4 million employees conducted by the Gallup Organization. Comparing top four of leading companies to top four of bottom companies, high-turnover organizations report 25% lower turnover, and low-turnover organizations report 65% lower turnover. Engagement also improves quality of work and health. For example, higher scoring business units report 48% fewer safety incidents; 41% fewer patient safety incidents; and 41% fewer quality incidents.

Besides, employee engagement totally improves customer satisfaction and profitability. According to Reiners (2019), organizations with engaged employees experience a 10% increase in customer rankings and a 20% boost in sales. When employees believe in company core value, value company products, they entirely put a high of enthusiasm as their passion to what they do. Consequently, they will improve yourself day by day as serve their customer better. Furthermore, customers also take a consideration with engaged employees who have excitement, passion as good attitudes. It significantly impacts to customer buying decisions. Then, it is no doubt that the loyal customers will be boosted. The company profitability will be increased. The organization is able to save their budget and invest to other fields such as improving sustainable strategy, innovation, marketing, R&D, employee salary and some new ideas. If company invests 10% more in employee engagement efforts can increase profitability by \$2,400 per employee annually (Heinz, 2019). With the data is mentioned above, it confirms that the role of employee

engagement brings a lot of advantages in saving budget and increasing profitability for the organization.

2.3 Maslow's Hierarchy of Needs

With Maslow (Maslow, 1943), he argues that people normally have a lot of different needs which they desire to satisfy. Thus, to enhance employee engagement, managers should discover desirable things, needs or even requirements from their staff. Then, leaders try to best to satisfy them. Abraham Maslow's hierarchy of needs theory as shown in figure 1 below will illustrate detail information from lower to higher elements relating to the level of important needs which employees should be satisfied before other needs can serve as motivators.

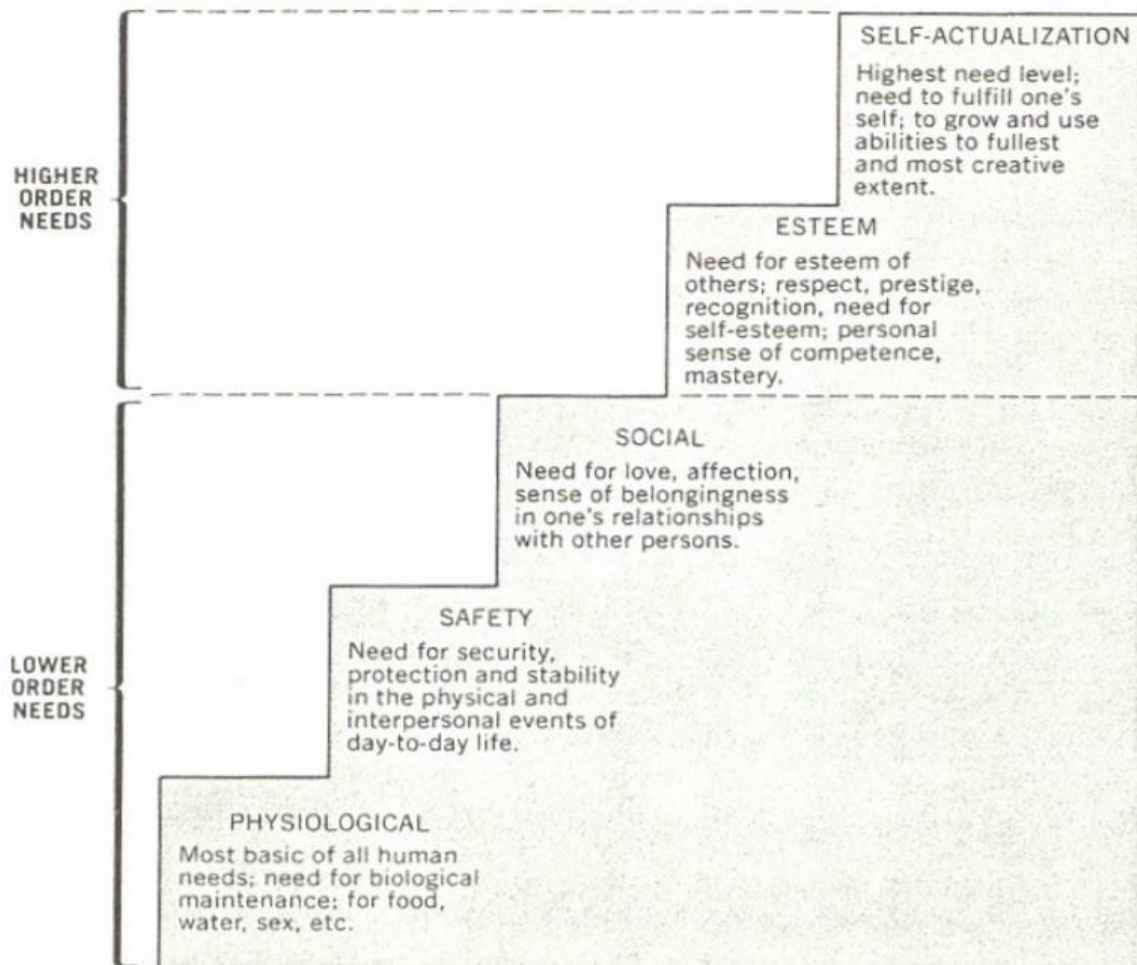


Figure 1 Maslow's Hierarchy of Needs

The Maslow's hierarchy of needs includes two hypotheses. Firstly, these are demonstrating behaviors when people want to do actions to satisfy their needs. Secondly, these are the range of needs. Employee should be satisfied from lower level to higher level. Each satisfied need affects the next need.

There are five basic categories of needs:

Physiological needs: This includes all basic needs such as food, water, air, etc. These needs above are indispensable in life. They try to best to survive in this society.

Safety needs: When people are ensured the basic needs. They will have higher needs. Their physical or health should be protected including health insurance, job security. Organization should be considered safety needs for their employees.

Belongingness or social needs: it can be the communication need. They desire love, acceptance, and participate as a real member of organization or a part of company. They hate to be an isolated position.

Esteem needs: After satisfying the basic needs, they require to be respected and respected. They are mastery of skills and independence. If esteem needs are satisfied, they will feel power, confidence, loyalty. Individuals are able to be a useful people in organization.

Self-actualization: This is the highest needs in Maslow's hierarchy of needs. It is defined as "the tendency to become actualized in what he is potentially" or "the desire to become more and more what one is, to become everything that one is capable of becoming". They want to develop, improve themselves. Moreover, they want to demonstrate their abilities, creative in the organization through achievements, awards and recognition.

Employee needs are infinite because when they are satisfied the basic needs, they continually desire higher needs. Maslow's hierarchy of needs and employee engagement have a close relationship with each other. Particularly, applying Maslow's theory in evaluating employee engagement is the way to have a deeper insight about what kind of motivation employees need (Gunn, 2014). Consequently, the company can create strategies to improve job satisfaction and employee engagement. Let's see how Maslow's needs factor into your employee's psyches in figure 2:

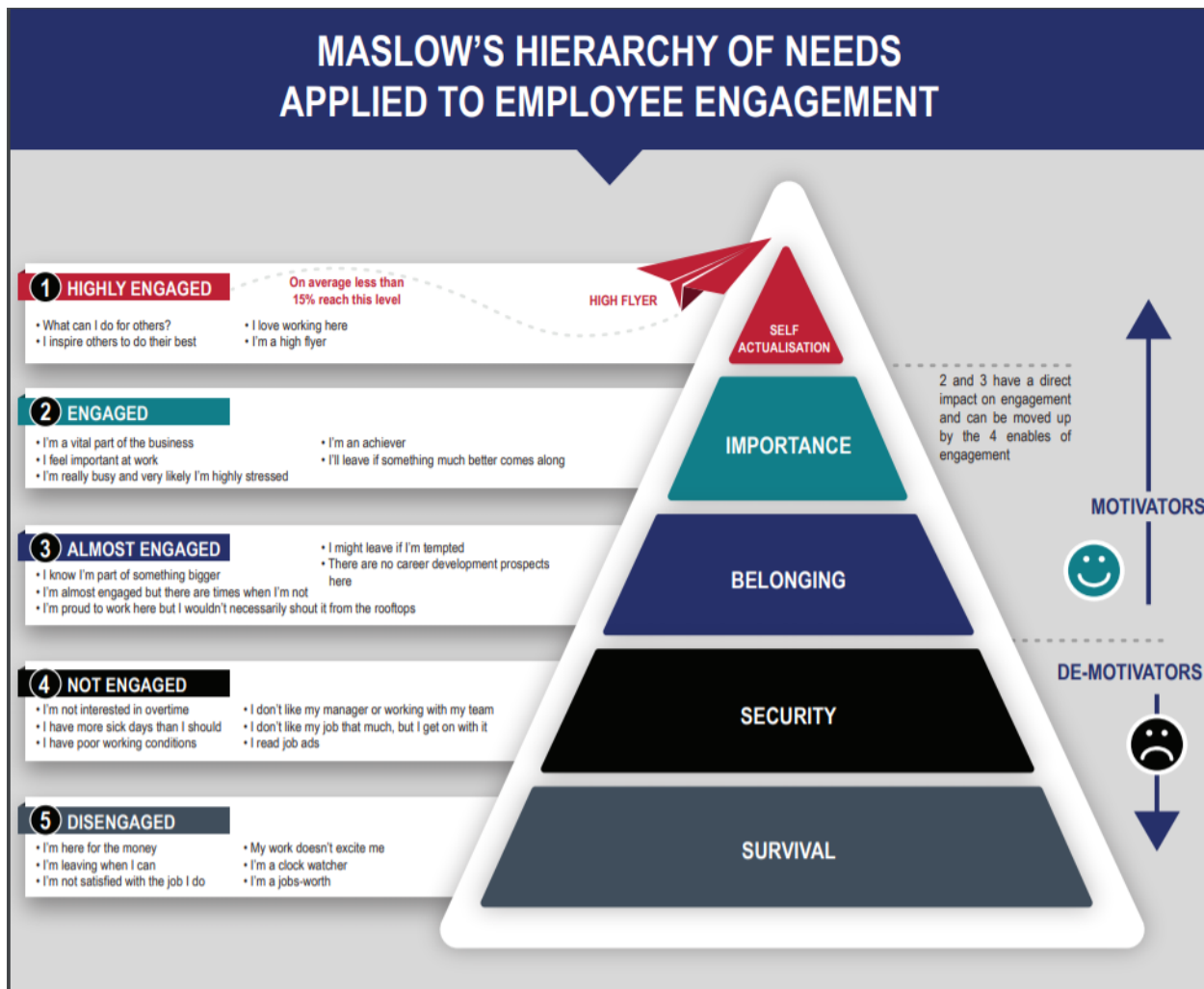


Figure 2 Maslow's Hierarchy of Needs applied to employee engagement (Gunn, 2014)

- 1. Survival (Physiological needs):** Salary will be priority in this factor. Employee need wages to live. The company should give them wages enough to buy food, water and other basic needs. If their life cannot be affordable, they will not care much about keeping the balance sheet in a positive place.
- 2. Safety needs:** When employees work at company, the organization should ensure the *working condition* (facilities, device, etc.). Then, they can feel secure about physical health. Moreover, employees don't need to feel like their job is on the line with every single decision they make. Consequently, their job has more stress and pressure cause losses in productivity, morale and overall profitability. *Job characteristics* will be a factor to evaluate mental health for employees. Physical and mental health are significant to keep and boost productivity and profitability. Then, employees need to feel safety at work.

- 3. *Belongingness or social needs:*** Employee can feel like they are a part of the company. They can raise ideas, contribute their values in the organization. *Leader communication* is very important to recognize individual's contributions. Furthermore, *colleagues* also accept individuals as a part of team. Listening and recognition are the key point in making them feel like respected.
- 4. *Importance (Esteem needs):*** employee recognition becomes important. They need to be understood company's policy about *training and promotion opportunities* clearly. Employee should know the process of promotion which is suitable with them. *Working assessment* is equitable and logical (knowledge, skills, attitudes, etc.). Employees require more opportunities to improve and develop their skills and abilities.
- 5. *Self-actualization:*** *training and promotion opportunities and working assessment* will provide the tools, the education, the environment and the stability for employees. Then, they can realize their potential. When they reach this level of engagement, they inspire others around them and perform optimally – which is best for business.

To sum up, there are many factors impacting on employee engagement basing on Maslow's hierarchy of needs. As mentioned above, these factors should be considered such as *salary, job characteristics, leader communication, colleagues, working condition, working assessment, training and promotion opportunities*. Then, the organization can design sustainable strategy to develop and maintain employee engagement.

III. RESEARCH METHODOLOGY

3.1 Research Approach

The chosen research methodology for my thesis proposal is the quantitative method. Basing on the thesis purpose, the researcher will decide qualitative or quantitative research methodology for data collection method. Quantitative research will provide the insights needed to make those ever-more-expensive business decisions. Additionally, quantitative methodology aims at measuring something such as consumer behavior, knowledge, attitudes relating to several answers: how much, how many, when, who and how often (Sachdeva 2008, 191-202). One of the most important difference between qualitative and quantitative research is the purpose. The researcher would like to emphasize this difference. The purpose of qualitative methodology is in-depth understanding, theory building and the purpose of quantitative research is to describe, predict and test theory. (Sachdeva, 2008).

Based on the relationship between Maslow's Hierarchy of Needs and employee engagement as mentioned in section 2.3, the researcher already evaluated some elements which effect on engaged staff. Thus, the study needs to survey many people working at PHONG VU to describe an objective insight of the key elements which directly impact on employee engagement. That is why the researcher chooses the quantitative methodology for this study. Furthermore, quantitative research will have a comprehensive data with diversity of people in PHONG VU. The answerers are valid and reliable. Consequently, PHONG VU will have a realistic insight about the circumstance of employee engagement based on the results of data collection and analysis.

3.2 Data Collection Method

With quantitative methodology is chosen, the survey is designed to collect data. Currently, PHONG VU office has totally 200 employees. The researcher supposes that there are 100 people participating the survey. However, to avoid lost data or not all people participating the survey, the researcher approaches surveying 130 employees at PHONG VU through the acceptance of the managers of the human resource department. Consequently, there are 116 employees giving answers including five groups: position, academic level, average income, gender and seniority. Moreover, the survey also focuses on more manager/senior position to clarify the title of the thesis. Besides, the survey questionnaires are divided into 8 parts: 7 different types (Job Characteristics, Training and Promotion Opportunities, Leader Communication, Colleagues, Salary, Working

Condition and Working Assessment) basing on the relationship between Maslow's Hierarchy of Needs and employee engagement as mentioned in section 2.3 and 1 part of questionnaires related employee engagement (the questions are based on the definitions of employee engagement in section 2.2). The answers are included 5 level of agreement (strongly disagree, disagree, neither agree nor disagree, agree and strongly agree).

3.3 Data Analysis Technique

Basing on the relationship between Maslow's Hierarchy of Needs and employee engagement as mentioned in section 2.3, the researcher will evaluate the relationship between 7 different types of elements engagement (Job Characteristics, Training and Promotion Opportunities, Leader Communication, Colleagues, Salary, Working Condition and Working Assessment) impacting employee engagement. Thus, the researcher chooses Single Linear Regression Model because this technique will connect each element with employee engagement. Moreover, the researcher uses Data analysis of excel to design regression model to analysis data. Besides, there are two main variables in Single Linear Regression Model including independent variables and dependent variables. (Simple Linear Regression, n.d.) . The researcher will divide the independent variables and dependent variables as follows:

- Independent variables: Job Characteristics, Training and Promotion Opportunities, Leader Communication, Colleagues, Salary, Working Condition and Working Assessment.
- Dependent variables: employee engagement.

The principle of Single Linear Regression Model is $Y = Ax + b$. If x increases, Y will also increase. Y will be Independent variables and x will be the dependent variables. Especially, there are three points during analyzing data process, these are P-value, Coefficients and Adjusted R Square. There are P-value (< 0.001 , <0.05 , <0.1) condition during analyzing data process. The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis. In other words, a predictor that has a low p-value is likely to be a meaningful addition to your model because changes in the predictor's value are related to changes in the response variable. P-value will represent for significantly statistical which will decrease from 0.001 to 0.1. Thus, I will set the significantly statistical for P-value as follows: 0.001 (**), 0.05 (*) and 0.1 (#). The coefficient will represent for the positive correlation. Particularly, when Coefficients are positive, Y and x will be positive. Finally, Adjusted R Square will measure the percentages dependent variables effects by independent variables (Simple Linear Regression, n.d.).

IV. RESULTS AND DATA ANALYSIS

4.1 Describe the survey

Describe the survey based on The Age

The result of the survey based on The Age is illustrated in the table 1 as below:

Table 1 The result of the survey based on The Age

STT	Age	Amount	Percentage
1	Under 30	28	56.0%
2	From 30 to 40	53	30.2%
3	Over 40	35	13.8%
	Total	116	100%

The respondents primarily are under 30, account for 56%, with the age from 30 to 40 account for 30.2% and 13.8% the age over 40. This result indicates that PHONG VU is having many people who are from 30 to 40 with the first place, the age over 40 is the second place and the age under 30 is the final place.

Describe the survey based on The Academic level

The table 2 illustrated that the academic level of employee is primarily University with 57 answers (first place), account for 57.8%. The second static is Master/Postgraduate with 37 answers (second place), account for 31.9%. Finally, College is the third place with 12 answers, account for 10.3%.

Table 2 The survey based on The Academic level

STT	Academic level	Amount	Percentage
1	Master/Postgraduate	37	31.9%
2	University	67	57.8%
3	College	12	10.3%
	Total	116	100%

Describe the survey based on the gender

Table 3 shows that the female data is majority in this survey with 61 employees, account for 52.6%. Male are taken 45.7% with 53 employees and 1.7% for the other. Female employees at PHONG VU are majority.

Table 3 The survey basing on the gender

STT	Gender	Amount	Percentage
1	Male	53	45.7%
2	Female	61	52.6%
3	Other	2	1.7%
	Total	116	100%

Describe the survey based on the position.

Table 4 The survey based on the position

STT	Position	Amount	Percentage
1	Manager/Senior	50	43.10%
2	Leader/Supervisor	40	34.48%
3	Office staff	26	22.41%
	Total	116	100%

The table 5 has 43.10% manager/senior with 50 people. The data has 40 people is leader/supervisor of the company, account for 34.48% and office staff have 26 employees, account for 22.41%. The researcher would like to concentrate on manager/senior position to clarify the employee engagement. However, leader/supervisor and office staff are totally potential to be an engaged employee in the future. PHONG VU can consider the key elements to create suitable strategy to keep them for a long time. Thus, the survey is focused on manager/senior as the first consideration, leader/supervisor as the second consideration and office staff as the third consideration.

Describe the survey based on the average income.

Table 5 The survey based on average income.

STT	Average Income	Amount	Percentage
1	Under 5 million VND	15	12.9%
2	From 5 to 8 million VND	23	19.8%
3	From 8 to 11 million VND	24	20.7%
4	From 11 to 14 million VND	23	19.8%
5	Over 14 million VND	31	26.7%
	Total	116	100%

The data of table 6 shows that there are 12.9% for employee with average income under 5 million VND, 19.8% for average income from 5 to 8 million VND. The group of employees has average income from 8 to 11 million VND account for 20.7%. However, with employees have average income over 14 million VND which is majority in this survey with 26.7%. *Salary* is one of important elements to evaluate employee engagement. The result of salary satisfaction will be analyzed in section 4.2.

Describe the survey based on seniority

Table 6 The survey based on seniority

STT	The seniority of working at PHONG VU	Amount	Percentage
1	Under 5 years	36	31.03%
2	From 5 to 10 years	60	51.72%
3	Over 10 years	20	17.24%
	Total	116	100%

The table 7 illustrates that employee with under 5 years working at PHONG VU is majority in this research, account for 31.03%. Then, people from 5 to 10 years account for 51.72% and 17.24% for people of over 10 years.

4.2 Data Analysis

In this chapter, the outcome of regression models between independents variables (Job Characteristics, Training and Promotion Opportunities, Leader Communication, Colleagues, Salary, Working Condition and Working Assessment) and dependent variables (employee engagement) will be demonstrated in each table corresponding with each element. In these tables, the symbols (**) and (*) will be added in the right of the number means that $p < 0.001$ and $p < 0.05$, respectively. As explained in data analysis technique, P-value represents the statistical significance and (**) and (*) are symbolled for the strong level of statistical significance.

Basing on the definitions of employee engagement in section 2.2, the researcher designs some questions related in the survey to evaluate the level of agreement from employees. Then, the data analysis technique will be applied through the combination between independent variables and dependent variables. There are 8 questions in the survey based on employee engagement, divided into 2 tables. The result of employee engagement is illustrated in table 7 and table 8 below:

Table 7 The result of employee engagement

The level of agreement	You intend to work at company for a long time		You will leave company if you have better benefits from others		You will not leave company although you are dissatisfied with your current position		You have been already received a lot of benefits by the company.	
	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	5	4.3%	4	3.4%	6	5.2%	4	3.4%
Disagree	15	12.9%	8	6.9%	15	12.9%	13	11.2%
Neither agree nor disagree	45	38.8%	40	34.5%	37	31.9%	42	36.2%
Agree	38	32.8%	48	41.4%	44	37.9%	45	38.8%
Strongly agree	13	11.2%	16	13.8%	14	12.1%	12	10.3%
Total	116	100%	116	100%	116	100%	116	100%

Table 8 The result of employee engagement

The level of agreement	You are proud to be a part of the company		You consider company problems as your problems		You feel tough to find another job if you quit the current position		You feel responsible with the company	
	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	4	3.4%	4	3.4%	5	4.3%	6	5.2%
Disagree	7	6.0%	10	8.6%	17	14.7%	11	9.5%
Neither agree nor disagree	46	39.7%	46	39.7%	35	30.2%	47	40.5%
Agree	42	36.2%	40	34.5%	45	38.8%	37	31.9%
Strongly agree	17	14.7%	16	13.8%	14	12.1%	15	12.9%
Total	116	100%	116	100%	116	100%	116	100%

After collecting the result of data collection as showed in table 7 and table 8, the researcher approaches using excel to calculate the average rate among sentences. Then, the final result is considered as dependent variables.

The relationship between 7 key elements and employee engagement will be illustrated through Single linear regression model as follows:

1. The result of job characteristic element based on the data collection and the regression model between job characteristic and employee engagement.

Table 9 The result of job characteristic element based on the data collection

The level of agreement	The current position allow you to use your skills/abilities well		You need to work overtime regularly to complete your tasks.		You like your current position.		Your current position have many challenges.		Your current position has huge pressure.		The pressure of current position impacts to your health tremendously	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	10	8.6%	6	5.2%	5	4.3%	5	4.3%	3	2.6%	8	6.9%
Disagree	5	4.3%	12	10.3%	12	10.3%	10	8.6%	2	1.7%	12	10.3%
Neither agree nor disagree	60	51.7%	45	38.8%	50	43.1%	59	50.9%	20	17.2%	30	25.9%
Agree	30	25.9%	41	35.3%	41	35.3%	30	25.9%	50	43.1%	51	44.0%
Strongly agree	11	9.5%	12	10.3%	8	6.9%	12	10.3%	41	35.3%	15	12.9%
Total	116	100%	116	100%	116	100%	116	100%	116	100%	116	100%

Basing on the data collection from table 9, the result of using Single linear regression model in combining job characteristic and employee engagement will be indicated below:

- **P-value:** 0.00001346**
- **β Coefficients:** +0.68
- **Adjusted R Square:** 53.62%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive job characteristic increases, the higher employee engagement is. With adjusted R square is 53.62%, it means that the changing of job characteristic will decide 53.62% changing of employee engagement.

2. The result of training & promotion opportunities based on the data collection and the regression model between training & promotion opportunities and employee engagement.

Basing on the data collection from table 10, the result of using Single linear regression model in combining training & promotion opportunities and employee engagement will be indicated below:

- **P-value:** 0.00001235**
- **β Coefficients:** +0.59

- **Adjusted R Square:** 40.68%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive training & promotion opportunities increases, the higher employee engagement is. With adjusted R square is 40.68%, it means that the changing of training & promotion opportunities will decide 40.68% changing of employee engagement.

Table 10 The result of training & promotion opportunities based on the data collection

The level of agreement	You have enough skills/abilities to complete tasks well.		You are improved skills/abilities/knowledge through courses or training day by the company		You are received opportunities to improve yourself as well as raise new ideas, enhance creativity.		Promotion policy is equitable.		You are received some awards from company (Example: the best employee of the month, year ,...)	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	2	1.1%	5	2.6%	1	0.5%	10	5.0%	8	3.8%
Disagree	18	8.9%	30	15.2%	24	12.2%	25	12.7%	31	15.4%
Neither agree nor disagree	68	34.2%	58	29.1%	71	35.4%	76	38.0%	69	34.6%
Agree	84	41.9%	86	43.0%	81	40.5%	63	31.6%	72	35.9%
Strongly agree	28	13.9%	20	10.1%	23	11.4%	25	12.7%	21	10.3%
Total	116	100%	116	100%	116	100%	116	100%	116	100%

3. The result of leader communication based on the data collection and the regression model between leader communication and employee engagement.

Basing on the data collection from table 11, the result of using Single linear regression model in combining leader communication and employee engagement will be indicated below:

- **P-value:** 0.0000179**
- **β Coefficients:** +0.71
- **Adjusted R Square:** 42.70%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive leader communication increases, the higher employee engagement is. With adjusted R square is 42.70%, it means that the changing of leader communication will decide 42.70% changing of employee engagement.

Table 11 The result of leader communication based on the data collection

The level of agreement	Senior management recognizes your contributions		You have received the support of senior management.		You believe in knowledge/skills/abilities of Senior management		There is no harassment and discrimination at work.		You are often received compliments, encouragement from leaders/supervisors	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	2	1.3%	2	1.3%	3	2.5%	9	7.6%	3	2.5%
Disagree	13	11.4%	10	8.9%	12	10.1%	13	11.4%	23	11.7%
Neither agree nor disagree	38	32.9%	45	39.2%	31	26.6%	35	30.4%	65	32.5%
Agree	47	40.5%	45	39.2%	51	44.3%	45	39.2%	75	37.7%
Strongly agree	16	13.9%	13	11.4%	19	16.5%	13	11.4%	31	15.6%
Total	116	100%	116	100%	116	100%	116	100%	116	100%

4. The result of colleagues based on the data collection and the regression model between colleagues and employee engagement.

Table 12 The result of colleagues based on the data collection

The level of agreement	Colleagues support each other at work		You like to participate in activities of company team building		You like teamwork at work		Colleagues are nice and friendly.		You accumulated knowledge/experiences/skills/abilities through colleagues		Teammates often respect your contribution during teamwork working.	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	2	1.7%	3	2.6%	5	4.3%	5	4.3%	5	4.3%	3	2.6%
Disagree	6	5.2%	9	7.8%	9	7.8%	7	6.0%	11	9.5%	13	11.2%
Neither agree nor disagree	41	35.3%	30	25.9%	30	25.9%	49	42.2%	50	43.1%	49	42.2%
Agree	55	47.4%	51	44.0%	50	43.1%	31	26.7%	41	35.3%	28	24.1%
Strongly agree	12	10.3%	23	19.8%	22	19.0%	24	20.7%	9	7.8%	23	19.8%
Total	116	100%	116	100%	116	100%	116	100%	116	100%	116	100%

Basing on the data collection from table 12, the result of using Single linear regression model in combining colleagues and employee engagement will be indicated below:

- **P-value:** 0.0000173**
- **β Coefficients:** +0.68
- **Adjusted R Square:** 57.61%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive colleagues increase, the higher employee engagement is. With adjusted R square is 57.61%, it means that the changing of colleagues will decide 57.61% changing of employee engagement.

5. The result of salary based on the data collection and the regression model between salary and employee engagement.

Table 13 The result of salary based on the data collection

The level of agreement	You have only income from company salary.		Your salary is worthy of your work.		You are totally satisfied with salary policy.		The Award/reward/gratification /bonus/benefit policy of company is reasonable.	
	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	4	3.8%	3	2.6%	4	3.8%	2	2.0%
Disagree	13	11.4%	19	16.5%	15	12.7%	7	6.3%
Neither agree nor disagree	40	34.2%	37	31.6%	51	44.3%	56	48.0%
Agree	44	38.0%	45	39.2%	37	31.6%	36	31.0%
Strongly agree	15	12.6%	12	10.1%	9	7.6%	15	12.7%
Total	116	100%	116	100%	116	100%	116	100%

Basing on the data collection from table 13, the result of using Single linear regression model in combining salary and employee engagement will be indicated below:

- **P-value:** 0.0000386**
- **β Coefficients:** +0.77
- **Adjusted R Square:** 48.38%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive salary increases, the higher employee engagement is. With adjusted R square is 48.38%, it means that the changing of salary will decide 48.38% changing of employee engagement.

6. The result of working condition based on the data collection and the regression model between working condition and employee engagement.

Table 14 The result of working condition based on the data collection

The level of agreement	The company facilities are good at work.		You are comfortable with company location.		You feel safety and comfortable at work.		You are provided enough facilities/advices/equipment for risky tasks or dangerous missions.	
	Amount	%	Amount	%	Amount	%	Amount	%
Strongly disagree	5	4.3%	7	6.0%	8	6.9%	5	4.3%
Disagree	22	19.0%	3	2.6%	12	10.3%	7	6.0%
Neither agree nor disagree	46	39.7%	53	45.7%	56	48.3%	48	41.4%
Agree	25	21.6%	34	29.3%	31	26.7%	35	30.2%
Strongly agree	18	15.5%	19	16.4%	9	7.8%	21	18.1%
Total	116	100%	116	100%	116	100%	116	100%

Basing on the data collection from table 14, the result of using Single linear regression model in combining working condition and employee engagement will be indicated below:

- **P-value:** 0.0000659**
- **β Coefficients:** +0.68
- **Adjusted R Square:** 54.53%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive working condition increases, the higher employee engagement is. With adjusted R square is 54.53%, it means that the changing of working condition will decide 54.53% changing of employee engagement.

7. The result of working assessment based on the data collection and the regression model between working assessment and employee engagement.

Basing on the data collection from table 15, the result of using Single linear regression model in combining working assessment and employee engagement will be indicated below:

- **P-value:** 0.001692**
- **β Coefficients:** +0.80
- **Adjusted R Square:** 58.42%

With P-value** (<0.001) is significantly statistical, this data is valid and reliable. β Coefficients is positive. It means that the more positive working assessment increases, the higher employee engagement is. With adjusted R square is 58.42%, it means that the changing of working assessment will decide 58.42% changing of employee engagement.

Table 15 the result of working assessment based on the data collection

The level of agreement	The company assessments of your work are logical and equity		The result of assessments will help you enhance your productivity.	
	Amount	Percentage	Amount	Percentage
Strongly disagree	5	4.3%	2	1.7%
Disagree	8	6.9%	4	3.4%
Neither agree nor disagree	45	38.8%	32	27.6%
Agree	32	27.6%	41	35.3%
Strongly agree	26	22.4%	37	31.9%
Total	116	100%	116	100%

V. DISCUSSTION AND CONCLUSION

5.1 Discussion

In this chapter, the researcher will answer two research objectives:

- I. What are the key elements in developing and maintaining employee engagement?

Basing on the result of data analysis in chapter IV, all 7 key elements have the positive result with employee engagement with both P-value (<0.001) is significantly statistical and β Coefficients is entirely positive. Furthermore, basing on how Maslow's hierarchy of needs applied to employee engagement in section 2.3 of chapter II, it is undeniable that these key elements play a crucial role in developing and maintaining employee engagement in the organization. The researcher would like to emphasize 7 key elements as follows:

1. **Salary:** Salary plays an important role for living. It is one of *physiological needs* in Maslow's theory. Employees need to have wages to buy foods, water and other needs for survive. Consequently, employee engagement is ensured.
2. **Job characteristics:** They need to like your current position. They can find creativity or their passion in this job. Especially, high pressure and challenges should be taken into account. With young people, they tend to challenge themselves and try to learn new things during working time. However, the pressure should be balanced or even decreased to boost employee engagement. Consequently, employees can ensure the *safety need*.
3. **Working condition:** It is one of *safety needs in Maslow's theory*. The company should ensure facilities, good place to work. With open-space, convenient facilities, beautiful places, employees will be inspired in improving creativity, mushrooming productivity to complete tasks comprehensively. Then, employee engagement is promoted strongly.
4. **Working assessment:** It is one of esteem needs and self-actualization based on Maslow's hierarchy of needs. if their working assessment is evaluated well by managers, their satisfaction will be increased. They have a chance to enhance their position at work and confirm their abilities, skills, and qualification in the organization. Consequently, they can require the level of salary, training courses and promotion opportunities in the future. Finally, their engagement with the organization will be strong for a long term.

5. *Leader communication*: It is based on the belongingness or social needs of Maslow's theory. Leaders/Supervisors/managers is the key people working directly with employees. Then, they can understand employee demands as well as support employee tasks to complete company goals. Especially, Leaders/Supervisors/managers consider to employee benefits, evaluate equitably, respect each other so that employees feel respected and put effort with the organization. They always try to inspire employees participate all general activities which build strong relationship with the company and the United in the organization. Leaders/Supervisors/managers do not need appear everywhere. However, they should support their staff at the right time. Consequently, they believe in their Leaders/Supervisors/managers and increase their engagement.
6. *Colleagues*: It is based on the belongingness or social needs by Maslow's theory. The relationship among colleagues have a huge impact to affective commitment of employees. They take care, support each other at work, participate social or company activities together; as the result, the organization will have a friendly environment to create a good psychology for employees. Then, they can improve their engagement.
7. *Training and promotion opportunities*: It is one of esteem needs and self-actualization based on Maslow's hierarchy of needs. All policy in company should be clear and equitably. The company continually generate training opportunities through courses, events to help employee improve their knowledge, skill, and abilities. Employees should be understood all conditions as to be promoted. Then, they can create motivation for themselves to try to dedicate for the organization. Consequently, employee engagement will be improved.

II. What potential solutions will improve employee engagement at PHONG VU company?

With theory of Single linear regression model, adjusted R square also shows the suitability of the model, it is found that, with, adjusted R square > 50%, a model is considered more meaningful and reliable. However, with adjusted R square < 50%, the result is also recognized although it is less meaningful and reliable than adjusted R square > 50% (Regression Analysis: How Do I Interpret R-squared and Assess the Goodness-of-Fit?, 2013). Basing on the result of data analysis in chapter IV, there are three elements having R square < 50% (salary: 48.38%, leader communication: 42.70%, training & promotion opportunities: 40.68%). These are salary, leader communication and training & promotion opportunities. Thus, the researcher would like to concentrate on giving recommendations to improve these 3 elements. Additionally, the Human

Resource department is extremely important to help company improve employee engagement. Then, basing on the role of Human Resource Management in employee engagement as mentioned in section 2.1 of chapter II, the recommendations will be given for Human Resource department to develop, maintain and improve employee engagement at PHONG VU.

- *Salary*: Human resource department of PHONG VU needs to ensure salary policy is openness and transparency. Moreover, increasing salary for individual having good performance or completing perfectly missions is the point to boost employee engagement. Besides, PHONG VU should consider the salary payment basing on experiences, the seniority of employee to avoid conflict among the employee generations. HR department should set a specific company goals and bonus more benefits, awards for employees put a huge of effort to achieve the success. Especially, paying wages on time is one of key point to keep their motivation to work. Then, employee engagement is developed.
- *Training and development opportunities*: The HR department should evaluate the training demands of employee on time to ensure training for the right employee to adapt to job requirements. Moreover, the company design a suitable model with reality and provide enough knowledge. Promotion policy is clear with all employees. Receiving both positive and negative feedbacks from employee is the point to correct mistakes in the future as well as promote the employee engagement.
- *Leader communication*: HR can be a third party to keep the relationship between senior and employee when there are problems during working time at company. HR department can try to inspire their employee. All employees should be taken care fairly. Encouraging them in the right time will bring a lot of advantages in boosting their productivity to complete missions as best as they can. Furthermore, HR should evaluate the matching between senior and employee to select suitable manager for each employee. Besides, they should have a fair reward mode with all employees. It requires the observation skill and ability from their managers. Human Resource of PHONG VU needs to ensure that there is no affection in giving decisions of punishment or reward with each member in the organization. Finally, leaders/managers have a strong convincement skill to make their employees accept the mistakes and try to improve themselves.

5.2 Conclusion

It is undeniable that Employee engagement plays a crucial role in contributing the company success. It confirms that there are no companies (small, medium and big size) which develop in a long term without talented people and engaged employees. Thus, employee engagement will generate various competitive advantages in attracting human resources. With quantitative research method, the researcher generally provides information of human resource situation at PHONG VU. By using Single Linear Regression Model, the result is quite good when the number survey is totally positive. With affective commitment, continuance commitment and normative commitment, the survey shows that there are mostly somewhat satisfied answers with 7 the key elements. That means most employees at PHONG VU engaged with the organization because of volunteer spirit. However, PHONG VU should keep trying to increase these answers positively. Then, improving sustainable strategy of 7 the key elements is necessary in the future. The researcher also gives some recommendations relating to leader communication, salary, training and promotion opportunities. Hopefully, this study can be useful in several aspects which PHONG VU is aiming to.

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