
Factors Influencing Employee Engagement with Organizations in the Telecommunications Sector of Hanoi City.

Luc Manh Hien

University of Labour Social Affairs, Hanoi, Vietnam.

ABSTRACT: This study aims to evaluate the impact of various factors on the level of employee engagement in telecommunications organizations. The aforementioned schematic illustration is composed of a collective sum of five individual constituent elements. The current investigation utilized reliability analysis methods and multivariate regression modeling to examine employee engagement within the telecommunications sector. The present study utilized survey data collected from a sample of 373 employees operating within the geographical boundaries of Hanoi city. According to the analysis results, it can be inferred that the factor with the most significant impact on employee engagement is job characteristics, followed by Salary and welfare factors. Additionally, the third most influential factor is training and development, while the fourth is organizational support. The fifth factor pertains to the provision of opportunities for career development. This study analyzes the research findings, policy recommendations for administrators, conclusions, study limitations, and potential avenues for future research.

KEYWORDS: Employee engagement, Organizations, Telecommunications, Hanoi.

1. INTRODUCTION

In the context of businesses, employees serve as a crucial lever of influence, capable of exerting substantial effects on revenue, profitability, and outcomes that may be either favorable or unfavorable. In the service industry, the workforce constitutes a crucial asset for organizations as they are directly responsible for delivering high-quality customer service. The individuals in question are responsible for constructing the organization's reputation and are integral to its functioning, particularly in construction, strategizing, coordinating, and providing superior customer service.

The labor market in Vietnam is becoming increasingly competitive due to a rising influx of foreign enterprise investments in the country due to its integration efforts. Human resource management is a critical aspect of organizational management, particularly for domestic enterprises, as it is essential to ensure the retention and effective utilization of top-tier personnel. To thrive and progress in the competitive business landscape, entrepreneurs require individuals who are consistently working in tandem toward attaining the company's shared objectives. Human resource management activities play a crucial role in fostering employee engagement and loyalty, thereby facilitating the development of a cohesive and committed team of human resources within the organization.

The level of engagement exhibited by employees towards their organization is a crucial determinant of organizational effectiveness and success. Employees who exhibit a high level of engagement with the organization will likely experience a sense of empathy toward its goals, values, mission, and strategy. This emotional connection can be a source of motivation and energy, ultimately improving work performance.

Ncube and Steven (2012) posit that creating an organization's competitive advantage is contingent upon employee engagement. Thus, the organization must optimize its resources toward the professional development of its employees, thereby enhancing their level of engagement. When employees experience a sense of engagement with their organization, they are likely to exhibit a greater commitment to their work and exert more effort toward contributing to the organization's growth. This heightened engagement may also lead to improved performance

INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES RESEARCH (IJMSSR)

ISSN 2455-1422 (Online)

www.aarmssjournals.com

Volume: 09, Issue: 03 | 2023

and productivity, generating economic benefits for the organization. Additionally, such engagement may contribute to developing a positive organizational culture and a conducive working environment for all organization members.

In telecommunications, managers widely recognize that effective human resource management plays a crucial role in enhancing business performance. Currently, competition for human resources has become increasingly intense, mainly due to the shifting attitudes of workers regarding their lawful entitlements, the appeal of foreign-invested regions, and the domain of human resources. The rising remote work trend has prompted managers to consider enhancing employee engagement. Hence, the cultivation and preservation of personnel constitute a crucial component of telecommunications enterprises. The article centers on examining the fundamental elements that contribute to employee engagement. This study aims to empirically examine the components of employee engagement within telecommunications enterprises located in Hanoi city. The research suggests potential implications for telecommunications business administrators to effectively retain employees, minimize expenses associated with recruiting and training new human resources due to employee turnover, and facilitate the professional growth of employees within the telecommunications industry.

2. LITERATURE REVIEW

According to Saks (2006), "engagement" refers to employees' favorable disposition towards the organization's principles and undertakings. The argument is that providing requisite benefits to employees positively correlates with the manifestation of good organizational behaviors. When an organization offers its employees sufficient material and spiritual benefits, they may feel obligated to reciprocate by performing to the best of their abilities.

According to Robinson et al. (2004), the concept of employee engagement pertains to the favorable disposition that employees hold towards their organization, which is contingent upon the degree of support extended to them by the organization. Therefore, the level of engagement in an organization is closely linked to the attitudes of its employees. According to Kahn (1990), employees who have a solid attachment to their organization are more likely to perform at their highest capacity in the workplace. Furthermore, it can be observed that employees are more likely to exhibit a higher level of engagement toward their work when they perceive a sense of purpose and significance in their tasks, experience a sense of security in their work environment, and possess the necessary skills to perform their duties effectively. Consequently, it falls upon the organization to cultivate and foster employee engagement, given that engagement necessitates a reciprocal connection between the organization and its employees.

According to Macer and Schneider's (2008) research, organizational commitment is characterized by an individual's active engagement in working for the organization, a sense of pride in being a member, and a strong emotional attachment. The concept of employee engagement pertains to the level of dedication and involvement exhibited by employees toward the objectives and targets of the organization within a specific timeframe.

An employee's commitment to an organization is demonstrated through their dedication to enhancing its performance achieved through regular participation in the organization's activities and consistent effort in daily work.

According to the theory of social exchange, the provision of resources by organizations to facilitate employee career development, such as benefits, training, career advancement opportunities, and development, can lead to a sense of service obligation and commitment to the organization among employees (Liu et al., 2017). The two categories under which Saks (2006) differentiates employee involvement are job and organizational commitment. According to Lockwood's (2007) categorization, engagement can be divided into two categories. Emotional attachment pertains to the affective connection that employees establish with their organization, its leadership, and their peers. On the other hand, behavioral engagement refers to the level of exertion that employees invest in their tasks, encompassing aspects such as time allocation and energy expenditure. According to Macey and Schneider's (2008) argument, employee engagement is characterized by a deliberate and focused inclination towards the organization, encompassing attributes such as involvement, commitment, passion, enthusiasm, and effort. The

construct contains both a cognitive and a behavioral dimension. According to Liu and Deng's (2009) argument, engagement is a multifaceted construct encompassing employees' affective, mental, and behavioral dimensions. As per the management and organizational behavior perspective, attitudes contain emotions, behaviors, and perceptions (Robbins & Judge, 2013). Hence, engagement comprises three distinct components: an emotional component, a cognitive component, and a behavioral component. Emotional attachment refers to employees' favorable disposition toward their job and the organization. Positive emotion can be manifested in job satisfaction and passion, indicative of cognitive cohesion as it reflects the employee's belief in the enterprise.

The employees believe that the enterprise is the optimal and most fitting place of employment. The individual experiences a sense of pride in their membership within the business. Thus, they intend to maintain a long association with the organization and not be lured towards other enterprises based on this conviction rather than being motivated by remuneration or advancement prospects. The manifestation of attachment behavior can be observed in the discretionary work efforts of employees towards the organization. Employees endeavor to perform their duties to the best of their abilities rather than merely fulfilling them. The individuals are willing to exceed the expected level of effort and demonstrate a collaborative disposition toward their peers. Their conduct is consistently oriented towards the objectives and aspirations of the enterprise. Enhancing employee engagement can improve sales performance, optimize labor productivity, and yield substantial profits. In addition, the reduction of operational and product quality risks is also achieved.

Salary and welfare

According to Robbins and Judge (2013), the components of compensation packages comprise base salaries, bonuses, allowances, and other forms of benefits. According to Sundaray (2011), incentivizing employees to attain organizational objectives necessitates linking rewards to work outcomes. On the other hand, in cases where employees perceive that they are being subjected to unfair treatment, it is likely that they will experience a sense of constraint and despondency and may even opt to resign from their positions (Robbins & Judge, 2013). Danish and Usman (2010) posit a positive correlation exists between reward and recognition, job satisfaction, and work motivation among employees. This relationship serves as a foundation for fostering employee retention within an organization. Commendation refers to acknowledging and praising the accomplishments of individuals and groups within an organization, often accompanied by tangible or intangible rewards for motivation and support. Timely recognition and appropriate allocation of prizes to deserving individuals based on their job roles can effectively enhance employee motivation and foster a sense of unity within the organization. According to Dessler (2019), welfare refers to a form of compensation provided to employees as a means of indirect support for their livelihood. The remunerations, denoted as bonuses, are disbursed uniformly among the staff irrespective of their job performance, akin to perquisites such as holiday rewards and the 13th salary installment. Employees desire to receive specific forms of recognition for their commitment and contributions. The reward system must be designed to cater to each employee's particular needs. Furthermore, the compensation is proportionate to the level of accomplishment, and the comprehensive and varied benefits package will demonstrate the organization's attentiveness to its staff, resulting in contentment among employees regarding the remuneration and welfare policies of the company. According to Vuong and Suntrayuth (2020), when employees are content with the organization's reward and welfare policy, they are more likely to exhibit higher levels of engagement with the organization.

Jobs Characteristics

The telecommunications sector is impacted by employee engagement, which is influenced by creativity, empowerment, and job characteristics. Providing goal-related information to employees can increase job satisfaction and organizational commitment through empowerment. According to Martensen and Gronholdt (2006), enjoyable and challenging work can increase employee satisfaction and loyalty toward their work. Furthermore, according to research conducted by Kahn (1990) and Sundaray (2011), employment opportunities that necessitate utilizing a diverse range of abilities and offering independence are conducive to fostering employee engagement with their work. According to Saks' (2006) research, a positive correlation exists between job characteristics and employees' job engagement, enhancing their commitment to the organization.

Career development opportunities

According to Martensen and Grondoldt's (2006) perspective, career progression is a crucial aspect for employees as it serves as a means of self-validation within the workplace. Greater employee self-development and assertiveness are positively associated with increased organizational commitment. According to Herzberg et al. (1959), the act of promotion is linked to the self-affirmation needs of employees and catalyzes work motivation, ultimately leading to a boost in employee engagement. The literature indicates that employees' attachment to an organization is positively influenced by career planning and promotion opportunities, as evidenced by empirical studies conducted by Pham The Anh and Nguyen Thi Hong Dao (2013), Nguyen Thi Kim Anh et al. (2018), and Meyer and Smith (2000). The findings of Liu et al. (2017) and Mohan et al. (2018) indicate that career development significantly influences employee engagement. These results were obtained through empirical research.

Support from the organization

Assistance from the institution may originate from either immediate supervisors or peers. According to Smith et al. (2016), fostering a culture that prioritizes work and providing subordinates with support from leadership are effective strategies for promoting employee engagement with the organization. According to Saks' (2006) research, employees their organization supports tend to exhibit higher levels of engagement towards their work and the organization. According to Snowden and MacArthur's (2014) findings, the retention of employees is positively influenced by the organization's demonstration of concern for its employees and the provision of support to facilitate their job performance. The provision of telecommunications services necessitates interdepartmental collaboration and mutual assistance among team members to cater to clients' requirements effectively. Collaboration among colleagues can enhance work productivity, foster creativity, and promote employee engagement (Andrew & Sofian, 2012). Dai and Qin (2016) corroborated the notion that organizational support positively impacts employee engagement.

Training and development

The significance of employee training and development cannot be overstated. It plays a pivotal role in enhancing employee engagement and retention while fostering employee growth and development. Providing training and development opportunities to employees is aimed at equipping them with knowledge, competencies, and perspectives about the organization, its objectives, and the tasks associated with their roles. As evidenced by Bartlett's (2001) and Ncube and Steven's (2012) studies, the literature indicates that employee engagement with work and the organization can be enhanced through training and development initiatives. According to Nguyen Phuc Nguyen and Duong Phu Tung (2012), employee job satisfaction is positively correlated with providing training opportunities. Previous research has demonstrated a correlation between employees' perceptions of training and career development and their level of organizational commitment (Pham The Anh & Nguyen Thi Hong Dao, 2013; Meyer & Smith, 2000). Enhanced employee engagement can be achieved by providing opportunities for employees to enhance their abilities, acquire new skills, and attain expertise, enabling them to realize their full potential.

3. METHOD

3.1 Research design

The authors have presented a comprehensive analysis of studies on engagement, highlighting the various factors influencing employee engagement with the organization across different research contexts. The study has identified five factors that comprise an employee's commitment to their organization, consisting of five distinct aspects. The research model we have established is based on five key factors, namely: ((1) Salary and welfare, (2) Job characteristics, (3) Career development opportunities, (4) Support from the organization, and (5) Training and development.

The present investigation employed a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) to assess the influence of various factors on employees' engagement with their respective organizations. Utilizing a research model adapted from preliminary research and an initial survey, the present study constructs a scale and subsequently assigns codes to said scale. In addition to inquiries about the demographic characteristics of the survey participants, the questionnaire also incorporated questions about telecommunications enterprises. The

model comprises five factors, namely: (1) Salary and welfare, which consists of five observed variables; (2) Job characteristics, which includes five observed variables; (3) Career development opportunities, comprising of three observed variables; (4) Support from the organization, which consists of five observed variables; and (5) Training and development, which includes four observed variables. Furthermore, the adjustment to the dependent variable of employee commitment to the organization involved using five observed variables, with one observed variable removed from the original design.

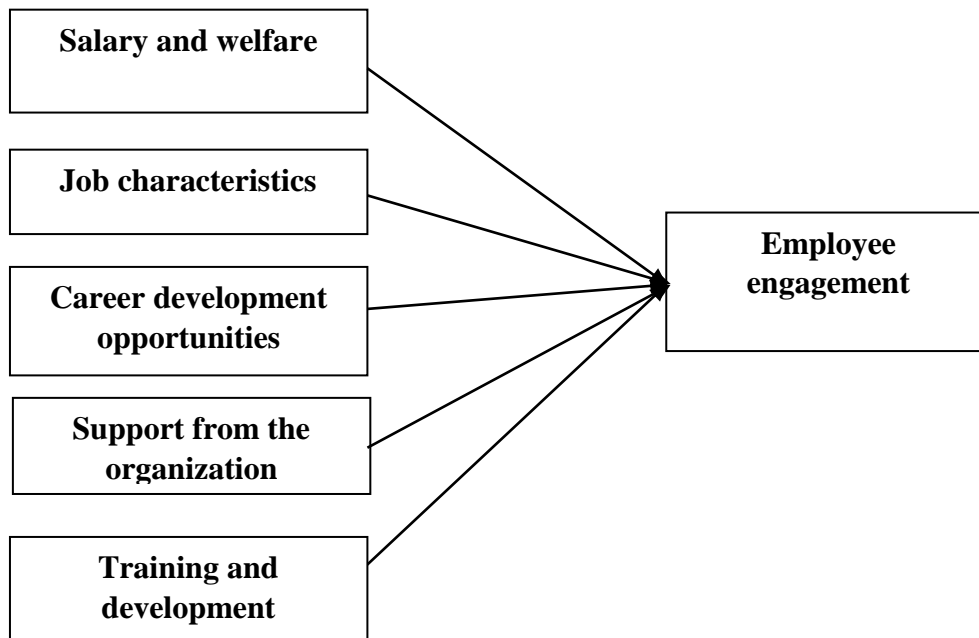


Figure 1 Research framework

Hypotheses:

- H1: Salary and welfare positively affect employee engagement with the organization
- H2: Job characteristics positively affect employee engagement in telecommunications enterprises.
- H3: Career development opportunities are positively related to employee engagement in the telecommunications business.
- H4: Organizational support is positively related to employee engagement with the organization
- H5: Training and development positively affect employee engagement.

Table 1 Variable and sources

Code	Variable	Sources
1. Salary and welfare		
SW1	My current salary guarantees my life	Robbins & Judge, (2013)
SW2	I think the salary in my company is not lower than comparable companies	Huang et al., (2007); Swanny et al., (2015)
SW3	Is the current award fair?	
SW4	Policy of employees rewarding is reasonable and clear	
SW5	Recognition of dedication and commendation of individuals with outstanding achievements	
2. Job characteristics		
JC1	The job requires the use of many different skills.	Martensen & Gronholdt, (2006)
JC2	After completing the work, I know if I did well or not.	
JC3	My work gives me creative freedom/opportunity to put my initiative to work.	Kahn, (1990); Sundaray, (2011)

Code	Variable	Sources
JC4	My work is exciting and challenging.	
JC5	My work has many meanings and purposes.	
3. Career development opportunities		
CO1	Employees know the necessary conditions and processes to develop	Nguyen Thi Kim Anh et al. (2018); Meyer & Smith, (2000)
CO2	I feel I have equal access to development opportunities	
CO3	The company always allows me to develop my career	Liu & et al. (2017)
4. Organizational support		
OS1	The organization cares about my opinion.	Snowden & MacArthur (2014)
OS2	The organization cares about my happiness	
OS3	The organization cares about my goals and values	Smith & cộng sự (2016)
OS4	I get help from the organization when I'm in trouble	
OS5	The organization forgives me when I honestly admit mistakes	
5. Training and development		
TD1	The organization cares about my opinion.	Pham The Anh & Nguyen Thi Hong Dao, (2013);
TD2	The organization cares about my happiness	Meyer & Smith, (2000)
TD3	The organization cares about my goals and values	
TD4	I get help from the organization when I'm in trouble	

3.2 . Sample design

The optimal sample population depends on the expectations of reliability, the method of data analysis, the process of estimating the parameters to be evaluated, and the distribution law of the set of choices. Data is collected cross-over simultaneously, so the sample size is determined according to the exploratory factor analysis model EFA formula. According to Hair et al. (2006), the sample size is determined based on the minimum and the number of variables included in the model. Based on the number of scales built, the author defines the minimum size; on that basis, the research sample size can be determined. The minimum sample size is 130 (26*5).

In addition, to compensate for a percentage of information discarded (questionnaires have many missing cells, or more than one answer box, or have a basis for an unreliable determination), field research is currently surveying 410 employees working at telecommunications businesses in Hanoi city.

3.3 Data analysis

Research Using the statistical software SPSS version 26.0 to synthesize and analyze the data collected from the survey results.

The internal consistency method assesses the scale's reliability through Cronbach's Alpha coefficient. EFA is an exploratory factor analysis method to reduce a set of many scales into different groups of variables. The multivariable regression method tests the theoretical model with research hypotheses at a 5% significance level. %.

4. FINDINGS

4.1. Demographic information of the survey sample

The study is based on demographic characteristics to group the research sample, including Gender, age, education, and job position. With 410 questionnaires distributed, 408 votes were collected after coding and cleaning data (removing the answer sheets lacking much content), achieving 373 votes for data analysis. The results of descriptive statistics of the study sample are presented in Table 2.

Table 2 Demographic information

Variables	Characterictics	Frequency	Percentage (%)
-----------	-----------------	-----------	----------------

INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES RESEARCH

(IJMSSR)

ISSN 2455-1422 (Online)

www.aarmssjournals.com

Volume: 09, Issue: 03 | 2023

Variables	Characteristics	Frequency	Percentage (%)
Gender	Male	182	48.8
	Female	191	51.2
Age	From 21 to 35 years old	194	52
	Over 35 years old	179	48
Education	High school and below	33	8.8
	College	186	49.9
	Graduate	154	41.3
Position	Staff	245	65.7
	Manager	128	34.3
		373	100

Regarding gender, the sample statistics show that the number of men accounted for 182 people, accounting for 48.8% of the sample. The number of women is 191 people, accounting for 51.2%.

Regarding the age structure of the sample, the number of people from 21 to 35 years old includes 194 people, accounting for 52%, and the number of people aged 35 years and older include 179 people, accounting for 48%. The sample descriptive statistics show that the education level of the samples is relatively high. Regarding education level, there are 33 people with professional secondary education or less, accounting for 8.8%. The number of people with college and university degrees in the sample is 186 people, accounting for 49.9%. The number of people at university is 154, accounting for 41.3%.

Regarding job positions, 245 people are employees/experts, accounting for 65.7%; managers (leader level and above) have 128 people, accounting for 34.3%. This ratio is entirely consistent with the research topic. Thus, descriptive statistics of the research sample show that the research sample includes a variety of respondents, ensuring the representativeness of the research sample.

4.2 Reliability testing and exploratory factor analysis

Reliability testing

Table 3. The results of Cronbach Alpha

Variable	Number of items	Cronbach's Alpha
Salary and welfare	5	0.860
Job characteristics	5	0.856
Career development opportunities	3	0.829
Organizational support	5	0.882
Training and development	4	0.899
Employee engagement	5	0.897

Based on Table 3, the analysis results show that the value of Cronbach's Alpha fluctuates from 0.829 to 0.899, and the minimum coefficient of correlation for each variable is more significant than 0.3. Therefore, the scales have gained such confidence and will be used for exploratory factor analysis.

INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES RESEARCH

(IJMSSR)

ISSN 2455-1422 (Online)

www.aarmssjournals.com

Volume: 09, Issue: 03 | 2023

Exploratory factor analysis

The results show that $KMO = 0.828$ satisfies the condition that $KMO > 0.5$ (Kaiser, 1974). Thus, factor analysis is appropriate with the available data. Similarly, the results of the Barlett test show that the Sig coefficient = $0.000 < 5\%$ shows that the observed variables are significantly correlated with each other in the overall population. Therefore, the observations are suitable for factor analysis by the EFA test.

Principal Component Analysis extraction with Varimax rotation is used in factor analysis to measure independent variables. Variables with Factor loading less than 0.3 will be eliminated, and the stops when Eigenvalue (representing the variation explained by each Factor) $> one$ and the total variance extracted is greater than 50% (Gerbing & Anderson, 1988).

Table 4. EFA results

Items	Factors				
	Training and development	Organizational support	Salary and welfare	Job characteristics	Career development opportunities
TD1	0.814				
TD2	0.873				
TD3	0.852				
TD4	0.810				
OS1		0.908			
OS2		0.870			
OS3		0.883			
OS4		0.881			
OS5		0.872			
SW1			0.898		
SW2			0.849		
SW3			0.895		
SW4			0.842		
SW5			0.856		
JC1				0.818	
JC2				0.843	
JC3				0.815	
JC4				0.813	
JC5				0.826	
CO1					0.818
CO2					0.734
CO3					0.832
Eigenvalue	5.383	3.227	2.992	2.039	1.891
Cumulative variance (%)	33.645	50.061	63.139	71.321	78.138

The results show that from 22 observed variables, five groups of factors can be drawn. The total explanatory variance when the group of factors is drawn is 78.138% ($>50\%$). The eigenvalue coefficient reached 1.891

INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES RESEARCH (IJMSSR)

ISSN 2455-1422 (Online)

www.aarmssjournals.com

Volume: 09, Issue: 03 | 2023

(greater than 1). These indexes are all satisfactory, and the factor loading coefficients of the observed variables are all greater than 0.5, so all observed variables are kept.

4.3 Hypothesis testing

Table 5 Regression analysis results

Variables	Model	Beta	Multicollinear Statistics		Important ratio (%)	Ranking
			Tolerance	VIF		
Salary and welfare		0.288***	0.612	1.634	24.5	2
Job characteristics		0.340***	0.674	1.483	28.8	1
Career development opportunities		0.096**	0.961	1.041	8.16	5
Organizational support		0.234***	0.893	1.120	18.6	4
Training and development		0.219***	0.667	1.499	19.94	3

$R^2=0.614$; $F = 116,890$, $p<0.05$

** $p<0.05$; *** $p<0.01$

The regression analysis results show that the adjusted value of R^2 is 0.614, which means that the independent variables in the research model explain 61.4% of the variation in Employee Engagement, showing the compatibility of the reasonable model.

Show that the research model is consistent with reality. The F test results are shown in Table 4.4, showing that $F = 116.890$ sig = 0.000. Thus, this relationship ensures reliability with an allowable level of 5%. Therefore, the independent variables impact Employee Engagement, and the multiple linear regression model fits the data set and is usable. In addition, the multicollinearity test results of the model show that the variance exaggeration coefficients VIF of the control variables included in the analysis in this model are all values <10 . Thus, there is no multicollinearity in the research model.

The results of testing the correlation relationship between the independent variables and the dependent variable are Employee Engagement in Table 5, showing the degree of influence of factors on Employee Engagement as determined through standardized regression coefficient (Beta), the larger the absolute value of Beta coefficient, the greater the importance of that independent variable, that variable has a more substantial impact on the dependent variable. The relationship between the dependent variable (cohesion) and the independent variables is expressed as a standardized regression equation as follows:

$$EE = 0.288SW + 0.340JC + 0.096CO + 0.234OS + 0.219TD$$

where:

EE: Employee engagement

SW: Salary and welfare

JC: Job characteristics

CO: Career development opportunities

OS: Organizational support

TD: Training and development

The regression coefficients all have a positive sign (+), showing that the independent variables have a positive relationship with the dependent variable. The employee's commitment to the organization (GK) is affected as ordered: Job characteristics ($\beta_2 = 0.340$), Salary and welfare ($\beta_1 = 0.288$), Training and development Development ($\beta_5 = 0.219$), Organizational support ($\beta_4 = 0.234$), Career development opportunities ($\beta_3 = 0.096$).

5. CONCLUSIONS AND RECOMMENDATION

5.1. Conclusions

Theoretically, the research has clarified the factors affecting the employee's commitment to the organization. All scales used in the study are reliable. Research results show that all five factors positively relate to employee engagement with the organization, arranged in ascending order: Career development opportunities, Organizational support, Training and development, Salary, bonus and benefits, and Job Characteristics. These results are consistent with the recommendations of Ho Huy Tuu & Pham Hong Liem (2012), Pham The Anh & Nguyen Thi Hong Dao (2013); Nguyen Thi Kim Anh et al. (2018) in the Vietnamese context.

Compared with the study of Suma and Lesha (2013) conducted in Shkodra, Albania, with the survey subjects working in public administration, there are similarities in influencing factors such as income, characteristics, job, training, and career development opportunities. However, the influence of these factors is different when studied in telecommunications enterprises. Compared with Kumaran and Sivasubramanian's (2013) study conducted at Neyveli Lignite Company in India, the survey subjects are employees working at computer software enterprises. Both studies show the relationship between career development opportunities, job characteristics, and employee engagement with the organization. However, the degree of influence of this factor is different.

Employee engagement is influenced by many factors, mainly by the working environment and the job itself. Employees will stay engaged when employees work with management who understand them, create support through motivating work design, and have the opportunity to prove themselves and grow professionally. In addition, managers can use management policies, namely salary and welfare tools and training and development policies, applied in a supportive environment that will help employees complete their tasks and achieve job success, increased satisfaction, and organizational commitment.

5.2. Recommendation

In practical terms, managers can apply research results in their management activities to improve employee engagement.

First, the organization needs to build an open working environment. With the characteristics of the telecommunications industry, where service quality is required, close cooperation and relationships between departments are essential. Hence, employees feel that the organization cares about them, listens to their opinions, and creates a mechanism to coordinate work and promote employee creativity.

Second, the organization needs to create opportunities for employees to develop their careers through the development and issuance of training and development programs to improve employees' capabilities along with motivational tools through money, salary, and benefits and incredibly empowering employees, helping them to be more proactive in their work. The development process must be made public to encourage employees to strive and constantly learn to develop themselves. When adequately evaluated by the organization, creating opportunities for career development will make employees complete their jobs with high quality and provide more excellent services to customers in fields that require creativity creating, high-quality service, and dedication, like the telecommunications industry.

Third, wages and working conditions are factors that impact employee engagement with the organization. Although the research results show that this is not the most critical factor affecting the employee's commitment to the organization in telecommunications businesses, this is a critical aspect of the demand. Essential for employees when working is the foundation to satisfy their own needs. Therefore, to improve employee engagement in the organization, telecommunications businesses need specific solutions to improve this factor. Especially in the current context, the competition for human resources in the media and information technology industry is very fierce. Businesses are willing to pay only higher wages to attract the talent of their competitors.

Fourthly, managers need to respect and care for their direct employees, understand their personality and development aspirations, and help them overcome difficulties to strengthen and develop sustainable relationships

with subordinates, increasing their loyalty and commitment to the organization.

Finally, the organization needs to design scientific work with particular emphasis on groups and working groups to ensure the maximum potential of employees and build links between individuals in the organization. The telecommunications industry requires professionalism, so managers must choose and arrange people suitable for the job, with the team in personality and capacity. Appropriate work arrangement is essential in helping employees stay with the organization besides material rewards.

Although the topic has solved the proposed research objectives, there are still some limitations: Firstly, the research object is employees working at telecommunications enterprises, including office staff and technical staff. However, the study only used one research model for both subjects, so the connection with businesses was the same between these two subjects. Therefore, the following study needs to provide a separate model for each subject to compare the difference in organizational commitment between office staff and technical staff. Second, this study only looked at emotional engagement. Therefore, further research should study all three components of engagement: engagement for affection, engagement due to compulsion, and engagement because of the norm.

REFERENCES

1. Andrew, O.C. & Sofian, S. (2012), 'Individual factors and work outcomes of employee engagement', *Procedia-Social and Behavioral Sciences*, 40, 498-508.
2. Armstrong, M. and Taylor, S. (2017). *Handbook of Human Resource Management Practice*. London, United Kingdom: Kogan Page Ltd.
3. Bartlett, K.R. (2001), 'The relationship between training and organizational commitment: A study in healthcare field', *Human Resource Development Quarterly*, 12(4), 335-352.
4. Cohen, A. (2007). Commitment before and after: an evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17, 336-354.
5. Dai, K. & Qin, X. (2016), 'Perceived organizational support and employee engagement: Based on the research of organizational identification and organizational justice', *Open Journal of Social Sciences*, 4(12), 46-57.
6. Danish, R.Q. & Usman, A. (2010), 'Impact of reward and recognition on job satisfaction and motivation: An empirical study from Pakistan', *International Journal of Business and Management*, 5(2), 159-167.
7. Dessler, G. (2019). *Fundamentals of Human Resource Management (5th Ed.)*. USA: Pearson.
8. Dubin, R., Champoux, J. and Porter, L. (1975). Central life interests and organizational commitment of blue-collar and clerical workers. *Administrative Science Quarterly*, 20 (3), 411- 421.
9. Ha Nam Khanh Giao and Bui Nhat Vuong (2019). *Graduate Textbook of Scientific Research Methodology in Business Updated SmartPLS*. City. Ho Chi Minh, Vietnam: Financial Publishing House.
10. Ho Huy Tuu & Pham Hong Liem (2012), 'Employee engagement to Khanh Hoa tourism company', *Economic Development Review*, 264, 56-64.
11. Hanaysha, J. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. *Procedia - Social and Behavioral Sciences*, 229, 289-297.
12. Kahn, W.A. (1990), 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, 33(4), 692-724.
13. Kumaran, M. and Sivasubramanian, M. (2013). A study on organisational commitment with special reference to Neyveli Lignite Corporation. *IOSR Journal of Business and Management Sciences*, 13 (4), 37-40.
14. Liu, J., He, X. & Yu, J. (2017), 'The relationship between career growth and job engagement among young employees: The mediating role of normative commitment and the moderating role of organizational justice', *Open Journal of Business and Management*, 5, 83-94.
15. Martensen, A. & Grønholdt, L. (2006), 'Internal marketing: A study of employee loyalty, its determinants and consequences', *Innovative Marketing*, 2(4), 92-116.
16. Macey, W. H. and Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 1, 3-30.
17. Meyer, J. P. and Allen, N. J. (1991). A three-component conceptualization of organizational commitment.

INTERNATIONAL JOURNAL OF MANAGEMENT AND SOCIAL SCIENCES RESEARCH (IJMSSR)

ISSN 2455-1422 (Online)

www.aarmssjournals.com

Volume: 09, Issue: 03 | 2023

- Human Resource Management Review, 1, 61-89.
18. Meyer, J.P. & Smith, C.A. (2000), 'Human resource management practices and organizational commitment: Test of a mediation model', *Canadian Journal of Administrative Sciences* 17(4), 319-331.
 19. Ncube, F. & Steven, J. (2012), 'Leveraging employee engagement for competitive advantage in the hospitality industry. A comparative study of hotels A and B in Zimbabwe', *Journal of Emerging Trends in Economics & Management Sciences*, 3(4), 380-388.
 20. Nguyen Phuc Nguyen & Duong Phu Tung (2015), 'Factors affecting job satisfaction of civil servants, public employees of administrative agencies in Hoi An city', *Science Economics Journal - University of Economics*, 3(3), 57-62.
 21. Nguyen Thi Kim Anh, Nguyen Thi Minh Hoa & Do Ngoc My (2018), 'Factors affecting employee engagement with accommodation and catering businesses in the South Central Coast', *Hue University Scientific Journal: Economics and Development*, Vol. 127(5A), 185-198.
 22. Pham The Anh & Nguyen Thi Hong Dao (2013), 'Human resource management and employees' engagement with enterprises', *VNU Scientific Journal, Economics and Business*, 29(4), 24-34.
 23. Porter, L. W., Steers, R. M., Mowday, R. T. and Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59 (5), 603-609.
 24. Robbins, S.P. & Judge, T.A. (2013), *Organizational behavior*, 15th edition, Pearson Education Inc.
 25. Robbins, S. P. (2015). *Organizational Behaviour* (16th Ed.). Englewood Cliffs, New Jersey: Prentice- Hall.
 26. Suma, S. and Lesha, J. (2013). Job Satisfaction and Organizational commitment: the case of shkodra Municipality. *European Scientific Journal*, 9, 41-51.
 27. Smith, S.S., Peters, R. & Caldwell, C. (2016), 'Creating a culture of engagement - Insights for application', *Business and Management Research*, 5(2), 70-80.
 28. Snowden, A. & MacArthur, E. (2014), 'IMatter: validation of the NHS Scotland Employee Engagement Index', *BMC Health Services Research*, 14, 535.
 29. Talukder, A. K. M. M. H. (2019). Supervisor Support and Organizational Commitment: The Role of Work-Family Conflict, Job Satisfaction, and Work-Life Balance. *Journal of Employment Counseling*, 56 (3), 98-116. DOI: 10.1002/joec.12125.