

# 員工投入因素之探討 – 以越南 Viettel 集團為例

## Investigation of Factors for Employee Engagement - A Case Study of Viettel Group

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### 摘要

過去許多研究咸信員工投入程度可透過員工流動、顧客滿意度、忠誠度，安全性以及某種程度的生產率及盈餘等因素來觀察。較少考慮其他可能影響員工投入程度的直接特徵因素。我們嘗試以一個涵蓋社會交換理論和社會認同理論原理的新理論模式研究來研究可能衝擊 Viettel 集團員工投入程度的因素。本研究使用量化問卷蒐集資料，並以 SPSS 分析結果。於 2016 年 7 月至 8 月期間共發放 545 份調查問卷，成功回收有效問卷計 487 份，回收率為 89.4%。研究結果顯示，影響越南 Viettel 集團員工投入程度最重要的因素是工作升遷，其次是團隊合作、薪資、與工作條件等因素，本研究提出詳細的討論及實際的建議。

**關鍵字：**員工投入、因素

### Abstract

As a lot of past research argued that employee engagement can be observed by employee turnover, customer satisfaction, loyalty, safety, and to some degree, productivity and profitability criteria etc.. However, past researches have seldom considered other directly features of employee engagement. A new theoretical model incorporating principal of social exchange theory and social identity theory is developed to investigate the factors impact on employee engagement in Viettel Group. Quantitative questionnaire and SPSS are used to interview and analyze the results. Totally 545 surveys are collected between July and August 2016 with 487 qualified surveys, result a successful rate of 89.4%. Results indicate that the most important factor found is Job Promotion, followed by Teamwork, Payment and Working Condition. Some discussion and useful recommendations are also proposed in this paper.

**Keywords:** Employee Engagement, Factors.

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## **1. Introduction**

Employee Engagement plays an important role in the production process and service delivery in any given industry. Employee engagement has been proven as one of the key factors that contributed to productivity and it is a process to achieve business results & service delivery. The engagement of the employee can be also impacted by several factors such as motivation, working conditions, appropriate payment, promotion systems, properly defined job safety, security to employees, training and empowerment which have been given to employees. However, in some case, the managers cannot keep their talent staffs. Many researchers have shown that unsatisfied employees who have higher potential to quit the job. In Vietnam, the rate of changing job or quitting the jobs increases in recent years, in 2015, .as following: 57% for job promotion, 54% for salary. Similar situation happens in Viettel Group. In order to achieve major goal, the research objectives are established as: to identify the factors affecting employee engagement, to evaluate engagement of employees in Viettel Group, and to find out solution to improve, enhance employee's motivation.

## **2. Literature Review**

### **(1). Definition of employee engagement and its importance**

Employee engagement is one of the top five most important challenges for management, according to a survey of 656 chief executive officers from countries around the world. And employee engagement has been defined in different ways. Kahn defines personal engagement as – the harnessing of organization members 'selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Personal disengagement is referred to the uncoupling of employees from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances. Thus, engagement means to be psychologically present when occupying and performing an organizational role. Engagement in meaningful work can lead to perceived benefits from the work. Affective loyalty occurs with the cases when employees feel an emotional connection to the company. Normative loyalty is a sort of loyalty that appears in cases when the employee feels like they own something to the company. And continuity loyalty comes as a result of the fact that the employee does not have an opportunity to find a job somewhere else. Medina found that employee engagement was strongly inversely correlated with turnover intention and this relationship was mediated by satisfaction in enterprise culture. The study provides evidence that should be further explored to aid in the

understanding of employee turnover and employee engagement; particularly in how employee engagement and employee turnover relate to enterprise culture.

## (2). Potential factors impact **employee engagement**

In general, payment can powerfully influence employee engagement and commitment to employers, while others motivate engagement in the job. It is possible to stimulate one and not to other, though it's generally better to foster both. For example, a company that offers a strong performance incentive system but no retirement plan will probably realize exceptional engagement from its workers; however, they may eventually commit themselves to another company that does offer a good retirement plan. In designing payment plans, you therefore need to consider employee engagement and commitment strategically. For most workers, the conditions of employment such as wages, benefits, and working environment are extremely important aspects of a job. Also of importance is an individual's rank or position within an organization. For instance, in many firms there exists a well-established hierarchy in which advancement takes the form of promotions to higher level jobs, which is often considered part of the "structure" of the organization. Promotions may be used by firms to motivate workers, particularly in companies where direct supervision of workers is difficult. A promotion may also be a reward that results in advancement within the firm, but also involves greater responsibility. While for many years' economists ignored mobility within firms, researchers in other fields, such as sociology, psychology, and human resource management typically paid greater attention to the structure of the employment relationship, and the notion of a "career." For example, vacancy-driven models provide theories of how upward mobility occurs. In particular, these models generally assume that mobility depends upon available positions at the firm. Movements to higher-level positions take place when vacancies occur in those positions, and these positions are occupied by lower-level workers in the firm. New employees typically begin at lower-level positions. Economists are generally more familiar with the concept of an internal labor market, where mobility within the firm is put into the context of a set of rules and guidelines that are part of the employment relationship.

Teamwork is the process of working collaboratively with a group of people in order to achieve a goal. Teamwork is often a crucial part of a business, as it is often necessary for colleagues to work well together, trying their best in any circumstance. Teamwork means that people will try to cooperate, using their individual skills and providing constructive feedback, despite any personal conflict between individuals. All employers are keen to recruit graduates who are able to cooperate, solve problems and work in teams. As less hierarchical organizations have emerged with project teams, self-managed work teams and management teams, so the requirements to 'Get on well with people', and to 'Work with and through others' become

increasingly important. Teamwork involves working confidently within a group, contributing your own ideas effectively, taking a share of the responsibility, being assertive - rather than passive or aggressive, accepting and learning from constructive criticism and giving positive, constructive feedback to others. Conditions in the work are performed as regards the work environment and the time, place and organization of work. They constitute the traditional subject of labor law and are regulated by all of its various sources: legislation, collective agreements, working rules, the contract of employment, and custom and practice. Nowadays, as perception of the concept moves towards the incorporation of additional factors and parameters which affect the employee psychosomatically, a broader definition of the term is coming to be accepted which also includes the economic dimension and its effects on living conditions and the social roles of employee.

Based on literature review of this work, it is apparent that the determinants of employee engagement are a lot of entrances which all specified some characters of engagement such as work/life balance, branding and opportunities to use employee talent, career advancement. This research therefore refers with above researches to develop the factors impact on employee engagement at Viettel Group, the most important potential factors studied in this research will be: (1) Payment, (2) Job Promotion, (3) Teamwork and (4) Working Condition.

### 3. Research Methodology

#### (1). Research Framework

In order to answer the question what are the key factors that affect to employee's engagement in Viettel Group, and after reviewing some literature reviews to apply in Vietel Group case, it is payment, teamwork, working condition, job promotion. Deriving from the presented literature review and past studies, the researcher attempted to focus on the four potential factors. The research framework is shown as in Figure 1.

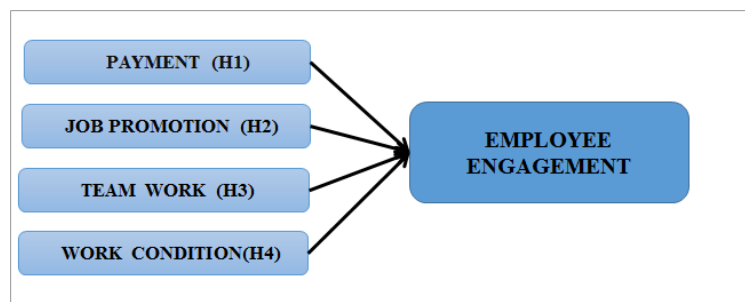


Figure 1: Research Framework

## (2). Hypothesis

There are four hypotheses corresponding to these potential factors, which are listed as following:

H1: There is a positive relationship between Payment and Employee Engagement.

H2: There is a positive relationship between Job Promotion and Employee Engagement.

H3: There is a positive relationship between Teamwork and Employee Engagement

H4: There is a positive relationship between Work Condition and Employee Engagement

## (3). Data collection, questionnaire, and process

Data for this study was collected using questionnaire, which is a closed type with five point Likert scale, “Completely Disagree” to “Completely Agree”, in which 1 means “Completely Disagree”, 2 – “Disagree”, 3 – “Neutral Opinion”, 4 – “Agree”, and 5 – “Completely Agree”. The origins of the questionnaire are described in the Table 1.

Table 1: Origin scale used in construction of questionnaire

Factors	Origin
1. Payment	Alan.M. Sak (2006)
2. Job Promotion	Robert Knight (2011)
3. Teamwork	Graham, Lowe (2012)
4. Work Condition	James K. Harter (2003) Graham Lowe (2012)

The researcher provides the questionnaire to some experts to have advice about the questionnaire and revise the questionnaire as required.

According to Andeson and Gerbing, a sample size of 150 or more is sufficient to achieve parameter forecasts with small standard errors and provide a converged and proper solution for models. Totally 545 surveys are collected between July and August 2016 with 487 qualified surveys, result a successful rate of 89.4%.

In order to test the hypotheses, SPSS version 20.0 application is used to analyze the collected data and to test the overall research framework. Relevant data analysis techniques include reliability analysis, factor analysis (EFA), ANOVA analysis, and Regression analysis

## 4. Results and discussions

Totally 545 surveys were delivered on July 2016 and get back on August 2016 with 487 qualified survey. The successful recovery rate is 89.4%. 53.6% are male, 46.4 % are female.

Most of them are in the range 25 -> 35 years old (66.6%). They have good education background. Nearly 85.2% of them have a mid-level salary (10mil -> 20mil VND/month). The demographic information about gender, age, and income are summarized as in Table 2, 3, and 4.

Table 2: Demographic information about gender

	Frequency	Percent	Valid Percent	Cumulative Percent
1	261	53.6	53.6	53.6
Valid 2	226	46.4	46.4	100
Total	487	100	100	

Table 3: Demographic Information about age

	Frequency	Percent	Valid Percent	Cumulative Percent
<25 years' old	3	.6	.6	.6
25-34 years' old	327	67.2	67.2	67.2
Valid 35-45 years' old	121	24.8	24.8	24,8
46-60 years' old	36	7.4	7.4	7.4
Total	487	100	100	100

Table 4: Demographic information about income

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 million VND/month	3	.6	.6
	5-10 million VND/month	49	9.8	10.4
	11-20 million VND/month	415	85.2	95.9
	> 20 million VND/month	20	4.1	100
	Total	487	100	100

Regression analysis will determine the causal relationship between the dependent variable of employee engagement and the independent variable **Payment, Job Promotion, Team Work,**

**Working Condition** while also considering the multicollinearity between the independent variables. Regression analysis model will describe the form of the relationship and help us to predict the extent of the dependent variable to know in advance the value of the independent variable. Analysis selected method is selected gradually with the standard PIN is 0.05 and the Pout is 0.1. The analytical results are shown in Table 5.

Table 5: Regression Analysis Result

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 <sup>a</sup>	.451	.446	.52187

a. Predictors: (Constant), working condition, payment, promotion, teamwork

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	107.192	4	26.798	98.394	,000 <sup>b</sup>
1 Residual	130.457	479	.272		
Total	237.649	483			

## 5. Conclusions and Recommendations

In this study, the research model has been applied in design questionnaires by using the four dimensions of employee engagement: Teamwork, Job Promotion, Payment and Working Condition. All these factors are proved to have positive relationship with the employee engagement in Viettel. The major factors impacts on employee engagement are Job Promotion and Teamwork. In Viettel, the employees now have opportunities to change the position regularly from one to three years and it makes a strong impression on employees. One of core value of Viettel is “Union is strength” and hold more movements “happy event” to connect people together. Even all four hypothesis are proved to be valid, with the result get from the reliability coefficient and compare mean analysis process, there is still other important sub-factor affect to the employee engagement in **Viettel Group**. From the result of regression analysis, it is shown that, two

factors -**Job Promotion** & **Teamwork** have higher beta coefficient. If the Viettel can focused on improving the job promotion and teamwork it might have better chance to win the competition with other companies.

The research suggests future research may continue with the same pattern for a larger sample volume in the longer period can bring the relatively more answers. It will be important to prevent discontent and make strategic management. This will help to increase employee engagement. The study was made only at Viettel Group Company. Future research should conduct for MobiFone, VinaPhone to gain more insight results.

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