



## Factors influencing employee engagement in Vietnamese enterprises

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### ABSTRACT

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This research examines employee engagement in Vietnamese enterprises influenced by five different factors: salary and income, working conditions, welfare benefits, training and career development, and relationships with leaders and peers. The research was a quantitative study that included a survey of 1,050 employees from northern, central, and southern Vietnam. Reliabilities were calculated using Cronbach's alpha, scales were vetted through Exploratory Factor Analysis (EFA), and multiple regression analysis was used to test the hypotheses, with engagement gauged using the Utrecht Work Engagement Scale (UWES). The conclusion was that support from leaders, relationship support from colleagues, and the sufficiency of salaries were the most confirming of the hypotheses, while the claim that working conditions, welfare, and training benefits were of minimal importance was the most unconfirming. Social class and culture were suggested from the results of social relations in the Vietnamese system of labour-intensive industries. Businesses are suggested to focus on engagement through competitive pay, proper supervision, and informal relations in teams, while simultaneously providing opportunities for future research in engagement and development in emerging economies.

**Contribution/Originality:** This study contributes to employee engagement literature by providing empirical insights into Vietnam's unique socio-economic and cultural context. It identifies salary, leadership, and colleague relationships as primary drivers in labor-intensive industries, offering practical strategies for Vietnamese enterprises to enhance engagement, retention, and productivity amid economic development.

### 1. INTRODUCTION

Employee engagement is crucial for organizations worldwide because it impacts productivity, retention, and business success. In Vietnam, a developing economy undergoing modern industrialization and global integration, employee engagement has become particularly important in the labor market. Currently, it is highly competitive in Vietnam, so organizations must adopt a more strategic approach to human resources (HR) for their growth and competitiveness. According to Bratton and Gold (2006), engaged employees display enhanced performance, loyalty, and commitment to organizational goals, surpassing their basic responsibilities by working overtime. Organizations nowadays recognize employees as valuable resources and actively try to foster commitment by improving motivation and, in the long run, achieving sustained growth and success.

The value of employee engagement is especially critical in Vietnam, which is undergoing rapid economic development along with a complex socio-economic structure. Reasons such as compensation, employment conditions, welfare, training, and interpersonal relations determine the level of an employee's emotional and professional loyalty

to their respective companies (Nga, 2025). While these factors affect individual productivity, they also help shape organizational culture, which in turn affects retention and productivity. Recognizably, the importance of engagement is gradually gaining attention. However, no documents have been located that address the specific issues in Vietnam, with its different cultural and socio-economic context compared to Western economies.

The research problem is stated in the gap. In Vietnam, a transitioning economy with fast-paced industrialization and global integration, the significance of employee engagement is just beginning to be acknowledged. However, the literature is primarily centered on the West, with a focus on engagement as a matter of self-governance (Deci & Ryan, 1987; Gets, 2023). This is the opposite of Vietnam's collectivist culture and the fierce competition within the job market. The effects of socio-economic factors, such as the intensity of economic competition and cultural norms on participation within Vietnam's labor-intensive industries have hardly been studied. This study seeks to address the gap by exploring the critical drivers of employee engagement within Vietnamese companies to provide context-based evidence to aid in formulating human resource policies and to enrich the existing literature on global engagement.

## 2. LITERATURE REVIEW

### 2.1. *The Concept of Employee Engagement*

Engagement is integral to the success of any organization and can be defined as a multi-dimensional construct that involves an emotional bond to an organization and is fulfilled in the workplace, as well as a positive state of fulfillment comprising energy, dedication, and absorption (Dernovsek, 2008; Robinson, Perryman, & Hayday, 2004; Schaufeli, Salanova, González-Romá, & Bakker, 2002). Drawing from the definition, Vigor is equivalent to high energy and resilience, as well as a willingness to expend energy in a particular line of work. To paraphrase, Dedication relates to feeling inspired, having pride, and a sense of purpose, and absorption is associated with a deep focus that employees struggle to pull away from tasks (Schaufeli et al., 2002). Unlike fleeting feelings called enthusiasm or job satisfaction (Warr, 1990), engagement is a persistent affective and cognitive state that is different from stable personality traits such as the Big Five (Gray, Watson, Payne, & Cooper, 2001). Such an enduring characteristic makes engagement a stable yet dynamic workplace behavior.

Engagement is cultivated both by the employer and the employees, as noted by Gallup on active participation and interest in work (Dernovsek, 2008). Engaged employees exhibit improved performance, loyalty, commitment, and synergism with organizational objectives (Bratton & Gold, 2006). With the context of Vietnam, which is undergoing rapid industrialization and has a competitive labor market, engagement is of utmost importance for enhancing productivity and retention. The collectivist culture enhances the impact of social ties, which makes the drivers of engagement different from Western models that tend to focus on individualistic self-determination (Deci & Ryan, 1987). This study utilizes the Utrecht Work Engagement Scale (UWES) to assess engagement and concentrates on the three dimensions to capture the breadth of engagement in Vietnamese enterprises. This study contributes to the global literature by examining engagement in a developing, labor-intensive economy and within a unique socio-economic and cultural framework.

### 2.2. *Factors Promoting Employee Engagement*

The following elements influence the degree of employee engagement within any organization.

### 2.3. *Salary and Income (SA)*

Salaries, along with bonuses, have an important influence on employee engagement. Adequate compensation that is motivated by engagement will increase employee effort. Workers feel valued by the organization and tend to feel obligated to offer higher engagement in return (Saks, 2006). Anitha (2014) further reinforced that organizational engagement can be enhanced by supporting recognition and acknowledgment alongside income. From this, we state the following hypothesis.

*H<sub>1</sub>: Salary and income have a positive impact on employee engagement with the enterprise.*

#### **2.4. Social Welfare Benefits (SO)**

These salaries and corresponding welfare benefits must also observe welfare policies such as making available bonuses aligned with the employee's contributions to the organization. This kind of benefit is seen as support to employees by managers and is highly regarded in enhancing satisfaction with regard to welfare policies (Kovach, 1987). Benevolent allowances as non-cash compensation include a 13th-month salary and holiday bonuses, among other things, contributing to the employee's living standard (Dessler, 2020). From this we state the hypotheses:

*H<sub>2</sub>: Social welfare benefits have a positive impact on employee engagement with the enterprise.*

#### **2.5. Working Conditions (WO)**

Working conditions constitute one of the crucial dimensions that impact employee engagement. This encompasses the layout and organization of space, as well as the equipment and tools available within the organization. This involves policies oriented towards providing material, financial, and informational services to workers regarding their tasks (Robinson et al., 2004). An organization designed with consideration for employees' feelings and thoughts is likely to get the most from them (Deci & Ryan, 1987). Well-structured workflows, collegial assistance, safe working conditions, and the availability of employed staff on flexible schedules also contribute to higher levels of employee engagement (Guest, 2014; Hinzmann, Rašticová, & Šácha, 2019; Shuck, Reio, & Rocco, 2011). Taking these findings into account, we would like to postulate the following hypothesis.

*H<sub>3</sub>: Working conditions and the setting positively contribute to the employee's engagement with the enterprise.*

#### **2.6. Training and Career Development (TC)**

Workplace training has become increasingly important as it enhances productivity by providing employees with relevant knowledge and skills. Training increases role adaptability and offers chances for advancement within an organization. Trained employees become motivated through career development opportunities and tend to engage positively within the enterprise (Chopde, Singh, & Pande, 2019; Ibrahim, Rodzi, & Zin, 2021; Mansoor & Hassan, 2016). With these findings, we submit the following hypothesis.

*H<sub>4</sub>: Career development opportunities and training positively influence employee engagement with the enterprise.*

#### **2.7. Relationship with Colleagues (RC)**

As noted in several studies, relationships among colleagues are a major driver of employee engagement during work (Chang, Chu, Liao, Chang, & Teng, 2019). The presence of supportive fellow workers is a source of motivation that enhances engagement and productivity within the enterprise (Evans & Thomas, 2019; Gets, 2023). With these findings, we submit the following hypothesis.

*H<sub>5</sub>: Professional relationships with other employees have a positive influence on employee engagement with the enterprise.*

#### **2.8. Relationship with Leadership (RL)**

The connection between employees and leaders is of enormous importance in firms. Leaders set targets for the employees, and in turn, employees 'care,' which results in respect, trust, and admiration (Piccolo & Buengeler, 2013). If employees trust their leaders, they, in return, become more satisfied and willing to stay in the enterprise. According to Chen, Lam, and Zhong (2012), there are higher levels of trust, with employees willingly sharing information and working with leaders, resulting in improved work performance. Almost two-thirds (60%) of the employees surveyed by Blessing White (2006) reported that they required more developmental opportunities in order to be satisfied with their jobs. Together with a good relationship between managers and employees, this forms one of the fundamental pillars constituting engagement and retention. From previous evidence, we propose the following hypothesis.

*H<sub>0</sub>: The relationship with leadership positively influences employee engagement with the enterprise.*

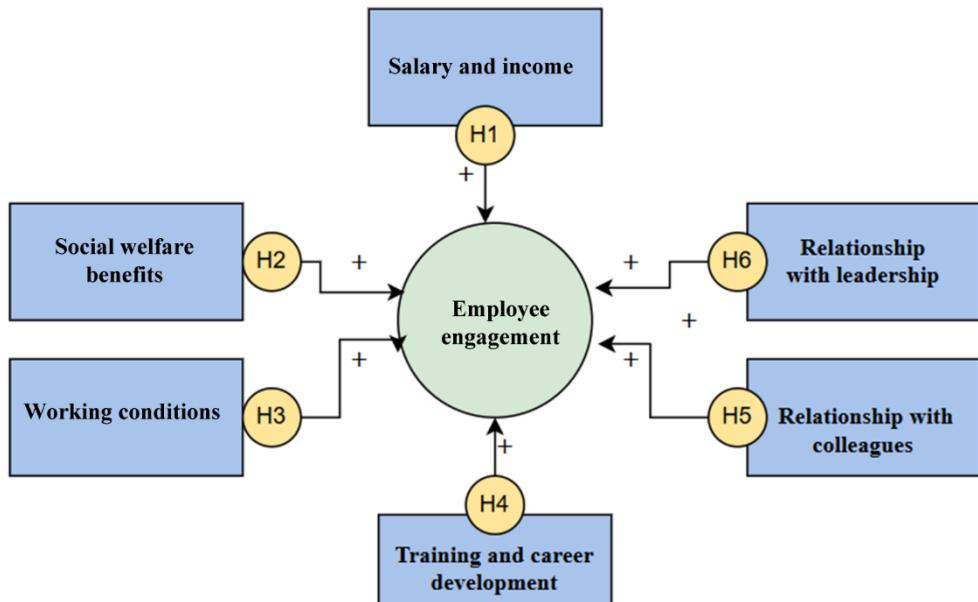


Figure 1. Proposed research model.

### 3. RESEARCH METHODOLOGY

#### 3.1. Measurement of Constructs

For the purposes of this study, the Utrecht Work Engagement Scale (UWES) was used. It is a self-report questionnaire with 17 items (UWES-17) that measures three core dimensions of work engagement: vigor (six items), dedication (five items), and absorption (six items) (Schaufeli et al., 2002). Originally, the UWES consisted of 24 items; however, after psychometric testing, seven invalid items were removed, leaving it with 17 items. Further psychometric analyses also uncovered two additional weak items: item 6 in the vigor scale and item 6 in the absorption scale. As a result, some studies utilized a 15-item version of the UWES. More recently, a new shortened nine-item version (UWES-9) was constructed (Schaufeli, Bakker, & Salanova, 2006); see Appendix) and in it, vigor, dedication, and absorption were each assessed by three items. The specific variables are as follows.

- EE1: I feel full of energy in my work.
- EE2: I feel enthusiastic and strong in my work.
- EE3: I wake up each morning eager to go to work.
- EE4: I am enthusiastic about my work.
- EE5: I feel inspired by my work.
- EE6: I am proud of the work I do.
- EE7: The feeling of happiness comes over me when I am fully absorbed in my work.
- EE8: Work absorption is common for me.
- EE9: I get lost in my work while doing it.

#### 3.2. Data Collection and the Sample

The research aims to quantify the impact of trade unions on employees' satisfaction within Vietnamese enterprises. To achieve this, the research team employed convenience sampling across six provinces/cities from three regions of Vietnam: Bac Ninh and Hanoi (North), Nghe An and Ha Tinh (Central), Ho Chi Minh City and Binh Duong (South). In each location, non-probability sampling was used to select five enterprises representing different ownership categories, including state-owned, private, foreign direct investment (FDI), and labor-intensive industries.

A total of 30 enterprises were surveyed across the six provinces. The sample comprised 1,050 employees from these Vietnamese enterprises.

As noted by Tabachnick and Fidell (2013) in regression analysis, the minimum sample size follows the rule of  $N > 8m + 50$ , where  $m$  represents the number of independent variables in the model. Previous literature appears to agree on a sample size for scale validation; however, it did not specify an exact number, instead recommending a ratio between the number of observations and the parameters to be estimated (Tabachnick & Fidell, 2013). They set a lower limit in terms of the observed variables to be at least four to five times the number of variables in the factor analysis. Hence, the 1,050-case sample size that this study proposes is sufficient for quantitative analysis, allowing the use of frequency analysis, correlation, regression, and other statistical tests.

While convenience sampling allowed efficient data collection across diverse regions and ownership types, it may introduce selection bias, potentially limiting generalizability to the broader Vietnamese workforce. Future studies could employ probability sampling for enhanced representativeness.

### 3.3. Data Analysis

In this study, relationships were explored with the help of SPSS software and various statistical techniques. The first step involved a computer performing tasks such as coding the questionnaires, retrieving relevant data, and conducting error checks. After that, the reliability of the questionnaire was evaluated through the method of Cronbach's alpha. Other methods, including Exploratory Factor Analysis (EFA), multiple regression analysis, and hypothesis testing, were also performed. As stated by Hair, Black, Babin, and Anderson (2010) "*EFA is used to reduce a large number of observed variables into a smaller set while attempting to retain as much information as possible.*" In evaluating the validity of measurement scales, the EFA approach reduces the number of qualitative observed variables. Additionally, explanatory analysis, which is a statistical method aimed at describing the degree of influence between some dependent and independent variables, was conducted. This analysis allows this study to explain the relationships between the independent and dependent variables as presented in Figure 1.

**Table 1.** Correlation matrix between variables in the model.

Correlations							
	SA	WO	SO	TC	RL	RC	EE
SA	1						
SO	0.060 0.000	1					
SW	0.640 0.000	0.686 0.000	1				
TC	0.612 0.000	0.723 0.000	0.587 0.000	1			
RL	0.664 0.000	0.724 0.000	0.608 0.000	0.674 0.000	1		
RC	0.475 0.000	0.554 0.000	0.459 0.000	0.511 0.000	0.653 0.000	1	
EE	0.504 0.000	0.457 0.000	0.391 0.000	0.426 0.000	0.497 0.000	0.405 0.000	1

Table 1 displays a correlation matrix between variables in the model, including Salary (SA), Working conditions (WO), Social welfare benefits (SO), Training and career development (TC), Relationship with leadership (RL), Relationship with colleagues (RC), and Employee engagement (EE). The diagonal elements show perfect correlations (1.00) because each variable is perfectly related to itself.

#### 4. RESEARCH FINDINGS

The matrix from the table correlates the variables influencing employee engagement within Vietnamese enterprises, which include Salary and Income (SA), Working Conditions (WO), Training and Career Development (TC), Social Welfare Benefits (SO), and Relationship with Leadership (RL), Relationship with Colleagues (RC), with their derived Employee Engagement Measures (EE). Employee engagement in the enterprise is the dependent variable. The correlation level is significant for all variables at the 0.01 level (2-tailed), which shows that there is strong evidence of correlation between the covariates. In respect of each correlation, the data of 1004 to 1037 samples was used, which makes the power of the analysis statistically viable.

The SA variable shows a moderate positive correlation with employee engagement, 0.504, which means that higher wages are directly associated with increased engagement. Additionally, SA had positive relations with other independent variables such as WO (0.660), SO (0.640), TC (0.612), RL (0.664), and RC (0.475), which means better wages enhance these other aspects at work too. WO had strong positive relations to EE (0.457) and significant relations to SO (0.686), TC (0.723), RL (0.724), and RC (0.554), which indicates that the work environment is crucial not only for people's engagement but also in regard to its level in other factors embraced by the work.

SO was moderately correlated with employee engagement (0.391) as well as strongly correlated with TC (0.587) and RL (0.608). Fair and transparent perks are likely to increase engagement, specifically when blended with development opportunities and supportive leadership. TC was moderately correlated with employee engagement (0.426) and was strongly correlated with RL (0.674) and RC (0.511), emphasizing the importance of professional development in enhancing engagement through relationships. RL was strongly correlated with employee engagement (0.497) and was also significantly correlated with RC (0.653), showing that effective leadership is likely to enhance engagement and positive co-worker motivation. Finally, RC showed a moderate correlation with employee engagement (0.405), indicating that active, supportive relationships with peers enhance engagement, even though this variable was less correlated with other independent variables like SW (0.459) and TC (0.511). In conclusion, the findings validated that all factors contributed to employee engagement, with leadership and working conditions being the strongest predictors, which confirmed the initial hypotheses (H1–H6) and highlighted the complexities of engagement in Vietnamese firms.

**Table 2.** Model summary <sup>b</sup>.

Model	R	R square	Adjusted R square	Std. error of the estimate	Durbin-Watson
1	0.559 <sup>a</sup>	0.513	0.508	0.50848	1.635

**Note:** a. Predictors: (Constant), RC, SO, TC, SA, RL, WO.  
b. Dependent Variable: EE

The Model Summary Table 2 gives the results of R Square and Adjusted R Square to evaluate the suitability of the model. The adjusted R square value of 0.508 shows that the independent variables included in the regression analysis affect 50.8% of the variation of the dependent variable; the remaining 48.2% is due to variables outside the model and random errors. The results of this table also provide the Durbin–Watson value to evaluate the phenomenon of first-order serial autocorrelation. The DW value = 1.635 is in the range of 1.5 to 2.5, so the results do not violate the assumption of first-order serial autocorrelation.

The regression analysis results, as shown in Table 3, examine the impact of various factors on employee engagement (EE) within enterprises in Vietnam. The model includes six independent variables: SA, WO, SO, TC, RL, and RC. The unstandardized coefficients (B) indicate the change in employee engagement for a one-unit change in each predictor, while the standardized coefficients (Beta) show the relative importance of each factor. All variables except working conditions (SO) are statistically significant (Sig. < 0.05). SA has a significant positive impact (B = 0.238, Beta = 0.253, t = 6.219, Sig. = 0.000), suggesting that higher salaries increase engagement. WO also positively influences engagement (B = 0.095, Beta = 0.093, t = 1.940, Sig. = 0.053), though its effect is weaker and marginally

significant. SO shows a negative and insignificant effect ( $B = -0.023$ , Beta = -0.020,  $t = -0.514$ , Sig. = 0.608), indicating no meaningful impact on engagement. TC positively affects engagement ( $B = 0.060$ , Beta = 0.062,  $t = 1.484$ , Sig. = 0.138), but the effect is not statistically significant. RL has a strong positive impact ( $B = 0.142$ , Beta = 0.151,  $t = 3.213$ , Sig. = 0.001), highlighting the crucial role of leadership in fostering engagement. Similarly, RC significantly enhances engagement ( $B = 0.124$ , Beta = 0.120,  $t = 3.357$ , Sig. = 0.001). The collinearity statistics show no multicollinearity issues, with tolerance values above 0.3 and VIF values below 3.357. The model explains 28.4% of the variance in employee engagement (Adjusted  $R^2 = 0.284$ ,  $F(6, 1043) = 69.12$ ,  $p < 0.001$ ). Overall, salary, leadership, and colleague relationships are the most significant drivers of employee engagement, supporting hypotheses H1, H5, and H6, while the effects of welfare benefits, working conditions, and training are less conclusive.

**Table 3.** Linear regression model result.

Coefficients <sup>a</sup>		Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
		B	Std. error				Tolerance	VIF
1	(Constant)	1.509	0.136		11.085	0.000		
	SA	0.238	0.038	0.253	6.219	0.000	0.438	2.284
	WO	0.095	0.049	0.093	1.940	0.053	0.317	3.155
	SO	-0.023	0.045	-0.020	-0.514	0.608	0.461	2.170
	TC	0.060	0.041	0.062	1.484	0.138	0.412	2.426
	RL	0.142	0.044	0.151	3.213	0.001	0.330	3.033
	RC	0.124	0.037	0.120	3.357	0.001	0.565	1.770

Note: a. Dependent Variable: EE.

## 5. DISCUSSION

Results from the analysis of this study contribute to understanding the factors that drive engagement in Vietnamese enterprises, alongside supporting the proposed hypotheses and relevant literature while providing relevant contextual insights. Regression results verified that factors such as salary and income (SA), relationships with leadership (RL), and relationships with colleagues (RC) are the strongest predictors of employee engagement (EE), thereby validating hypotheses H1, H5, and H6. As evidenced by the strong salary's relative impact (Beta = 0.253,  $p < 0.001$ ), it corroborates the stance of Saks (2006) and Anitha (2014) regarding the need for recognition through adequate remuneration and its impact on organizational participation. In Vietnam, where there are economic constraints and competition for jobs, salaries are paramount for participation. Connections to leadership (Beta = 0.151,  $p = 0.001$ ) and to colleagues (Beta = 0.120,  $p = 0.001$ ) showed that both relationships are also important based on Piccolo and Buengeler (2013) and Chang et al. (2019). Chen, Lam, and Zhong (2012) suggest that, as much as trust and respect are earned, they are also cultivated, which is important in Vietnamese businesses that are dominantly hierarchical. Also, head colleagues help toward better participation by fostering a collaborative environment, which further Evans and Thomas (2019) highlight. This evidence suggests the importance of social relations in Vietnam, a collectivist society where strong relationships influence people's behavior towards work.

The lack of measurable effect of social welfare benefits (SO) (Beta = -0.020,  $p = 0.608$ ) is at odds with the Shuck et al. (2011) and Guest (2014) studies, which underscored a good work environment. This may be emblematic of Vietnam's labor-intensive sectors, where workers, especially in FDI and private firms, focus more on financial and social relationships than on the tangible or physical aspects of their environment. Working conditions (WO) and training and career development (TC), with  $p = 0.053$  and  $p = 0.138$ , respectively, demonstrated marginal or insignificant effects, thus partially supporting H2 and H4. It appears that while these benefits do matter, their relevance in the Vietnamese context is likely undermined by more direct factors like salary and organizational leadership.

The correlation analysis reinforces the assumption of interdependence between these variables, with leadership and working conditions having the highest relation to other variables, suggesting more impact on the relative ecosystem of the workplace. In general, these results show that, in addition to considering cultural and economic contexts, competitive remuneration and robust, positive organizational relations with subordinates are essential for engaging employees in Vietnam.

## 6. CONCLUSION

This research has analyzed the factors affecting employee engagement in the context of Vietnamese enterprises, contributing to human resource management both theoretically and practically. The results highlight that salary and income, relationships with superiors, and relationships with peers are the key determinants of employee engagement based on the regression analysis conducted, supporting the proposed hypotheses H1, H5, and H6. This is consistent with the works of Saks (2006) and Anitha (2014) who noted the importance of adequate remuneration and engagement, and Piccolo and Buengeler (2013) along with Chang et al. (2019) who drew attention to the relevance of social interactions in a professional context.

These factors are especially important in the context of Vietnam, where there is economic competition and cultural collectivism. Remunerative salaries fulfill the financial expectations of employees, while the presence of strong leaders and supportive colleagues helps to build trust, respect, and collaboration, which leads to increased levels of engagement.

In contrast, the study determined that the occupational engagement gaps had a less pronounced effect from working conditions, social welfare benefits, and training and career development, with social welfare benefits showing virtually no effect ( $p = 0.608$ ). These findings are at odds with previous studies by Shuck et al. (2011) and Guest (2014), positing that in Vietnam's labor-intensive industries, employees lean more towards financial and interpersonal aspects than a physical work environment.

The barely significant level of working conditions ( $p = 0.053$ ) and training and career development ( $p = 0.138$ ) suggests that these elements, though somewhat helpful, have a different level of priority than engagement drivers such as salary and supportive leadership, which are more pressing. This highlights the further need to comprehend the drivers of engagement within the context, particularly for developing economies like Vietnam, caught between economic reality and cultural expectations.

From a practical perspective, executives of Vietnamese enterprises can take advantage of these findings. Strategies should be more directed towards building trust through effective leadership and enhancing engagement by improving workplace collaboration, while also paying special attention to appropriate compensation packages. Changes in conditions of service, alongside training, will also remain critical, but their potential becomes fully realized when integrated with financial and interpersonal initiatives. Some of the focus areas for future studies could include exploring the longitudinal effects of these factors to provide insight into their evolution over time and examining additional organizational culture variables, technological factors, or other holistic parameters to enrich the study of employee engagement in Vietnam.

As highlighted in this study, engagement is more complicated than it seems and approaches and strategies need to be specifically crafted with the Vietnamese enterprises' context in mind, particularly with regard to the country's socio-economic reality.

Vietnamese enterprises should prioritize competitive salary structures, leadership training to build trust, and team-building initiatives to strengthen colleague relationships. Policymakers could encourage incentives for welfare and training programs, while addressing working conditions in labor-intensive sectors to boost overall engagement and economic productivity.

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**Transparency:** The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

**Competing Interests:** The authors declare that they have no competing interests.

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## Appendix

Questionnaire number: .....

### Questionnaire For Opinion Survey of Members in Enterprises

With the desire to better understand *the role of the Trade Union in promoting work motivation for employees in enterprises nowadays*, the Vietnam General Confederation of Labor organized a survey to collect opinions of members in enterprises as a basis for building solutions and policies suitable for employees. We look forward to receiving your comments and shares through this survey. We look forward to receiving your enthusiastic cooperation.

Thank you very much!

**How to fill in the form:** Circle or tick (✓) your choice.

I. General information	
A1. Full name.....	Phone number: .....
A2. Business name: .....	.....
A3. Enterprises with capital ownership:	State-owned enterprises Foreign-invested enterprises (FDI) Private enterprises Other..... 
A4. Business type	1. Single-member LLC. LLC with two or more members Joint-stock company. Joint-venture company Private enterprise

A5. Number of years since the company was founded		.....		
A6. Total revenue of the enterprise in 2022?		..... million Vietnamese Dong	If there is no information, it is because: 1. Information is not known 2. Not provided because of sensitivity 3. Other reasons..... ...	
A7. Number of union members in the enterprise		.....		
A8	Sex	1. Male	2. Female	3. Other.....
A9	Age/year of birth (solar calendar)	.....		
A10	Highest level of general education:	Not yet completed primary school Primary school Junior high school High school		
A11	Level of technical and professional expertise.	1. Untrained 3. Elementary 5. College 7. Postgraduate	2. Training under 3 months 4. Secondary 6. University	.....
A12	Marital Status	1. Not married 3. Separated 5. Widowed	2. Currently married 4. Divorced 6. Other	.....
A13	Religion	1. No religion. 3. Catholicism. 5. Cao Dai 7. Other religions	2. Buddhism 4. Protestantism 6. Hoa Hao	.....
A14	Total number of members in the household:	.....people		
A15	The total number of dependents you are currently supporting.	.....people		
A16	The number of years working at the enterprise	.....years		
A17	Number of years joining the trade union?	.....		
A18	Your job position?	Business leaders/managers/employers Employees/workers		
A19	Are you a trade union officer?	Yes, → Go to sentence A20.1 No → Go to sentence A21		
A20.1	During your participation in trade union activities at the enterprise, you found:	Difficult 2. Normal 3. Favorable => Go to sentence A20.1.2		
A20.1.1	If it is difficult, because:  (You can choose multiple answers)	Limited qualifications of workers Lack of support from business leaders The position and role of trade union officials are not clearly shown in the business Lack of sanctions for implementation Limited qualifications and expertise of trade union officials Difficulty in coordination in the business Lack of funding for operations Other difficulties.....		
A20.1.2	If it is favorable, because  (You can choose multiple answers)	Having support from business leaders The position and role of the union are affirmed in the enterprise Strong union organization in the enterprise Employees support joining the union organization Other.....		
II.	<b>How do you evaluate your level of commitment to the company?</b>			
(Please answer row by row) Rating scale from 1 → 5 1. Strongly disagree.    2. Disagree.    3. Neutral.    4. Agree.    5. Strongly agree				

EE1	I feel full of energy in my work.	1. 2. 3. 4. 5.
EE2	I feel enthusiastic and strong in my work.	1. 2. 3. 4. 5.
EE3	I wake up each morning eager to go to work.	1. 2. 3. 4. 5.
EE4	I am enthusiastic about my work.	1. 2. 3. 4. 5.
EE5	I feel inspired by my work.	1. 2. 3. 4. 5.
EE6	I am proud of the work I do.	1. 2. 3. 4. 5.
EE7	The feeling of happiness comes over me when I am fully absorbed in my work.	1. 2. 3. 4. 5.
EE8	Work absorption is common for me.	1. 2. 3. 4. 5.
EE9	I get lost in my work while doing it.	1. 2. 3. 4. 5.
<b>Salary and Income</b>		
SA1	The salary I receive is commensurate with my work performance	1. 2. 3. 4. 5.
SA2	The salary is reasonably aligned with the professional qualifications and competencies required for the job	1. 2. 3. 4. 5.
SA3	The enterprise ensures fair salary distribution among employees	1. 2. 3. 4. 5.
SA4	The income from my job sufficiently supports my living needs	1. 2. 3. 4. 5.
SA5	I can save a portion of my income for emergencies, such as illness	1. 2. 3. 4. 5.
SA6	The enterprise's reward policies effectively motivate employees to work diligently	1. 2. 3. 4. 5.
SA7	The allowance policies are appropriate for their intended purpose and recipients	1. 2. 3. 4. 5.
<b>Social Welfare Benefits</b>		
SO1	The enterprise's welfare policies are transparent, fair, and clearly communicated.	1. 2. 3. 4. 5.
SO2	The organization of employee trips and recreational activities is evaluated as satisfactory.	1. 2. 3. 4. 5.
SO3	The enterprise's health check-up programs have improved employees' health conditions.	1. 2. 3. 4. 5.
SO4	Support and visitation policies for employees and their families during illness or significant events provide substantial encouragement.	1. 2. 3. 4. 5.
SO5	The enterprise fully complies with mandatory insurance contributions as per the regulation	1. 2. 3. 4. 5.
<b>Working Conditions</b>		
WO1	The enterprise ensures occupational health and safety for employees.	1. 2. 3. 4. 5.
WO2	The workspace, including its area and aesthetics, meets employees' needs.	1. 2. 3. 4. 5.
WO3	Lighting, temperature, and noise levels are adequately maintained.	1. 2. 3. 4. 5.
WO4	Air quality is sufficient to support employees' health.	1. 2. 3. 4. 5.
WO5	The enterprise provides adequate equipment and tools for employees' work.	1. 2. 3. 4. 5.
WO6	Work management and organization are entirely reasonable.	1. 2. 3. 4. 5.
WO7	Work quotas are set at reasonable levels.	1. 2. 3. 4. 5.
WO8	Working hours are appropriate for employees.	1. 2. 3. 4. 5.
WO9	Rest periods comply with legal regulations.	1. 2. 3. 4. 5.
WO10	Workplace rules and disciplinary measures are appropriate.	1. 2. 3. 4. 5.
WO11	The quality and value of shift meals meet employees' needs.	1. 2. 3. 4. 5.
WO12	The enterprise has specific provisions for pregnant employees or those with children under 12 months.	1. 2. 3. 4. 5.
<b>Training and career development</b>		
TC1	I have access to necessary training courses aligned with my needs and preferences.	1. 2. 3. 4. 5.
TC2	The knowledge and skills acquired through training are relevant to current and future job requirements.	1. 2. 3. 4. 5.
TC3	The training methods are suitable.	1. 2. 3. 4. 5.
TC4	Facilities and equipment for training are adequately provided.	1. 2. 3. 4. 5.
TC5	Post-training evaluations of outcomes are conducted appropriately.	1. 2. 3. 4. 5.

TC6	Training significantly improves my job performance.	1. 2. 3. 4. 5.
<b>Relationship with leadership</b>		
RL1	● <b>LD1:</b> Leaders/Managers demonstrate care and treat employees equitably.	1. 2. 3. 4. 5.
RK2	● <b>LD2:</b> Leaders/Managers are approachable and friendly.	1. 2. 3. 4. 5.
RL3	● <b>LD3:</b> Leaders/Managers respect and listen to employees' opinions.	1. 2. 3. 4. 5.
RL4	● <b>LD4:</b> Leaders/Managers provide timely recognition and rewards for employees' achievements.	1. 2. 3. 4. 5.
RL5	<b>LD5:</b> The process for evaluating and recognizing employees' achievements is conducted fairly.	1. 2. 3. 4. 5.
RL6	● <b>LD6:</b> Leaders/Managers implement fair disciplinary measures within the enterprise.	1. 2. 3. 4. 5.
RL7	● <b>LD7:</b> Leaders/Managers show concern for employees' material and emotional well-being.	1. 2. 3. 4. 5.
<b>Relationship with Colleagues</b>		
RC1	I feel supported and cared for by my colleagues.	
RC2	My colleagues and I show mutual care in personal matters.	
RC3	Colleagues are willing to share professional experiences with me.	
RC4	Colleagues trust and respect each other.	
RC5	We maintain harmonious relationships without conflicts.	
RC6	Colleagues often engage in criticism or gossip about each other.	

Thank you for taking the time to complete this questionnaire!

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