

DETERMINANTS OF EMPLOYEE ENGAGEMENT: A CASE STUDY OF VIETNAM POSTS AND TELECOMMUNICATIONS GROUP (VNPT) - CA MAU BRANCH

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ABSTRACT:

Employee engagement is a critical determinant of organizational performance and a key driver of sustained competitive advantage. This study examines the factors influencing employee engagement at Vietnam Posts and Telecommunications Group (VNPT) - Ca Mau Branch, employing descriptive statistics, Cronbach's Alpha, exploratory factor analysis (EFA), and multiple regression analysis on survey data collected from 125 employees. The findings identify four significant determinants of employee engagement, ranked by their standardized coefficients: organizational culture and leadership ($\beta = 0.519$), compensation ($\beta = 0.256$), promotion opportunities ($\beta = 0.155$), and work environment ($\beta = 0.134$). Based on these results, the study proposes several managerial implications, including enhancing leadership capabilities, fostering a strong organizational culture, implementing flexible and performance-based reward systems, establishing transparent career development pathways, and cultivating a supportive and positive work environment.

Keywords: employee engagement, human resource management, telecommunications industry, VNPT.

1. Introduction

According to Becker (1992), "Work engagement is a psychological state closely tied to the motivation to complete tasks and is manifested through three aspects: vigor, dedication, and absorption." In addition, Schaufeli et al. (2002) define engagement as a positive, fulfilling, work-related state of mind characterized by vigor, dedication, absorption, and a persistent cognitive state that can spread to others. Harter and colleagues (2002) also define employee engagement as the involvement, satisfaction, and enthusiasm of individuals toward their work.

From this, it can be seen that engagement is not an external action but an internal emotion of each person. It stems from employees' perception of the value of their work, their role within the organization, and the alignment between their job and personal goals. Engagement generates strong intrinsic motivation that drives employees to perform effectively. When employees feel attached to their work, they voluntarily strive to complete tasks and achieve objectives. Engaged employees consistently demonstrate interest and enthusiasm in their duties.

Furthermore, according to Robinson, Perryman, and Hayday (2004), employee engagement is not only a key factor in maintaining high performance but also a driver of development and creativity. A work environment that encourages engagement promotes employees' contribution of creative ideas and search for improvement solutions, enabling personal growth and breakthroughs in work. Engaged employees feel safe to voice opinions and participate in development and innovation processes.

Moreover, Bhatnagar (2007) notes that employees who are engaged with the organization can create a competitive advantage. Engaged employees help build sustainable competitive advantages through unique value creation that competitors find difficult to imitate. Employees committed according to these criteria become assets and strengths serving the organization's long-term competitive edge.

The Vietnam Posts and Telecommunications Group (VNPT) is a state-owned enterprise specializing in investment, production, and business in the field of information technology in Vietnam. Amid fierce competition, with numerous domestic and foreign enterprises entering the telecommunications sector, companies must retain their greatest competitive advantage-human resources. Engaging employees within an organization enhances work performance and generates new creative ideas, contributing to sustainable competitive advantage for the enterprise.

Therefore, this study is conducted with three main objectives:

First, to identify the factors currently affecting employee engagement at VNPT Ca Mau;

Second, to evaluate the degree of influence of these factors on employee engagement;

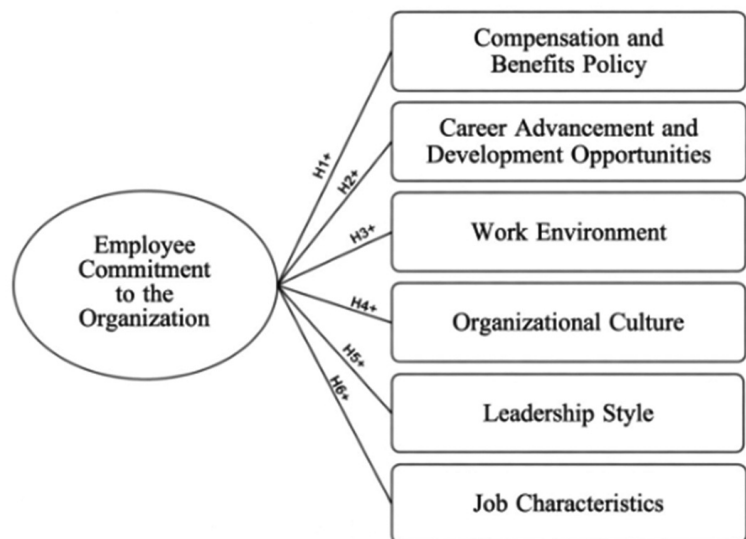
Third, to propose solutions to enhance employee engagement, build an attractive and professional work environment, thereby improving work efficiency and sustainable development of VNPT Ca Mau branch.

2. Research model and methodology

2.1. Research model

Through a literature review of studies by Võ Thị Vân Khánh (2023), Đào Thị Minh Ngọc (2023), Nguyễn Thị Hồng Vân (2020), Anitha (2014), Nguyễn Thị Phương Dung and colleagues (2014), Robinson et al. (2004), May et al. (2004), Tziner et al. (2002), Landsman (2000), Meyer & Allen (1991, 1997), Kahn (1990), Mowday, Porter & Steers (1982), Porter, Steers, Mowday & Boulian (1974), Hall et al. (1970), and preliminary research, the author constructed a measurement scale consisting of 22 observed variables and 3 dependent variables related to employee engagement with the organization. The study uses a 5-point Likert scale: (1) strongly disagree to (5) strongly agree.

Figure 1: Proposed model of factors influencing employee engagement with the organization at VNPT Ca Mau



Source: Proposed by the author, 2025

2.2. Sampling method

According to Hair et al. (2014), the minimum sample size for EFA is 50, preferably 100 or more. Applying the 5:1 ratio with 25 observed variables, the author surveyed 125 randomly selected employees at various levels in VNPT Ca Mau.

The study applies non-probability sampling, specifically convenience sampling, which is time-saving, cost-effective, and easy to implement in an organizational setting.

2.3. Research methods

The quantitative methods used include:

- Descriptive statistics to calculate means, standard deviations, frequency distributions describing demographic characteristics and employee engagement levels.

- Cronbach's Alpha: to assess scale reliability by checking internal consistency of items within each factor group.

- Exploratory Factor Analysis (EFA): to group correlated factors into main components, refining and clarifying the scale structure.

- Linear regression: to determine the degree of influence of each factor (e.g., salary, work environment) on employee engagement.

3. Research results

3.1. Sample description

The sample structure by gender at VNPT Ca Mau includes 125 surveyed employees, of which males account for 72 (58%) and females 53 (42%).

By age: 18–25 years: 28 people (22%); 26–35 years: 40 people (32%); 36–45 years: 42 people (34%, the largest group); over 45 years: 15 people (12%).

By seniority: under 1 year: 14 people (11%); 1–3 years: 38 people (30%); 3–10 years: 46 people (37%, the largest group); over 10 years: 27 people (22%).

By education level: college: 15 people (12%); university: 61 people (49%, largest group); postgraduate: 49 people (39%).

By income: under 5 million VND: 13 people (10%); 5–10 million VND: 33 people (26%); 10–15 million VND: 57 people (46%); over 15 million VND: 22 people (18%).

3.2. Cronbach's alpha reliability analysis results

Each factor is described in detail in the survey data analysis with Cronbach's Alpha values ranging from 0.809 to 0.887 for independent variables, and 0.832 for the dependent variable "employee engagement." All scales meet reliability requirements: Alpha > 0.6–0.7, item-total correlations > 0.3, and no item deletion improves Alpha.

In summary, all components of the engagement scale have Cronbach's Alpha > 0.6, item-total correlations > 0.3, confirming the scales are appropriate and usable for subsequent analyses.

3.3. Exploratory factor analysis (EFA) results for independent and dependent variables

After Cronbach's Alpha assessment, the 22 variables were grouped into 6 factors initially, but EFA extracted 5 factors for the independent variables. All loadings > 0.5, so no variables were removed.

KMO = 0.882 (> 0.5), Bartlett's test Sig. = 0.000 (< 0.05). Five factors extracted with Eigenvalue > 1 (last = 1.054), explaining 69.692% of variance (> 50%).

Exploratory Factor Analysis (EFA) results from the Rotated Component Matrix reveal five distinct

Table 1. Rotated Component Matrix

	Rotation Martix				
	Factor				
	1	2	3	4	5
LD2	0,788				
LD1	0,730				
VH4	0,705				
LD3	0,691				
VH2	0,668				
VH1	0,626				
VH3	0,574				
CV2		0,861			
CV3		0,858			
CV1		0,842			
CV4		0,826			
MT2			0,784		
MT3			0,772		
MT1			0,759		
MT4			0,695		
LT4				0,802	
LT1				0,721	
LT2				0,715	
LT3				0,608	
CH2					0,842
CH3					0,810
CH1					0,804

Source: Author's SPSS analysis of survey data, 2025

factors influencing employee engagement. All items load highly (≥ 0.574) on a single factor with no significant cross-loadings, confirming strong convergent validity and discriminant validity. The extracted factors are named as follows: Organizational Culture and Leadership, Job Characteristics, Work Environment, Compensation and Benefits Policy, and Career Advancement Opportunities.

For the dependent variable (engagement), the three items GK1, GK2, GK3 have high loadings (0.878, 0.867, 0.854).

3.4. Linear regression analysis results

Pearson correlations: all independent variables (except CV) show significant linear relationships with engagement (Sig. < 0.05). Strongest correlation: VHVLD ($r = 0.822$); weakest: CV ($r = 0.228$).

Model fit: $R = 0.880$, $R^2 = 0.774$, Adjusted $R^2 = 0.765 \rightarrow$ independent variables explain 76.5% of variance in engagement. Durbin-Watson = 1.684 (no autocorrelation). ANOVA $F = 81.566$, Sig. = 0.000.

All VIF < 10 (no multicollinearity). Significant variables (Sig. < 0.05): VHVLD, LT, CH, MT. CV not significant (Sig. = 0.149) $\rightarrow$ H6 rejected.

Standardized regression equation:

Employee Engagement = $0.519 \times$ Organizational

Culture and Leadership + $0.256 \times$ Compensation and Benefits + $0.155 \times$ Career Advancement Opportunities + $0.134 \times$ Work Environment + ε

4. Conclusion and managerial implications

4.1 Conclusion

The study identified four factors significantly influencing employee engagement at VNPT Cà Mau: Culture and Leadership (strongest), Compensation & Benefits, Career Opportunities, and Work Environment. These explain 76.5% of variance (Adj. $R^2 = 0.765$). Job Characteristics was not statistically significant and removed.

4.2. Managerial implications

- Culture and Leadership: Invest in leadership training (domestic & international), build positive culture, improve communication, recognition, and inspiration.

- Compensation & Benefits: Ensure fair, competitive pay; flexible, market-aligned benefits (health insurance, leave, year-end bonuses).

- Career Advancement: Create transparent career paths, training programs, mentoring, skill-development opportunities.

- Work Environment: Upgrade facilities/equipment, ensure safety/comfort, foster supportive colleague/manager relationships, open communication ■

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CÁC YẾU TỐ ẢNH HƯỞNG ĐẾN SỰ GẮN KẾT CỦA NHÂN VIÊN TẠI TẬP ĐOÀN BƯU CHÍNH VIỄN THÔNG VIỆT NAM (VNPT) - CHI NHÁNH CA MAU

● **NGUYỄN THỊ THANH TRÚC**

Giảng viên, Khoa Quản trị Kinh doanh,
Trường Đại học Tây Đô

TÓM TẮT:

Sự gắn kết của nhân viên đóng vai trò quan trọng trong việc nâng cao hiệu quả hoạt động của tổ chức và duy trì lợi thế cạnh tranh bền vững. Nghiên cứu này phân tích các yếu tố ảnh hưởng đến sự gắn kết của nhân viên tại Tập đoàn Bưu chính Viễn thông Việt Nam (VNPT) - Chi nhánh Ca Mau. Nghiên cứu sử dụng các phương pháp thống kê mô tả, hệ số tin cậy Cronbach's Alpha, phân tích nhân tố khám phá (EFA) và phân tích hồi quy đa biến trên dữ liệu khảo sát thu thập từ 125 nhân viên. Kết quả nghiên cứu xác định 04 yếu tố có ảnh hưởng đáng kể đến sự gắn kết của nhân viên, gồm: văn hóa tổ chức và lãnh đạo ($\beta = 0.519$), chế độ đãi ngộ ($\beta = 0.256$), cơ hội thăng tiến ($\beta = 0.155$) và môi trường làm việc ($\beta = 0.134$). Trên cơ sở đó, nghiên cứu đề xuất một số hàm ý quản trị, bao gồm nâng cao năng lực lãnh đạo, xây dựng văn hóa tổ chức vững mạnh, triển khai hệ thống đãi ngộ linh hoạt gắn với hiệu quả công việc, thiết lập lộ trình phát triển nghề nghiệp minh bạch và tạo dựng môi trường làm việc tích cực, hỗ trợ.

Từ khóa: sự gắn kết của nhân viên, quản trị nguồn nhân lực, ngành viễn thông, VNPT.