

Researching the Factors Affecting the Engagement of Employees with the Organization at Mobio Vietnam Software Application Joint Stock Company



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ABSTRACT: This research was conducted to evaluate the factors influencing the engagement of employees with the organization at Mobio Vietnam Software Application Joint Stock Company by surveying the employees. Cronbach's alpha, EFA, and multiple regression analysis were used as tools. The results presented a model of six factors that have a positive impact on employee engagement, listed in decreasing order of their effect level: leadership style, job characteristics, perception of development, income and fairness, work environment, and promotion opportunities. Based on this, the research proposes managerial implications for the company's leaders and managers to enhance the engagement of employees with the organization.

KEYWORDS: Engagement, Employee engagement, The engagement of employees with the organization.

1. INTRODUCTION

Currently, employee turnover is a frequently discussed issue in many businesses, but solutions and methods to reduce it are still limited. The departure of key personnel leads to the departure of customers and creates an undercurrent of resignations for the remaining employees. Many managers believe that organizations find it difficult to achieve their goals and may incur significant losses without employees' engagement. To retain employees, managers must identify the factors that influence employee engagement, thereby addressing the weaknesses in the organization's management operations and increasing employee engagement with the organization.

In the context of international integration, competition between economic organizations is becoming increasingly fierce. Recruitment has already been challenging, but retaining employees and helping them connect with the organization is even harder. In addition to the IT industry's shortage of software engineers, companies face the problem of "brain drain." Many talented engineers leave to work for joint venture companies and foreign companies when Vietnam joins new free trade agreements such as CPTTP, EVFTA, AANZFTA, EAEU, etc. In the technology industry, companies' competition is fierce. The situation of skilled employees leaving the organization has become prevalent, making it difficult for employees to maintain long-term engagement with the organization, posing difficult challenges for business leaders.

Mobio Vietnam software application joint stock company is a technology company that specializes in providing CDP & CEM Platform products - a comprehensive platform that helps businesses manage customer data and manage related business processes. Confronted with the competitive pressure, the company needs to restructure its operations, including the effective allocation and utilization of human resources. Mobio has transformed from a tech startup to a martech product provider in Vietnam. In the process of operations, Mobio always tries to research and analyze the factors that affect employees' engagement with the organization to come up with ways and measures to improve the effectiveness of HR management.

2. OVERVIEW OF THE RESEARCH

According to the views of Mowday, Steers, and Porter (1979), "organizational commitment is a strong, positive attitude that employees have toward a particular organization and their active participation in it". This concept refers to a positive relationship with the organization that motivates employees to invest their effort in contributing to the success and development of the organization. Meyer & Allen (1991) define organizational commitment as a psychological state that represents the employee's relationship with the organization and is closely related to the decision to remain a member of the organization. Legge (1995) argues that "employee commitment is completely different from the obedient behavior that is seen as a characteristic of

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traditional HR management". Mathis and Jackson (2000) state that organizational commitment "is the degree to which employees trust and accept the organization's goals and wish to remain with the organization."

Since 2000, the field of human resource management has been renewed in its approach to studying employee behavior and has been widely introduced. There are many viewpoints and arguments that "the engagement of employees with the organization" seems similar to "organizational commitment," and the engagement of employees with the organization can be seen as a step forward from organizational commitment (Robinson et al., 2004). This is understandable because engagement and organizational commitment have similar meanings, both indicating a bond that expresses emotions and a desire to stay with the organization. The initial difference can be easily distinguished: employees commit to the organization because of the benefits they receive, while the engagement of employees with the organization emphasizes voluntary awareness, inspiration, and effort devoted to working effectively, motivated by the organization. The difference can also be seen from the perspective of a specialized researcher; it will be difficult to separate which measurement dimension is appropriate because each study has its own goals and depends on many factors, including "organization, group, individual, and job" (Can Huu Dan, 2020). According to Schaufeli et al. (2002), engagement is "a state of awareness about a long-lasting and pervasive emotional relationship, not focusing on any specific object, event, individual, or behavior". Robinson et al. (2004) define employee engagement as "a positive attitude toward the organization that enhances the value of the organization. Organizations need to develop and nurture this engagement, which is a two-way relationship between the employee and the employer. Berry (2010) defines employee engagement as the degree to which employees attach to the organization; employees' positive work attitude; and how long employees stay as a result of that engagement. According to Can Huu Dan (2020), "the engagement of employees with the organization is the voluntary effort of employees to strive, be proud, and be willingly loyal to the organization, helping to promote the operational efficiency of the organization". Voluntary engagement is a close attachment that comes from emotions and is voluntary on the part of the employee to be loyal to the organization, ready to win love and pride in accompanying the organization; Voluntarily make efforts to contribute to business development.

In the research using the synthesis method of Mathieu and Zajac (1990), individual characteristics, job characteristics, the relationship between leadership and team, organizational characteristics, and current role position were listed as the first factors influencing the engagement of employees with the organization. Robinson et al. (2004) conducted a study on employee attachment emphasizing a sense of value. The research identified ten factors that would impact the engagement of employees with the organization, making employees feel valued: (1) Personal characteristics, (2) Experience in the job, (3) Manager, (4) Employee appraisal, (5) Training and development opportunities, (6) Communication, (7) Salary and welfare, (8) Health and safety, (9) Friendly with family, (10) Job satisfaction. According to Tran Kim Dung (2006), organizations will gain employee engagement by satisfying them in different aspects of work-related needs such as: (1) Job; (2) Promotion; (3) Leadership; (4) Colleagues; (5) Salary; (6) Welfare and (7) Working conditions. Zain et al. (2009) conducted a study on the influence of employee engagement in a listed company in Malaysia. This research identified four aspects that influence engagement: (i) teamwork, (ii) training and development, (iii) communication in the organization, (iv) praise and recognition. However, the drawback of this study is a small sample size, the included factors in the model are still low, and the solutions proposed are still quite general. The research of Anitha J (2014), evaluated employee engagement through seven factors: work environment, leadership, colleagues, training and development, policies and procedures, working conditions, and employee compensation. The research results showed that when choosing factors to add to the model, a more suitable selection should be made to increase the model's significance.

In summary, the reality of the engagement of employees with the organization is a broad and diverse concept. Each study explores employee engagement from different perspectives; most studies have not yet covered all aspects of engagement, which demonstrates the characteristics of Vietnamese enterprises. Moreover, the engagement of employees with the organization is predominantly studied from a psychological, emotional, and individual perspective; studies have not emphasized the voluntary awareness of engagement and employees' engagement behavior.

3. RESEARCH MODEL AND HYPOTHESES

Based on the literature review and reference to in-depth studies on the factors influencing the engagement of employees with the organization, the authors have chosen to combine a part of the models of Araya and Haiyan (2015) and Robinson et al. (2003) with other studies and propose a research model of the factors influencing the engagement of employees with the organization at Mobio Vietnam Software Application Joint Stock Company.

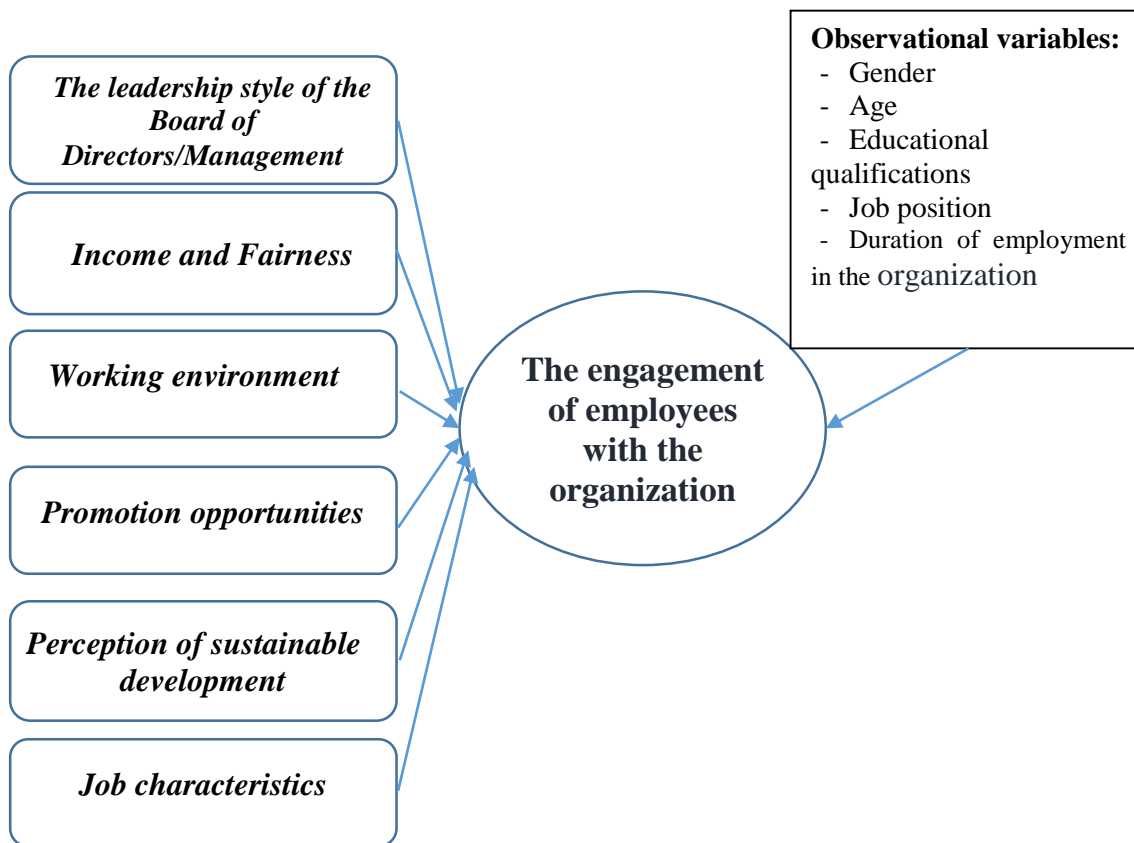


Figure 1: Research model of factors affecting employee engagement with the organization in Mobio Vietnam Software Application Joint Stock Company

The research model of factors affecting the engagement of employees with the organization at Mobio Vietnam Software Application Joint Stock Company used in this study consists of six independent variables and one dependent variable.

To clarify the relationship between the factors influencing the engagement of employees with the organization, the author will construct and test six hypotheses, corresponding to the six independent variables that positively impact the engagement of employees with the organization.

4. RESEARCH FINDINGS

4.1. Descriptive statistics of the study sample

The study was conducted by surveying 218 employees, with 200 completed surveys meeting the requirements. Below are the results of a descriptive statistical analysis of the characteristics of the 200 surveyed employees.

Table 1. Information about the survey sample

	Ratio (%)	Standard deviation	Minimum	Maximum
Gender: Female	49.0	0.4446	0	1
Age	25.0	6.41	22	44
Ethnicity: Kinh	99	0.1361	0	1
Education				
Vocational school	1.0	0.1708	0	1
College	8.0	0.3847	0	1
University	85.8	0.4406	0	1
Postgraduate	5.2	0.2233	0	1

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Job position				
The board of directors	3.4	0.1808	0	1
Management officer	25.5	0.4365	0	1
Employee	71.2	0.4539	0	1
Time working at the company				
Less than 1 year	22.4	0.5003	0	1
From 1-3 years	54.3	0.4300	0	1
From 3-5 years	18.0	0.3847	0	1
Over 5 years	5.2	0.2233	0	1

Source: Computation from survey data

4.2. Reliability testing of the measuring instrument:

The data obtained from a survey questionnaire was processed using SPSS version 22.0 software. The Cronbach's alpha test indicated that the observed variables had a correlation coefficient of greater than 0.3 and a Cronbach's alpha coefficient of greater than 0.7. The measurement scale reliability evaluation results showed that all the measurement scales and observed variables met the requirements.

Table 2. Evaluation results of the reliability of the measurement scale using Cronbach's Alpha coefficient

Factor	Indicators	Average interitem covariance	Cronbach's Alpha
The leadership style of the Board of Directors/Management	5	0.398386	0.8284
Income and Fairness	5	0.392292	0.8434
Working Environment	5	0.474499	0.7373
Promotion Opportunities	5	0.422949	0.8276
Perception of sustainable development	5	0.378298	0.7420
Job Characteristics	5	0.525045	0.8150
The engagement of employees with the organization	6	0.427080	0.8256

Source: Computation from survey data

4.3. Factor analysis with EFA exploration

The scale of engagement of employees with the organization has a KMO coefficient of 0.952, which meets the KMO condition of > 0.5. The Bartlett test has a significant value of 0.00, which is less than 0.05. The results of the EFA factor analysis with the Varimax rotation method show that the variables in the model are all greater than 0.5. This indicates that the observed variables are all valid and meaningful, ensuring the convergence of each measurement in the model.

Table 3. Factor rotation matrix of factors influencing the engagement of employees with the organization

Transforming observation	Perception of sustainable development	Promotion Opportunities	The leadership style of the Board of Directors/Management	Job Characteristics	Income and Fairness	Working Environment
Leadership 1			0.778			
Leadership 3			0.787			
Leadership 5			0.796			
Leadership 4			0.793			
Leadership 2			0.819			
Income 2					0.825	
Income 1					0.831	

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Income 3					0.813	
Income 5					0.754	
Income 4					0.813	
Environment 3						0.797
Environment 2						0.830
Environment 1						0.741
Environment 4						0.825
Environment 5						0.797
Opportunities 2		0.746				
Opportunities 4		0.842				
Opportunities 3		0.791				
Opportunities 5		0.785				
Opportunities 1		0.800				
Perception 4	0.796					
Perception 5	0.760					
Perception 3	0.770					
Perception 1	0.717					
Perception 2	0.764					
Job 2				0.784		
Job 1				0.778		
Job 5				0.734		
Job 3				0.732		
Job 4				0.783		

Source: Computation from survey data

Through the results of exploratory analysis, the factors influencing employee engagement were maintained with six factors and 36 appropriate observed variables.

4.4. Correlation Analysis

The Pearson correlation test results (Table 4) and correlation matrix show that the significance level of the coefficients is very small ($\text{sig} = 0 < 0.05$), thus the correlation coefficients are statistically significant and meet the conditions for regression analysis.

Table 4. Pearson Correlation Coefficient Matrix

TT	Tên biến	1	2	3	4	5
1	The leadership style of the Board of Directors/Management	1				
2	Income and fairness	0.406**				
3	Working Environment	0.362**	0.488**			
4	Promotion opportunities	0.498**	0.502**	0.488**		
5	Perception of sustainable development	0.432**	0.408**	0.378**	0.438**	
6	Job characteristics	0.413**	0.416**	0.422**	0.424**	0.504**

** . Significant correlation at a meaningful level. 0.01

Source: Computation from survey data

4.5. The regression results are as follows

The statistical values of the regression analysis reveal the suitability of the model for the given dataset. The significantly high F-statistic of 108.864 and a low sig-value of 0.000 indicate this. The Durbin-Watson statistic of 1.848, being less than three, suggests that there is no correlation among the model's variables. The VIF coefficients for all variables being less than two demonstrate the absence of multicollinearity. The adjusted R-squared coefficient of 0.650 highlights that 65.0% of the dependent variable variation is explained by the independent variables.

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Table 5: Estimated results of factors affecting employee engagement with the organization at Mobio Vietnam software application joint stock company

Variable	The engagement of employees with the organization		VIF
	Standardized Coefficients (beta) β	Sig.	
Gender	0.013	0.511	1.086
Age	-0.034	0.158	1.622
Educational qualifications	-0.003	0.881	1.154
Job position	-0.027	0.235	1.461
Duration of employment in the organization	0.029	0.186	1.409
Leadership (MLE)	0.248	0.000	1.675
Income (MIN)	0.155	0.000	1.684
Environment (MEN)	0.130	0.000	1.693
Opportunities (MOP)	0.102	0.000	1.842
Perception (MPE)	0.168	0.000	1.639
Job (MJ0)	0.207	0.000	1.622
Number of observations	200		
Adjusted R Square (R^2)	0.650		
F	108.864***		
Durbin-Watson	1.848		

Source: Computation from survey data

The regression coefficients all bear a positive (+) sign, which indicates the direct relationship between the independent variables and the dependent variable. The engagement of employees with the organization (EN) is most strongly influenced by: the leadership style of the Board of Directors/Management (LE) ($\beta_1 = 0.248$); job characteristics (JO) ($\beta_6 = 0.207$); perceived opportunities for development (PE) ($\beta_5 = 0.168$); income and fairness (IN) ($\beta_2 = 0.155$); working environment (EN) ($\beta_3 = 0.130$); opportunities for promotion (OP) ($\beta_4 = 0.102$). Standardized regression equation: $EN = 0.248LE + 0.207JO + 0.168PE + 0.155IN + 0.130EN + 0.102OP + \epsilon$.

5. Conclusion and Managerial Implications

5.1. Conclusion

Through the research process, the author utilized an appropriate quantitative research method and statistical tools to identify the six factors that affect the engagement of employees with the organization in decreasing order as follows: The leadership style of the board of directors or management, job characteristics, perceived opportunities for development, income and fairness, working environment, and opportunities for promotion. The results also indicated no difference in the level of engagement based on gender, years of work experience, or education, while differences existed based on job positions and seniority.

In the fierce competition in the market and the unpredictable socio-economic environment, being good at one's job and dedicating oneself to work alone is not enough to bring success to employees. However, with support, sharing, and assistance from the Board of Directors and management, employees can achieve positive values and success. Studying the factors affecting employee engagement is meaningful both theoretically and practically. The research contributed to building a theoretical foundation for the engagement of employees with the organization. Practically, the results helped the senior leadership team of Mobio Vietnam Software Joint Stock Company understand the impact of the factors on employee engagement with the organization. Based on this, they can consider and implement policies and solutions to enhance the employees' engagement with the organization and achieve vital objectives, thereby improving the reputation and position of the company.

5.2. Specific managerial implications based on research results

Employees are the ones who build the reputation and brand of a company and are also the key to its success. Therefore, the leadership style of the Board of Directors and management needs to pay close attention to increasing the engagement of employees with the organization.

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**** The Board of Directors/Management needs to demonstrate a professional working style***

The research results indicate that the leadership style of the Board of Directors or management is one of the six factors strongly influencing the engagement of employees with the organization. According to employee perception, leadership has a significant impact. Therefore, to improve employee engagement, the board of directors or management needs to:

Regularly share and provide information to employees. If employees receive timely support and information, they will feel understood and respected, thereby achieving higher work efficiency. The Board of Directors or Management can share information by (1) notifying all employees of new announcements, decisions, or regulations changed in the company and (2) organizing meetings or surveys to gather feedback from employees. With this sharing method, employees have the opportunity to contribute their opinions or share difficulties during implementation, and the company will come up with more innovative solutions.

The board of directors or management needs to formulate specific and clear policies and regulations to attract and retain highly skilled and experienced employees who contribute to practical activities. Reward encouragement directly with material and spiritual gifts such as vacations, healthcare packages, or support for training costs, and commend employees for excellent work performance or commendation to maintain 3-year engagement,... The board of directors or management needs to have a clear role direction, and management needs to standard, consistent and specific in arranging job roles. Continue to maintain and innovate meetings, contact and receive employees' opinions about the working environment, company policies (salary, bonus, scientific research, training, etc.), opportunities for training and promotion at work, other support services, etc.

**** Continue to maintain attractive job characteristics for employees***

The company needs to provide comprehensive information and resources related to employees' work, which helps employees understand their jobs better and feel highly evaluated. The job at the company has specific characteristics that require deep knowledge and skills, attracting candidates with creative thinking and dedication during their job implementation. The company needs to create jobs that provide promotion opportunities to attract employees with ambition, optimism, and a desire for promotion in their careers. Proposed promotion plans applied clear incentives that encouraged employees to try to complete their tasks. This will motivate employees, promote self-development, and create breakthrough products and services. The job characteristics need to have diverse activities that are not monotonous, avoiding boredom and allowing employees to develop many skills. Create job characteristics that allow employees to decide on the assigned job part and come up with their own solutions; continue to design jobs properly with appropriate working hours to help employees balance their work, life, and family.

**** Establish a specific and clear business development goal***

Building a specific and clear business development goal helps generate employee trust during work and creates a personal brand for themselves. In the company, some employees have a psychological concern about instability and unsustainable development. Building a development goal, enhancing the brand, and creating credibility for the company will play a positive role in eliminating their anxiety in an unclear strategy environment and help employees confidently assert themselves, work at the company, and be proud of themselves. The company needs to continue sharing and updating information on the direction and goals of the company. When understanding the direction and goals of the enterprise, employees themselves will determine their own goals according to the organization's goals. Sharing sessions about the company's direction will help employees understand the value of their work, their role in the company, and the responsibilities and rights they will receive from their work.

**** Build a competitive income system***

The company needs to improve its competitive salary system and identify reasonable income levels, as this factor is closely related to employee benefits and significantly affects their engagement. The company needs to ensure employee income levels and meet competitive factors in the labor market, especially in the technology field. The wage regime needs to be built with clear criteria linked to each individual employee's capability and work results, each department, and the enterprise. This ensures fairness in wage payments and creates trust, encouraging employees to work and promoting the bond between individuals and teams.

In order to increase the income of employees, the company needs to adjust personnel and rearrange personnel in some departments with excess personnel in order to balance and harmonize the salary, bonus fund, and welfare. Develop and improve employee assessment mechanisms based on appropriate approaches (based on job objectives or capabilities). With the job description, specific job objectives, and detailed competency framework, employees' work processes are comprehensively evaluated not only in completing job tasks but also in their capacity, behavior, and attitude during work. Moreover, apart from income, concern, and spiritual rewards, flexible policies suitable for each object always play an important role in contributing to the employees' satisfaction. Employees need to be rewarded and recognized promptly when they take new initiatives or

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excellently perform assigned tasks. Rewards need to be timely, correct, and communicated through appropriate communication channels.

*** Provide an ideal working environment for employees**

The company needs to create a working environment where employees feel most comfortable unleashing their potential and contributing to its development. A healthy environment is one where employees can actively perform their work with their own judgment, leading to high efficiency. A healthy work environment where employees can share their personal knowledge and experience allows employees to feel more attached to their work, colleagues, and organization. Therefore, the company needs to try to establish measures to create sustainable bonding between employees and colleagues, between employees and leadership, etc. Building an open work environment where there is a lot of interaction among colleagues in each department with each other is the first step in creating engagement. And that can also mean sharing knowledge and experience at work and in life, sharing the joy, success, and difficulties of each individual. The company should regularly organize internal activities such as arts, sports, tourism, and seminars to allow employees to exchange ideas, talk to each other, and build more trust in the work process. The enterprise needs to implement measures to eliminate unhealthy competition in employee work, emphasize honesty, be absolutely strict with fraudulent behavior, speak ill of colleagues, and cause internal disunity.

*** Create more promotion opportunities for employees in the development process**

The company needs to focus on training strategies and creating career development opportunities for employees. These are important factors in building and encouraging long-term employee engagement, especially among the highly trained and skilled employee contingent. Understanding the thoughts and aspirations of employees and conveying clear criteria about development opportunities are essential to helping employees realize and motivate appropriate investment for their development path. To increase the engagement of employees with the organization, the board of directors and management need to focus on training and career advancement for employees. By being trained with deep skills and knowledge in their field of expertise, employees will feel valued, trusted, and have the motivation to be more attached to the company. Companies can provide training programs, internal training, meetings, and training courses to help employees improve their professional skills and deep knowledge in their field of function; attention should be paid to providing employees with sufficient time to learn and self-develop.

To create an environment that emphasizes employee development, the company needs to develop specific, clear directions and consider developing employees at their company as a lever for development. The company is willing to work on programs such as visiting, studying, or training courses with international training units so that employees have the opportunity to access and update new knowledge and technology in countries worldwide, thereby creating additional motivation for them to invest properly in their development path while also creating a high-quality, competitive human resource. Although the budget for international training courses is quite expensive, this is essential work that the company should implement to develop its human resources and create a competitive position in the future.

6. LIMITATIONS OF THE RESEARCH

(1) The theme only assesses the level of engagement of employees with the organization at Mobio Vietnam Software Joint Stock Company according to the survey of the employees themselves, yet it has not been analyzed specifically to find out the strengths and weaknesses of each factor, from which to propose effective solutions to enhance the engagement of employees with the organization.

(2) There are many other factors that impact the engagement of employees with the organization that this study has not mentioned. That is also a suggestion for further research.

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