FACTORS AFFECTING THE ENGAGEMENT OF EMPLOYEES TO SMALL AND MEDIUM-SIZED ENTERPRISES IN HANOI CITY

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ABSTRACT

In order to study the factors affecting the engagement of employees to small and medium-sized enterprises in Hanoi city, the research team has used quantitative research methods based on data samples collected from the survey of 332 people, of which the number of valid votes included in the analysis of influencing factors are 313 votes. The data is cleaned and processed using SMARTPLS software. The research results show that, among the 7 factors considered with 95% confidence, "Nature of work" (BCCV) has the strongest influence on the engagement of employees to small and medium-sized enterprises in Hanoi city, with the influence level of 0.398; It is followed by the factor "Leadership relations" (QHLD) with an influence level of 0.185, the factor "Working environment, conditions" (MTLV) with an influence level of 0.170. With 90% confidence, it can be concluded that the factor "Career development opportunities" (CHPT) has an influence level of 0.124. Based on the analysis results, the research team has proposed a number of discussions to promote the engagement of employees in small and medium-sized enterprises in Hanoi city.

KEYWORDS: Influencing factors, engagement, employees, small and medium enterprises, Hanoi city

1. RAISING THE ISSUES

Currently, with the harsh labor market situation, the human resources are the key resource of every enterprise. Many enterprises are facing a difficult shortage of human resources, especially after the COVID-19 pandemic, when many employees have changed jobs or quit their jobs to return to their hometowns, leading to the enterprises' decrease in revenue or even cessation of operations. Therefore, retaining human resources and convincing them to accompany is a matter of survival for an enterprise, especially for small and medium-sized enterprises (SMEs).

According to Vietnamnet.vn (2022), Vietnam currently has about 870,000 enterprises, of which small and medium-sized enterprises account for more than 98%, employ 70% of the workforce and contribute about 50% of GDP. SMEs play a very important role in creating jobs for people, reducing unemployment rates, meeting the increasingly diverse needs of consumers in all sectors of the

economy, thereby making a great contribution to the promotion of the country's economic development. However, Vietnamnet.vn (2022) has assumed that: "Most SMEs have limited financial resources, causing a competitive disadvantage in terms of wages, benefits or reputation compared to large companies. For this reason, the workforce in SMEs is often less willing to stay together for a long time and tends to "shift" to a group of larger enterprises when the opportunity arises.

When an employee quits his/her job, the enterprise has to pay large costs to recruit and retain a new employee, productivity and working atmosphere among employees will also be negatively affected. Realizing this problem, SMEs constantly improve their development policies, retain human resources, create a stable workforce with long-term engagement to the enterprises, thereby saving time and costs for the enterprises, creating trust, internal solidarity and building an ideal working environment for the employees. The enterprises also operate more efficiently and gain customer confidence in the quality of products and services.

Therefore, the enterprises must know how to consider, identify and properly evaluate the factors that affect the engagement of the employees, and based on that, choose appropriate directions in human resources management to retain talented employees for the enterprises.

2. THEORETICAL BASIS, LITERATURE REVIEW AND RESEARCH MODEL
2.1. Theoretical basis
2.1.1. Engagement of the employee to the organization

A.H. Maslow's Hierarchy of Needs (1943): Maslow's hierarchy of needs is a motivational theory in psychology, describing the stages of human development and explaining the motivations that impact the human behavior. The theory includes a 5-layer pyramid model representing natural human needs, going from basic needs to higher needs: physiology => safety => social relationships => respect => self-expression. The human needs and motivations move and increase in hierarchy.

Clayton P. Alderfer's ERG Theory of Motivation (1969): Developed from Maslow's Hierarchy of Needs theory by classifying the hierarchy of needs into different parts. *Alderfer's ERG theory* posits that there are three basic demands that humans seek to satisfy. When one need is met, it becomes a motivation to satisfy another need. ERG stands for Existence, Relatedness and Growth.

Edwin A. Locke's Goal-Setting Theory (1960): Edwin Locke proposed the goal-setting theory of motivation. When a person has a clear goal, he/she will focus his/her efforts on that specific task. Setting an ambitious but achievable goal can motivate and improve the employee's performance if the goal is accepted and the organization creates the necessary conditions for implementation. Setting goals has a close relationship with performance. Specific and challenging goals coupled with appropriate feedback led to better performance.

Adam, J.S.'s Theory of Justice (1963): The employees always compare what they put into their jobs (input) with what they receive when completing those jobs (output) and compare this ratio with others. If there is injustice, they will want to find justice. The comparison is based on the ratio of the following factors: (i) Output: salary, rewards, commission, company's benefits... (ii) Input: The effort they put into the company including capacity, knowledge, attitude, time... If the ratio is equal, the employees will feel fair and maintain productivity and effort. On the contrary, if the ratio is skewed, they will reduce their effort at work. If the employees see their colleagues working less but receiving more pay, they will seek the justice. In case they see that the remuneration they receive is higher than what they spend, they will feel motivated to work, thereby increasing their efforts and improving their performance.

Herzberg, F.'s Two-Factor Theory (1959): There are two groups of factors that affect the employee's motivation at work: satisfaction factors and motivation factors. *Maintenance factors* are the factors that cause the dissatisfaction in the workplace. They are factors external or independent of the job and are related to salary, job stability, corporate policies, working conditions, leadership capacity and relationships between supervisors, subordinates and colleagues. These factors do not motivate the employees. However, when they are lacking, the satisfaction factors can make the employees dissatisfied. *The second group is motivation factors*, they are associated with employee's motivation, depend on and arise from the internal conditions of work. The motivation factors include responsibility, job satisfaction, recognition, achievement, and opportunities for growth and advancement. The employees will want more complex jobs that give them the opportunity to develop their own potential, learn new skills and take on greater responsibility.

Vroom, V.H.'s Expectancy Theory (1964). Expectancy theory suggests that people will be motivated to achieve goals if they believe that there is a close relationship between effort and performance, and that performance will result in an appropriate reward that can satisfy a basic need or another need that makes them feel like their efforts are worthwhile. Victor Vroom's expectancy theory includes three variables or relationships: (i) Expectations or the effort-achievement relationship; (ii) Means or achievement-reward relationship; (iii) Catalyst or attractiveness of the reward.

2.1.2. Small and medium enterprises

SMEs are regulated under Article 5 of Decree No. 80/2021/ND-CP, taking effect from October 15, 2021, specifically regulating criteria for determining small, medium and micro enterprises as follows:

Table 1. Criteria for determining small, medium and micro enterprises

Area	Agriculture, forestry, fisheries, industry, construction		Commerce, service	
Microenterprise	The average number of employees participating in social insurance per year *is no more than 10 people.*	Total annual revenues must *not exceed 3 billion VND* OR *total capital sources must not exceed 3 billion VND.*	The average number of employees participating in social insurance per year *is no more than 10 people.*	Total annual revenues must *not exceed 10 billion VND* OR *total capital sources must not exceed 3 billion VND.*
Small enterprise	The average number of employees participating in social insurance per year *is no more than 100 people.*	Total annual revenues must *not exceed 50 billion VND* OR *total capital sources must not exceed 20 billion VND.*	The average number of employees participating in social insurance per year *is no more than 50 people.*	Total annual revenues must *not exceed 100 billion VND* OR *total capital sources must not exceed 50 billion VND.*
Medium-sized enterprise	The average number of employees participating in social insurance per year *is no more than 200 people.*	Total annual revenues must *not exceed 200 billion VND* OR *total capital sources must not exceed 100 billion VND.*	The average number of employees participating in social insurance per year *is no more than 100 people.*	Total annual revenues must *not exceed 300 billion VND* OR *total capital sources must not exceed 100 billion VND.*

Source: Decree No. 08/2021/ND-CP

Based on 3 criteria: the average number of employees participating in social insurance per year, capital sources and revenue, SMEs are divided into 3 groups: micro enterprises, small enterprises and medium-sized enterprises in 3 areas: Agriculture, forestry and fisheries; Industry and construction; Commerce and services. SMEs are an important part of the economy, especially in a developing country like Vietnam.

Thus, it can be seen that, in addition to the inherent characteristics of an enterprise operating in the SMEs economy, there are unique characteristics stemming from the nature of operations as follows:
- SMEs have a small scale of production and business activities and financial potential.

- Various types of enterprises, business lines.
- The activities of SMEs depend heavily on fluctuations in the business environment.
- Production and business capabilities, scientific and technical level and competitiveness are limited.
- The operating apparatus is compact and highly flexible, but administrative capacity is still limited.

2.1.3. Factors affecting the engagement of employee to the enterprise

The research of Tran Quynh Huong (2015) points out 9 factors that affect the engagement of the employee to the company including: (i) Income (TN); (ii) Benefits (PL); (iii) Working environment (MTLV); (iv) Appropriate goals (SPHMT); (v) Colleague relations (QHDN); (vi) Leadership relations (QHLD); (vii) Fair rewards (KTCB); (viii) Level of empowerment (MDTQ); (ix) Training, development and advancement opportunities (CHDTPT&TT). The analysis results show that 5 factors have an impact on the engagement of the employee to the company: leadership relations (QHLD), colleague relations (QHDN), working environment and benefits (MTLVPL), income (TN), training, development and advancement (DTPTTT). The regression result with an adjustment coefficient of 0.798 means that these five variables explain 79.8% of the engagement of the employee to the company. Statistical value F = 228.448, p(F) = 0.000 < 0.05 and the magnification factor of each variable is less than 5. Therefore, it can be confirmed that five significant variables in the model and the actual model are set up as follows: Engagement = -1.2 + 0.448*QHLD + 0.118*QHDN + 0.457* MTLVPL + 0.198*TN + 0.070*DTPTTT

The research of Le Cong Luan (2017) points out 7 factors that affect employees' engagement to the company including: (i) Job (BTCV); (ii) Working environment (MTLV); (iii) Leadership (LD); (iv) Promotion opportunities (CHTT); (v) Reward and benefit policy (CSKT&PL); (vi) Empowerment (TQ); (vii) Income (TN). The analysis results show that 6 factors have an impact on employees' engagement to the company: Job (BTCV), Working environment (MTLV), Leadership (LD), Promotion opportunities (CHTT), Rewards and benefits (KT&PL), Income (TN). The regression result with an adjustment coefficient of 0.769 means that these six variables explain 76.9% of the employee's engagement to the company. The regression coefficients of the independent variables are statistically significant with 95% confidence. Therefore, it can be confirmed that six significant variables in the model and the actual model are set up as follows: Level of employee's engagement = 0.216*BTCV + 0.129*MTLV + 0.187*LD + 0.250*CHTT + 0.123*KT&PL + 0.200*TN

The research of Tran Quang Thoai (2016) points out 6 factors that affect employees' engagement to the company including: (i) Current job (CVHT); (ii) Working conditions (DKLV); (iii) Salary - income (LTN); (iv) Leaders (NLD); (v) Colleagues (DN); (vi)Training - advancement (TTTT). The analysis results show that all 6 factors have an impact on employees' engagement to the company. The regression result with an adjusted R^2 coefficient of 0.67 means that these six variables explain 67% of employees' engagement to the company. Statistical value F = 44.717, p(F) = 0.000 < 0.05. Therefore,

it can be confirmed that six significant variables in the model and the actual model are set up as follows: Employee's working engagement = 0.352*LTN + 0.123*DTTT + 0.315*DKLV + 0.141* LD + 0.348*CVHT + 0.011*DN.

The research of Vo Ngoc Cam Tu and Bui Van Trinh (2021) points out 7 factors that affect employees' engagement to the company including: (i) Income (TN); (ii) Rewards and benefits (KT&PL); (iii) Nature of work (BCCV); (iv) Working environment (MTLV); (v) Training - advancement (TTTT); (vi) Direct manager; (vii) Relationships with colleagues. The research results show that all 7 factors affect employees' engagement to the company; In which, 3 factors are Income; Rewards and benefits; The working environment has the most influence on employee's engagement.

The research of Pham Thi My Hien (2016) points out 7 factors that affect employee's engagement in the organization, including: (i) Nature of work (BCCV); (ii) Working environment (MTLV); (iii) Leadership (LD); (iv) Opportunities for career development and advancement (CHPTNN&TT); (v) Relationships with colleagues (QHDN); (vi) Salary and rewards (TL&T); (vii) Benefits (PL). The analysis results show that there are 4 factors that impact the engagement of employees in the organization: Benefits (PL), Job (BTCV), Relations with colleagues (QHDN), Working environment (MTLV). The regression model has the above 4 variables with an adjusted R^2 coefficient in the model of 39.9%, meaning the model explains 39.9% of the change in the employee's engagement variable.

The research of Nguyen Thi Kim Anh, Nguyen Thi Minh Hoa, Do Ngoc My (2018) points out 8 factors affecting employee's engagement with the company including: (i) Working environment (MTLV); (ii) Direct management (TTT); (iii) Nature of work (BCCV); (iv) Social responsibility (CSR); (v) Individual role (VTCN); (vi) Salary (TL); (vii) Job support (HTCV); (viii) Development opportunities (CHPT). The analysis results show that 7 of the 8 factors mentioned above affect the three components of engagement (emotional engagement, cognitive engagement, behavioral engagement), of which the factor "Social Responsibility" is not included. In addition, there are only 2 factors that affect all 3 components of engagement: "Job support" and "Individual role". Besides, the factors "Salary" and "Development opportunities" only affect the two components "Cognitive engagement" and "Emotional engagement". The factor "Nature of work" affects two components "Behavioral engagement" and "Emotional engagement". In addition, the "Direct Management" factor only affects the "Cognitive Engagement" component and the "Working Environment" factor only impacts the "Emotional Engagement" component.

The research of Nguyen Ngoc Minh and Nguyen Thi Kieu Lan (2020) points out 7 factors that affect employees' engagement with the company: (i) Nature of work (BCCV); (ii) Training and advancement (T&TT); (iii) Income (TN); (iv) Leadership (LD); (v) Colleagues (DN); (vi) Working environment (MTLV); (vii) Sacrifice (SHS). The research results have identified six factors that affect the engagement to the organization in order of importance: Sacrifice, colleagues, leadership, training and advancement, income and nature of work. The MTLV factor has the coefficient sig. = 0.749 > 0.05,

so it is not statistically significant at the 5% significance level. The adjustment coefficient value of 0.541 means that the independent variable included in the regression model explains 54.1% of the change in the dependent variable.

The research of Bui Nhat Vuong, Nguyen Thi Ngoc Chau (2020) points out 7 factors that affect employee's engagement with the company: (i) Income (TN); (ii) Rewards and benefits (KT&PL); (iii) Direct manager (NQLTT); (iv) Working environment (MTLV); (v) Colleagues (DN); (vi) Organizational culture (VHTC); (vii) Promotion opportunities (CHTT). The adjusted R^2 value of 0.529 means that 52.90% of the variation in the dependent variable is explained by the variation in the 7 independent variables. The F value has a significance level with Sig. = 0.000 (< 0.05) means that the proposed linear regression model is suitable for the actual data collected and the included variables are statistically significant at the 5% significance level. The relationship between independent variables does not significantly affect the explanatory results of the regression model. The unstandardized regression equation has the form: GK = 0.540 + 0.355*TN + 0.237*KT + 0.145*MT + 0.199*DN + 0.204*QL + 0.111*CH + 0.096*VH.

The research of Le Hoang Thuya (2021) points out 12 factors that affect employee's engagement with the company: (i) Job characteristics (DDCV); (ii) Training - Promotion (TTTT); (iii) Salary (TL); (iv) Benefits (PL); (v) Superiors (CT); (vi) Colleagues (DN); (vii) Performance evaluation (GTT); (viii) Labor policy (CSLD); (ix) Working conditions (DKLV); (x) Working pressure (ALCV); (xi) Operational risk (RRTN); (xii) Working motivation (DLLV). The research results of all 12 hypotheses are accepted as analyzed, showing that the author's theoretical research model is suitable for practice in the banking industry under conditions in Vietnam. The standardized regression coefficient, P value < 0.05, can be concluded that all factors have an impact on Working Motivation and Working Motivation has an impact on employee's engagement with bank. In particular, promotion training has the strongest impact on working motivation (H2) and then the level of this impact gradually decreases with the second order: Superiors impact working motivation (H5); 03rd: Operational risks impact working motivation (H11); 4th: Job characteristics impact working motivation (H1); 5th: Working motivation affects the engagement (H10); 6th: Working conditions affect working motivation (H9); 7th: Performance evaluation impacts working motivation (H7); 8th: Working pressure affects working motivation (H10); 9th: Salary affects working motivation (H3); 10th: Benefits affect working motivation (H4); 11th: Labor policy affects working motivation (H8); 12th: Colleagues affect working motivation (H6).

The research of Ho Huy Tuu and Pham Hong Liem (2012) points out 7 factors that affect employee's engagement to the company: (i) Organizational brand (THTC); (ii) Knowledge in the field of expertise (KTCM); (iii) Organizational culture (VHTC); (iv) Appropriate goals (PHMT); (v) Empowerment (TQ); (vi) Material and spiritual rewards (KTVC&TT); (vii) Organizational support (HTCTC). The results show that the three components of employee's engagement (effort, pride, loyalty) are statistically significantly affected by job satisfaction, goal alignment, knowledge, organizational

support, and the organizational brand. The three components (effort, pride, loyalty) of employee's engagement to Khanh Hoa Tourism Company are expressed through 3 standardized regression equations showing the linear relationship between each component with the following related factors: Loyalty = 0.326*KTCM + 0.289*HTCTC + 0.215*THTC; Effort = 0.659*Satisfaction + 0.332*PHM; Pride = 0.564*Satisfaction + 0.182*THTC. In which: Satisfaction = 0.419*KTCM + 0.237*HTCTC + 0.200*TQ + 0.153*VHTC + 0.124*KTVC&TT

The research of Dao Duy Huan and Chau Hong Thuy (2021) points out 7 factors that affect employee's engagement to the company: (i) Conformity with organizational goals (PHMT); (ii) Training and development (DTPT); (iii) Rewards and recognition (PTCN); (iv) Income and benefits (TN); (v) Relationship with superiors (QHLD); (vi) Working Conditions (DKLV); (vii) Relationships with colleagues (QHDN). The linear regression results show that the coefficient of determination R^2 is 0.655 and the adjusted R^2 is 0.644. This model explains 64.40% of the variation in the dependent variable on employee's engagement with the company. All 7 factors positively affect the engagement with the company.

The research of Bui Phuong Thao (2016) points out 7 factors that affect employees' engagement to the company: (i) Income (TN); (ii) Training and promotion opportunities (CHDT&TT); (iii) Superiors (CT); (iv) Colleagues (DN); (v) Job characteristics (DDCV); (vi) Working Conditions (DKLV); (vii) Benefits (PL). Of the 7 factors proposed in the research model, there are 6 factors that have a positive impact on office employees' satisfaction with their jobs. These are the factors income, job characteristics, benefits, superiors, training and promotion, and finally the colleague factor. We have the following linear regression equation: Y = -1.456 + 0.39TN + 0.1DT + 0.183CT + 0.11DN + 0.289CV + 0.215PL. The fit of the model is quite high because the coefficient of determination R2 of the above model is 0.666.

The research of Ha Nam Khanh Giao, Nguyen Dang Huyen Tran (2017) points out 6 factors affecting employee's engagement to the company: (i) Nature of work; (ii) Salary and benefits; (iii) Support from superiors; (iv) Colleague relations; (v) Promotion opportunities; (vi) Reputation. The results have shown a model of 05 factors that have a positive impact on employee's engagement, arranged in descending order: Nature of work (CV), Colleague relations (DN), Reputation (DT), Salary and benefits (TL), Support from superiors (CT). The statistical value F - 29.003 with value sig = 0.000 proves that the regression model is suitable for the data set. The adjusted R^2 coefficient of 0.493 shows that 49.3% of the variation in the dependent variable is explained by the independent variables. The variable Promotion opportunity is eliminated (because sig. = 0.989 > 0.05). Regression equation: GK = 0.212 + 0.215CV + 0.169TL + 0.149CT + 0.225DN + 0.143DT + u

The research of Trinh Thi Ha (2019) points out 5 factors that affect employee's engagement to organization: (i) Nature of work; (ii) Relationships with colleagues; (iii) Support from superiors; (iv) Training and development; (v) Salary and benefits. The research results show that job satisfaction has

a positive relationship with engagement. And also, the factors that positively impact job satisfaction include: benefits, relationships with superiors, income, training and promotion opportunities. Using a linear structural model, the results show that two of the five factors have a positive influence on employee's engagement, including relationships within the enterprise and benefits, in which relationships within the enterprise have a stronger impact. These two factors have a positive impact on employee's engagement, with β weights of 0.557 and 0.220 respectively, P - value meeting statistical standards (< 0.05). The remaining factors including Nature of Work (BCCV), Promotion Opportunities (TT) and Salary (TL) have P - value > 0.05, so there is not enough evidence to show that there is a relationship between these factors with employee's engagement.

2.2. Research model and hypothesis

Based on theory and research overview, the research team has proposed the following model and research hypotheses:

Figure 1. Proposed research model
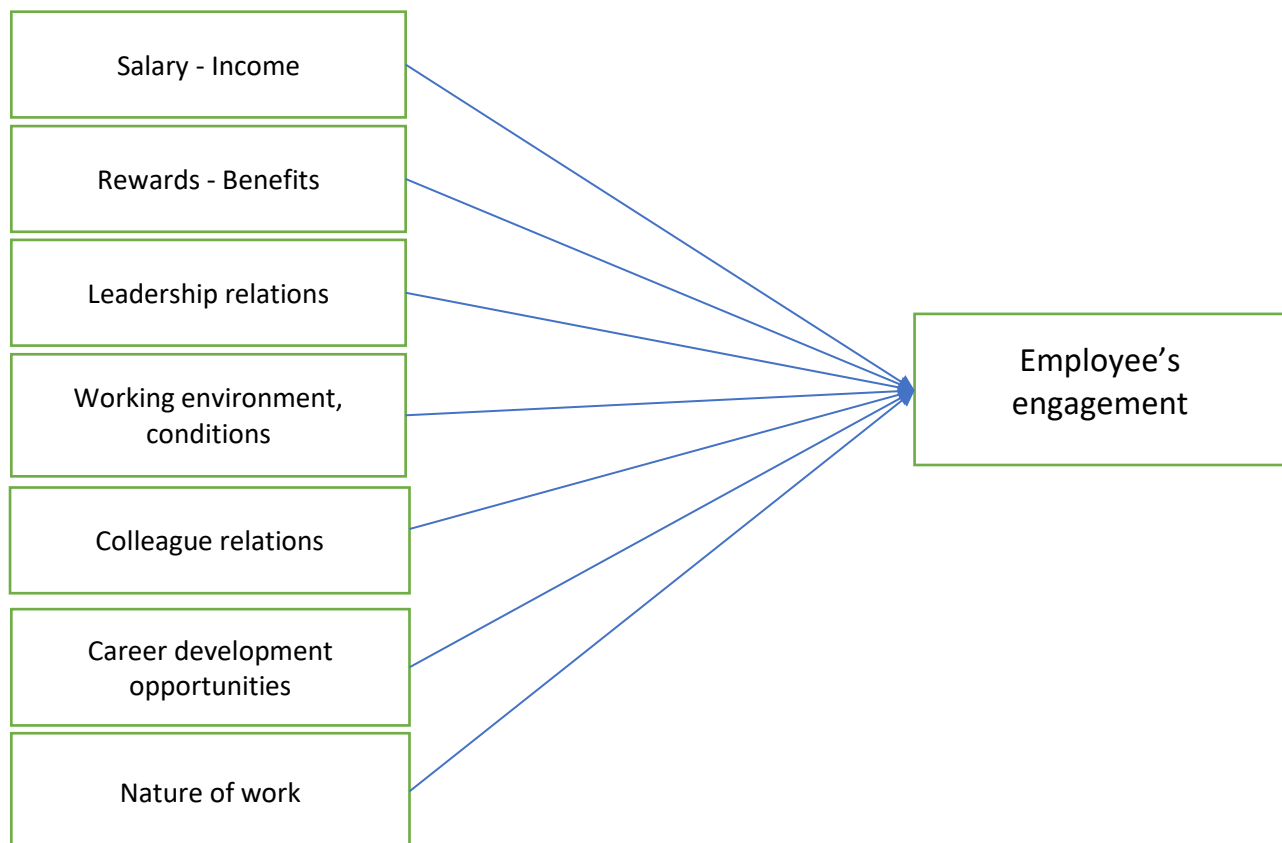
Source: Research team's proposal

Research hypothesis

Hypothesis H1: Salary - Income has a positively correlated impact on employee's engagement in SMEs in Hanoi city.

Hypothesis H2: Rewards – Benefits have a positively correlated impact on employee's engagement in SMEs in Hanoi city.

Hypothesis H3: Leadership relations have a positively correlated impact on employee's engagement in SMEs in Hanoi city.

Hypothesis H4: Working environment, conditions have a positively correlated impact on employee's engagement in SMEs in Hanoi city.

Hypothesis H5: Colleague relations have a positively correlated impact on employee's engagement in SMEs in Hanoi city.

Hypothesis H6: Career development opportunities have a positively correlated impact on employee's engagement in SMEs in Hanoi city.

Hypothesis H7: The nature of work has a positively correlated impact on employee's engagement in SMEs in Hanoi city.

2.3. Research scale

Table 2. Scale of variables in the research model

No	Code	Scale	Source
1	**LTN**	**Salary – Income**	
1.1	LTN1	Your current salary is commensurate with your abilities.	Le Cong Luan (2017)
1.2	LTN2	Salaries are paid fairly, fully and on time.	
1.3	LTN3	Your current income level is enough to meet life's needs.	Le Hoang Thuya (2021)
1.4	LTN4	Salary is on par with companies in the same field.	
2	**KTPL**	**Rewards – Benefits**	
2.1	KTPL1	Leaders always give timely, accurate and sincere praise and recognition when you achieve achievements at work.	Le Cong Luan (2017)
2.2	KTPL2	The company fully, fairly and strictly implements benefits for employees.	Le Hoang Thuya (2021)

2.3	KTPL3	You are rewarded appropriately for your contributions.	Bui Nhat Vuong, Nguyen Thi Ngoc Chau (2020)
2.4	KTPL4	The policies and benefits regimes of the company are attractive.	
3	**QHLD**	**Leadership relations**	
3.1	QHLD1	Leaders are always interested and ready to listen to issues related to your work.	Le Cong Luan (2017)
3.1	QHLD1	Leaders are always respectful, friendly and close to employees.	Le Hoang Thuya (2021)
3.3	QHLD3	Leaders always inspire and motivate you at work.	
3.4	QHLD4	Leaders always treat employees fairly and impartially.	
3.5	QHLD5	You are trusted by your leader in your work.	
4	**MTLV**	**Working environment, conditions**	
4.1	MTLV1	You are provided with full equipment to work.	Bui Nhat Vuong, Nguyen Thi Ngoc Chau (2020)
4.2	MTLV2	Your workplace is airy, clean and ensures labor safety.	
4.3	MTLV3	You feel comfortable working at the company.	
4.4	MTLV4	The company creates favourable conditions for you to demonstrate your abilities well.	
5	**QHDN**	**Colleague relations**	
5.1	QHDN1	Your colleagues are always close, friendly and sociable.	Le Hoang Thuya (2021)
5.2	QHDN2	Your colleagues are always ready to help, share and support you when necessary.	
5.4	QHDN3	Your colleagues are always dedicated and enthusiastic about their work.	

5.5	QHDN4	Your colleagues always cooperate to complete the work.	Bui Nhat Vuong, Nguyen Thi Ngoc Chau (2020)
6	**CHPT**	**Career development opportunities**	
6.1	CHPT1	The company creates many advancement opportunities for you.	Le Hoang Thuya (2021)
6.2	CHPT2	The company creates favourable conditions for learning and improving professional knowledge and soft skills necessary to develop professional capacity.	
6.3	CHPT3	The company's promotion policies and conditions are fair and transparent.	Tran Quang Thoai (2016)
7	**BCCV**	**Nature of work**	
7.1	BCCV1	The job helps you develop your personal abilities.	Le Cong Luan (2017)
7.2	BCCV2	Your current job is interesting.	
7.3	BCCV3	Your current job has many challenges.	
7.4	BCCV4	You find personal meaning and satisfaction in your current job.	
7.5	BCCV5	You are proactive and have the right to make decisions within the scope of work you undertake.	
8	**SGB**	**Employee's engagement**	
8.1	SGB1	You want to be willing to stay and work long term with the company even though there are other places that offer more attractive salaries.	Bui Nhat Vuong, Nguyen Thi Ngoc Chau (2020)
8.2	SGB2	I see that the company's obstacles are also mine.	Nguyen Duy Thanh, Dao Duc Trung (2022)
8.3	SGB3	The company has an important meaning to me.	
8.4	SGB4	I feel satisfied choosing this company to work.	

8.5	SGB5	I find this company to be a good place to work.	

Source: Compiled by the research team

3. RESEARCH METHODOLOGY

3.1. Data collection methods

Based on the theory and an overview of research on factors affecting employee's engagement, the factors included in the research model include 7 independent variables: (i) Salary - Income; (ii) Rewards - Benefits; (iii) Leadership relations; (iv) Working environment, conditions; (v) Colleague relations; (vi) Career development opportunities; (vii) Nature of work, affecting the dependent variable "Employee's engagement".

The survey is developed with a 5-point Likert scale, with:

1. Completely disagree
2. Disagree
3. Normal
4. Agree
5. Completely agree

After developing the survey questionnaire, the research team has conducted a pilot survey with 11 employees working at SMEs in Hanoi city. The survey is completed according to the comments of those surveyed. The preliminary survey results have showed that opinions agreed with the factors included in the model. Based on the preliminary survey, the research team has completed the survey form and conducted a large-scale survey via the link (https://docs.google.com/forms/d/e/1FAIpQLScV6_5OYtdVmeHalXvmbT7TABb35cBoT6QIWpSp 7g1PIEjXNA/viewform) with subjects such as workers/employees/department managers/team leaders/supervisors at small and medium-sized enterprises in Hanoi city.

The data collection method conducted by the research team is based on the convenience sampling method and the "snowball" method (the method of finding the next subject based on the suggestion or introduction of the subject just surveyed) to ensure sufficient sample size as required. The number of survey questionnaires collected is 332, the number of valid votes included in the analysis of factors affecting employee's engagement is 313.

3.2. Data processing method

The quantitative research method is conducted to process research data collected from a survey of employees working at SMEs in Hanoi city. The structural regression equation has the general form:

$$SGB=a*LTN+b*KTPL+c*QHLD+d*MTLV+e*QHDN+f*CHPT+g*BCCV$$

SMARTPLS software is used to test hypotheses and evaluate the impact of factors.

Step 1: Evaluate the measurement model

Evaluate the measurement model based on considering the values of observed variable quality (outer loadings), scale's reliability (Cronbach's Alpha), convergence and discriminant validity.
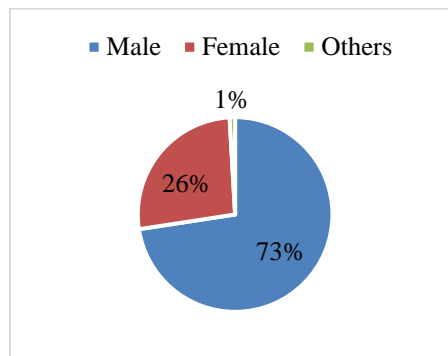
Step 2: Evaluate the structural model

After evaluating the measurement model to meet the requirements, evaluate the structural model through impact relationships, path coefficients, the overall coefficient determining R squared, and the impact coefficient f squared.

4. RESEARCH RESULTS

4.1. Descriptive statistics

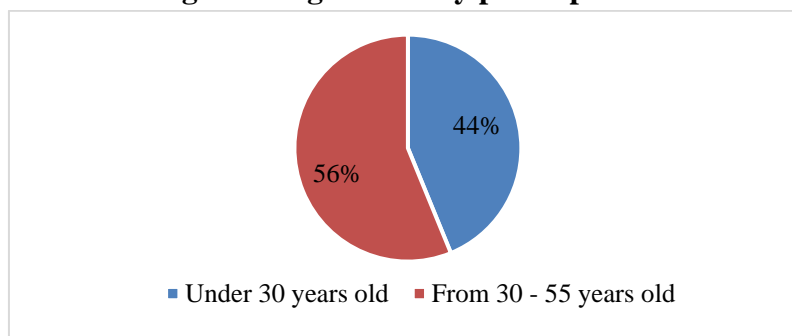**Figure 2. Gender of survey participants**

Source: Survey results

There were 332 people participating in the survey, of which 241 were men (73%), 88 were women (26%) and 3 people did not want to be specific (1%).
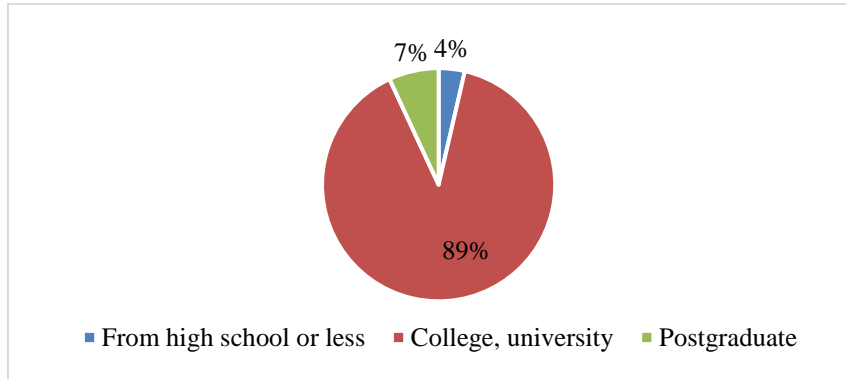
Figure 3. Age of survey participants

Source: Survey results

Among survey participants, there were 145 people under 30 years old (44%) and 186 people between 30 and 55 years old (56%).

Figure 4. Education level of survey participants

Source: Survey results

Among the survey participants, there were 12 people with an education level of high school or less (4%), 297 people with a college or university education (89%) and 23 people with the postgraduate education (7%).

Figure 5. Main business lines of survey participants' enterprises
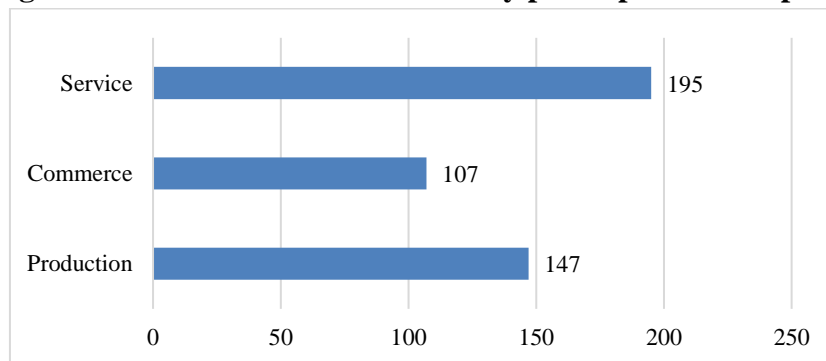
Source: Survey results

Among the survey participants, there were 195 people working at service enterprises, 107 people working at commerce enterprises, and 147 people working at production enterprises.

Figure 6. Types of enterprises of survey participants
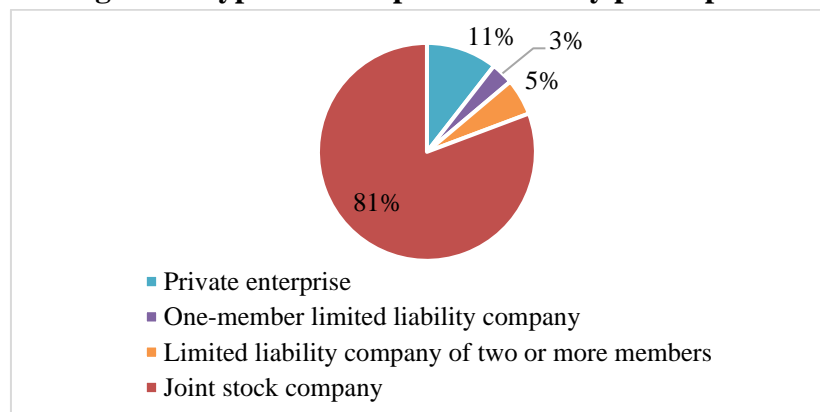
Source: Survey results

Among the survey participants, 35 people worked in private enterprises (11%), 11 people worked in one-member limited liability companies (3%), 18 people worked in limited liability companies of two or more members (5%), 268 people worked at joint stock companies (81%).

Figure 7. Working period of survey participants at the enterprise
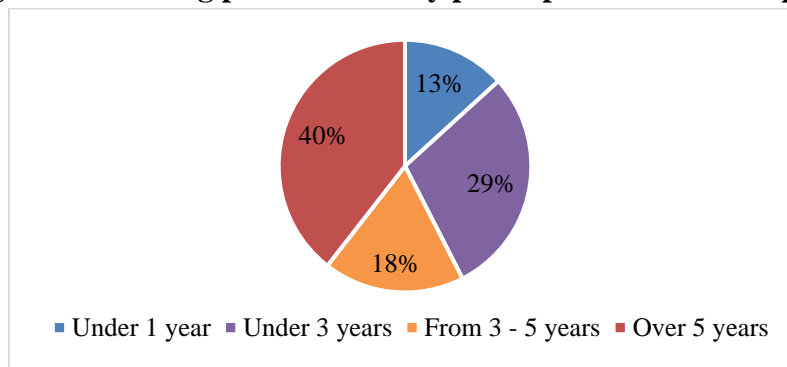
Source: Survey results

Among survey participants, 44 people worked at their enterprises for less than 1 year (13%), 97 worked at their enterprises for less than 3 years (29%), 60 worked at their enterprises from 3 - 5 years (18%), 131 worked at their enterprises for over 5 years (40%).

Figure 8. Position, title of survey participants at the enterprise
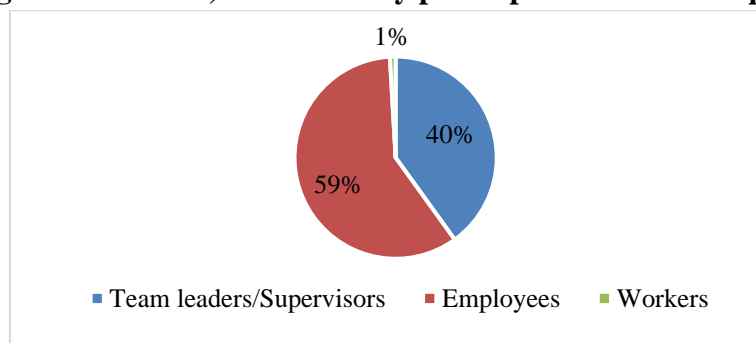
Source: Survey results

Among the survey participants, 133 people were team leaders/supervisors (40%), 196 people were employees (59%), 3 people were workers (1%).
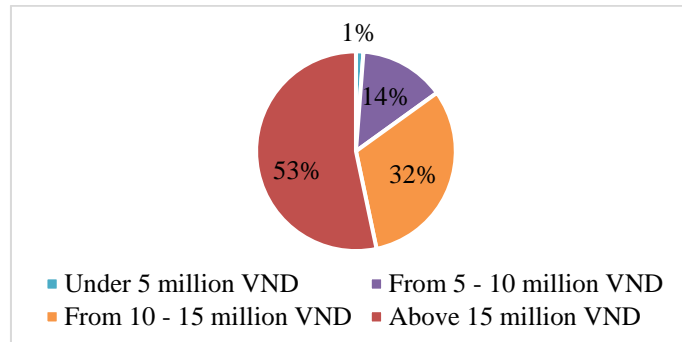
Figure 9. Current income level of survey participants

Source: Survey results

Among the survey participants, there were 4 people with an income of less than 5 million VND (1%), 46 people with an income of 5 - 10 million VND (14%), 105 people with an income of 10 - 15 million VND (32%), 177 out of 15 million VND (53%).

4.2. Evaluation of the quality of observed variables and testing the reliability of the scale
Testing the quality of observed variables
The quality of observed variables is assessed through the outer loadings. The quality of observed variables affecting the engagement of employees to small and medium-sized enterprises in Hanoi city is shown in table 3.

Table 3. Outer loadings of factors affecting employee's engagement with small and medium-sized enterprises in Hanoi city

	BCCV	CHPT	KTPL	LTN	MTLV	QHDN	QHLD	SGB
BCCV1	0.894							
BCCV2	0.870							
BCCV3	0.746							
BCCV4	0.864							
BCCV5	0.794							
CHPT1		0.935						
CHPT2		0.921						
CHPT3		0.933						
KTPL1			0.843					
KTPL2			0.865					
KTPL3			0.908					
KTPL4			0.901					
LTN1				0.859				
LTN2				0.778				

LTN3			0.705				
LTN4			0.834				
MTLV1				0.868			
MTLV2				0.845			
MTLV3				0.911			
MTLV4				0.900			
QHDN1					0.900		
QHDN2					0.939		
QHDN3					0.926		
QHDN4					0.928		
QHLD1						0.913	
QHLD2						0.924	
QHLD3						0.925	
QHLD4						0.916	
QHLD5						0.871	
SGB1							0.892
SGB2							0.803
SGB3							0.916
SGB4							0.903
SGB5							0.903

Source: Testing results of the research team

The results from table 3 show the outer loadings of all total variable correlation coefficients of the variables affecting the engagement of employees to small and medium-sized enterprises in Hanoi city are all > 0.7 (Hair & et al, 2016) showing that the observed variables are meaningful.

Testing the reliability of the scale

Evaluate the reliability of the scale of factors affecting employee's engagement with small and medium-sized enterprises in Hanoi city on PLS-SEM through two main indicators: Cronbach's Alpha and Composite Reliability (CR).

Table 4. Reliability coefficient (Cronbach's Alpha) and composite reliability of factors affecting employee's engagement with small and medium-sized enterprises in Hanoi city

	Cronbach's Alpha	**rho_A**	**Composite Reliability**	**Average Variance Extracted (AVE)**
BCCV	0.890	0.897	0.920	0.698
CHPT	0.922	0.922	0.950	0.865

KTPL	0.902	0.904	0.932	0.774
LTN	0.806	0.810	0.873	0.634
MTLV	0.904	0.912	0.933	0.777
QHDN	0.943	0.943	0.959	0.853
QHLD	0.948	0.949	0.960	0.828
SGB	0.930	0.935	0.947	0.782

Source: Testing results of the research team

According to Table 4, after analyzing and testing the reliability using Cronbach's Alpha coefficient of the factor, the results are: Nature of work (BCCV) reaches 0.890; Career development opportunities (CHPT) reaches 0.922; Rewards and benefits (KTPL) reaches 0.902; Salary - Income (LTN) reaches 0.806; Working environment, conditions (MTLV) reach 0.904; Colleague relations (QHDN) reaches 0.943; Leadership relations (QHLD) reaches 0.948. Thus, all scales satisfy the condition > 0.7 (DeVellis, 2012) and do not violate any rules for eliminating variables, so no variables are eliminated and are acceptable in terms of reliability.

The Composite Reliability (CR) of all observed variables is also > 0.7 (Bagozzi & Yi, 1988). Therefore, the scale is reliable, has analytical significance and is used in subsequent factor analysis.

Convergence

According to the data analysis results in Table 4, the average variance extracted index (AVE) of the factor: Nature of work (BCCV) reaches 0.698; Career development opportunities (CHPT) reaches 0.865; Bonus and benefits (KTPL) reaches 0.774; Salary - Income (LTN) reaches 0.634; Working environment, conditions (MTLV) reach 0.777; Colleague relations (QHDN) reaches 0.853; Leadership relations (QHLD) reaches 0.828.

Thus, the average variance extracted (AVE)) of all variables is > 0.5 (Hock & Ringle, 2010), which shows that the model satisfies the convergence conditions.

Discriminant Validity

The results in table 5 of the Fornell-Larcker index of the model researching factors affecting the engagement of employees to small and medium-sized enterprises in Hanoi city show that the factors are: Nature of work (BCCV); Career development opportunities (CHPT); Rewards and benefits (KTPL); Salary - Income (LTN); Working environment, conditions (MTLV); Colleague relations (QHDN); Leadership relations (QHLD) ensure discrimination because all AVE square root values on the diagonal are higher than their off-diagonal values. Therefore, in terms of discriminant validity, the

two criteria including the cross-loading coefficient and Fornell-Larcker's criteria have met the conditions.

Table 5. Fornell-Larcker index of the model to research factors affecting the engagement of employees to small and medium-sized enterprises in Hanoi city

	BCCV	CHPT	KTPL	LTN	MTLV	QHDN	QHLD	SGB
BCCV	0.835							
CHPT	0.801	0.930						
KTPL	0.740	0.732	0.880					
LTN	0.618	0.609	0.741	0.796				
MTLV	0.769	0.767	0.769	0.645	0.881			
QHDN	0.645	0.653	0.602	0.494	0.733	0.924		
QHLD	0.755	0.784	0.797	0.603	0.801	0.686	0.910	
SGB	0.832	0.781	0.752	0.638	0.784	0.625	0.784	0.884

Source: Testing results of the research team

Value of fuction f^2

The value of function f^2 represents the influence of the structure (factor) when removed from the model. The f^2 values correspond to 0.02, 0.15, and 0.35, corresponding to small, medium, and large impact values (Cohen, 1988) of the exogenous variable. If effect size < 0.02, it is considered to have no impact.

Table 6. Summary table of f^2 values

	BCCV	CHPT	KTPL	LTN	MTLV	QHDN	QHLD	SGB
BCCV								0.194
CHPT								0.018
KTPL								0.004
LTN								0.009
MTLV								0.030

	BCCV	CHPT	KTPL	LTN	MTLV	QHDN	QHLD	SGB
BCCV								**0.194**
CHPT								**0.018**
KTPL								**0.004**
QHDN								**0.002**
QHLD								**0.035**
SGB								

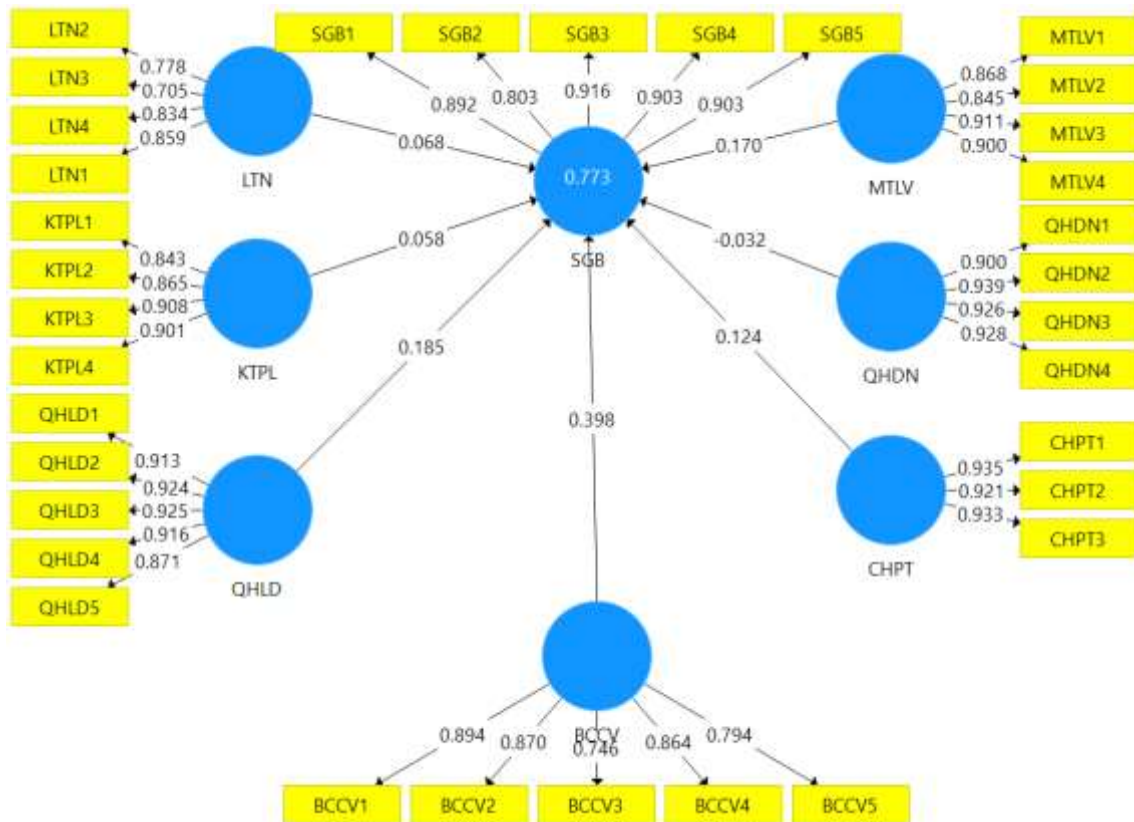*Source: Testing results of the research team*

In this model, in table 6, we see that there are links between BCCV (0.194); MTLV (0.030); QHLD (0.035) has an impact on the engagement of employees to small and medium-sized enterprises in Hanoi city, with $f^2 > 0.15$ considered to have an average impact. The factors CHPT (0.018), KTPL (0.004), LTN (0.009), QHDN (0.002) with $f^2 < 0.02$ are considered to have no influence on SGB.

4.3. Assessment of the level of impact through structural modelling
Evaluate impact relationships
The relationship and level of influence of factors affecting the engagement of employees to small and medium-sized enterprises in Hanoi city on SMARTPLS is shown by Figure 10.

Figure 10. Factors affecting the engagement of employees to small and medium-sized enterprises in Hanoi city

Source: Testing results using SMARTPLS of the research team

The results of Bootstrap analysis to evaluate the impact relationships are shown in table 7. Accordingly, the factors "*Nature of work*", "*Working environment conditions", "Leadership relations*" "has P Values <0.05 and the factor "*Career development opportunities*" has P Values <0.1, which reflects that these factors are statistically significant enough to show a positive influence relationship on the engagement of employees to small and medium-sized enterprises in Hanoi city (*Hypotheses H3, H4, H6, H7 are accepted*). The factors "*Rewards - Benefits", "Salary - Income", "Colleague Relations*" have P Values > 0.1, which reflects that these factors are not statistically significant enough to express the relationship with a positive influence on the engagement of employees to small and medium-sized enterprises in Hanoi city (*Hypotheses H1, H2, H5 are not accepted*).

Table 7. Path Coefficient of the structural model (Path Coefficient)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ($|O/STDEV|$)	P Values
BCCV => SGB	0.398	0.400	0.064	6.179	**0.000**
CHPT => SGB	0.124	0.119	0.066	1.877	**0.061**
KTPL => SGB	0.058	0.054	0.065	0.898	**0.370**
LTN => SGB	0.068	0.071	0.047	1.469	**0.142**
MTLV => SGB	0.170	0.167	0.068	2.495	**0.013**
QHDN => SGB	-0.032	-0.036	0.054	0.606	**0.544**
QHLD => SGB	0.185	0.194	0.079	2.330	**0.020**

Source: Testing results using SMARTPLS of the research team

The test results in table 7 show that with 95% confidence, "***Nature of work***" (BCCV) has the strongest influence on the engagement of employees to small and medium-sized enterprises in Hanoi city with influence level of 0.398; Next is the factor "*Leadership relations*" (QHLD) with an influence level of 0.185, the factor "*Working environment, conditions*" (MTLV) with an influence level of 0.170; With 90% confidence, it can be concluded that "*Career development opportunities*" (CHPT) has an influence of 0.124. The remaining three factors "Salary - Income" (LTN), "Rewards - Benefits" (KTPL), "Colleague Relations" (QHDN) are not statistically significant enough to confirm the relationship with the dependent variable. Thus, the built structural model is:

$$SGB=0.185*QHLD+0.170*MTLV+0.124*CHPT+0.398*BCCV$$

Evaluate the overall coefficient of determination R^2 (R square)
The results of PLS Algorithm analysis give the R^2 value, reflecting the level of explanation of the independent variable with the dependent variable. The **R^2** index measures the overall coefficient of determination (R-square value), which is an index to measure the degree of model fit of the data (the model's explanatory ability). According to Hair et al (2011), R-square values are suggested at 0.75, 0.50 or 0.25.

Table 8. Explanation coefficient of the independent variable for the dependent variable (R Square)

	R Square	**R Square Adjusted**
SGB	0.773	0.768

(Source: Testing results of the research team)

The results from table 8 show that R^2 of 0.773 and adjusted R^2 of 0.768 are appropriate in this research case, so the independent variables in the model explain 77.3% of "*Employees' engagement to small and medium enterprises in Hanoi city*".

Assess the reliability index (SRMR)

Standardized Root Mean Square Residual (SRMR): This index indicates the suitability of the research model. According to Hu & Bentler (1999), normally a suitable model will have an SRMR value of less than 0.08.

Table 9. Standardized Root Mean Square Residual (SRMR) reliability index

	Saturated Model	**Estimated Model**
SRMR	0.050	0.050

According to the SRMR research results in Table 9 of the research model, it is 0.050, smaller than 0.08. Therefore, this model is suitable for data analysis.

5. SOME RESEARCH RESULTS DISCUSSIONS

Among the 7 factors considered, there are three factors at the 5% significance level (95% confidence level) that show an impact on "*Employees' engagement to small and medium-sized enterprises in Hanoi city*". In particular, "***Nature of work***" (BCCV) has the strongest impact on the engagement of employees to small and medium-sized enterprises in Hanoi city, with an influence level of 0.398, showing that when the nature of work improves by 1 unit, it will promote the engagement of employees to small and medium-sized enterprises by 0.398 units.; Next is the factor "***Leadership relations***" (QHLD) with an influence level of 0.185, showing that when the relationship with leaders is better, increasing by 1 unit, it will promote employees' engagement to small and medium enterprises is 0.185 units; The factor "***Working environment, conditions***" (MTLV) has an influence level of 0.170, showing that when the working environment, conditions are better, increasing by 1 unit, it will promote employees' engagement to small and medium enterprises is 0.170 units. With a significance level of 10% (90% confidence level), it shows that the factor "Career development opportunities" has an impact on "*Employees' engagement to small and medium-sized enterprises in Hanoi city*" with an

influence level of 0.124 means that when career development opportunities increase by 1 unit, it will promote employee's engagement by 0.124 units.

From the results of the survey and testing the influence of the factors in the model on the engagement of employees to small and medium-sized enterprises in Hanoi city, the research team proposes some following suggestions.

- **Nature of work** is the factor with the greatest influence. To promote the role of this factor, the enterprises need to regularly organize training sessions so that employees can clearly understand each work item and receive answers to problems during the working process. The tasks assigned to employees need to have innovations in work methods to avoid boredom and repetition, along with a reasonable level of challenge and adequate compensation to evoke employees' desire to work, motivating them to contribute and devote themselves to the enterprise. In addition, strengthen the internal organization of trips, charity and volunteer activities with the amount of money used to be deducted from a portion of monthly profits to donate to difficult situations and serve the contributions to society, thereby creating meaning and positive value towards serving the community in the work of employees.

- *Relationship with leaders*. When assigning tasks to subordinates, the leaders need to trust and create conditions for employees to have freedom of decision within the scope of responsibility, helping them feel they have autonomy in their work. The employees can share and contribute opinions freely and comfortably with leaders about how the enterprise operates and works; Leaders need to absorb and receive opinions openly and appreciatively and make appropriate changes to the issues being contributed. The enterprises regularly organize internal conversations between leaders and employees about difficulties, challenges and problems at work so that the employees can freely share, from which leaders can grasp catch the working situation and provide timely help.

- *Working environment, conditions*. The enterprise provides full equipment, materials, and protective machinery for the employees to ensure safety and hygiene during construction; Employees are provided with adequate machinery, tools and equipment to work effectively. The workplace needs to be cleaned regularly, eliminating harmful agents or air pollution to create a cool, tidy environment, suitable for each specific occupation; Equipment and machinery that contribute to the working process, including computers, wifi networks, air conditioners, fans... need to be fully and reasonably installed to create the best working conditions for the employees.

- *Career development opportunities*. Enterprises organize programs to develop professional skills, soft skills, improve knowledge, as well as orientation exchange sessions, imparting experience to young employees with key employees to help them improve and develop their personal abilities at work. Along with that are periodic capacity assessment sessions of employees to promptly evaluate and help improve professional capacity and working style, thereby creating working conditions and personal

development for officers and employees. In addition, the enterprises need to clearly, fully and transparently inform about policies and conditions for promotion at work, and evaluate employees fairly and objectively to give promotion opportunities to the right people and on time.

- ***Salary - Income***. Enterprises need to ensure that salaries are paid fairly, fully, on time and commensurate with employees' abilities. Regarding appropriate salaries, the enterprises need to continue to evaluate and create opportunities for the employees to demonstrate their abilities to consider a worthy salary for each position. Leaders need to learn about the average salary that other companies in the same field are paying to employees in the same position and the average costs needed for personal necessities of life to balance and choose a salary suitable to the human resources of the enterprise.

- Besides, in order to strengthen the engagement of employees to the enterprises, the enterprises need to have additional direct or indirect impact measures in terms of full and fair payment of salaries, bonuses, benefits, and recognition of work contributions, helping employees feel suitable and satisfied with the enterprise, thereby demonstrating more clearly the role of the "***Rewards - Benefits***" factor in the employee's engagement to the enterprise.

- Furthermore, the employees and enterprises also need to have a fuller awareness of the importance of the factor "***Colleague Relations***" in the engagement of employees to small and medium-sized enterprises. The enterprises need to develop a cultural code of conduct for the organization, including communication regulations between employees and between different levels, to create a civilized, polite, and respectful working environment, thereby avoiding the conflicts that negatively affect work and colleague relations. When someone has difficulty at work, each employee needs to show willingness and enthusiasm to help, share and support others for the common goal of achieving higher productivity, thereby contributing to the enterprise. Each employee needs to complete assigned tasks fully, on time and with quality assurance so that colleagues have a positive view of themselves, and also create motivation for employees to complete their works well. If unnecessary problems or quarrels occur among employees, leaders need to take appropriate measures or penalties to resolve them, creating a fair, friendly and appropriate working environment with everyone.

CONCLUSION

The initial research results show the relationship between factors affecting the engagement of employees to small and medium-sized enterprises in Hanoi city, with a small sample size of 332 votes, of which valid votes included in the analysis of influencing factors are 313 votes. Along with the survey which is convenient and random, this is also a limitation in sample size and questionnaire quality. In addition, with 7 factors included in the new model, it only explains 77.3% of "Employees' engagement to small and medium-sized enterprises in Hanoi city", there are 3 factors that are statistically significant with 95% confidence, 1 factor is statistically significant with 90% confidence and 3 factors are not statistically significant enough to conclude that there are other factors that will impact

engagement of employees and small and medium-sized enterprises in Hanoi city. With the research results considered as a direction for further research on employee's engagement with small and medium-sized enterprises in Hanoi city, in the near future, the research team can expand the survey, research additional factors and purposefully select and filter survey subjects to increase the sample size and quality of the survey questionnaires, as well as the explanatory level of the model.

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