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工作管理研究

Employee Engagement of Young Professionals when Working
Remotely Under the Influence of the Pandemic in Vietnam

阮範孟強

Nguyen Pham Manh Cuong

指導教授： Leon van Jaarsveldt

Advisor: Leon van Jaarsveldt

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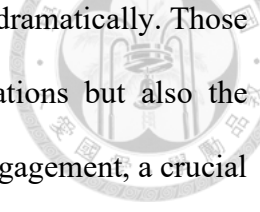
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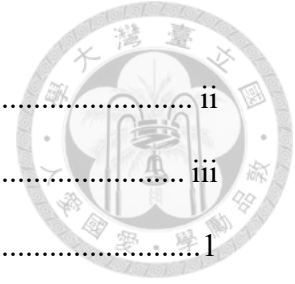
Abstract



The Covid-19 pandemic has changed the way the world operates dramatically. Those changes are not only the challenges for all individuals and organizations but also the opportunities for the world heading to the New normal era. Employee engagement, a crucial indicator of organizational health, is an urgent matter to be discussed in the midst of pandemic. When people had been forced to work remotely during the social lockdown, and regular work engagement practices could not be applied, maintaining employee engagement is a tricky question for employers. Therefore, an investigation of how perceived organizational support, reward and recognition, employee commitment, social relationship and loneliness could affect employee engagement was conducted. This study focuses on the young professionals, who could have different motivations and emotional attachment to the organization than other groups. A structured questionnaire was released to get the data from 192 employees working in Vietnam's big cities. The partial least squares structural equation modeling (PLS-SEM) was employed to analyze the collected data with the help of SmartPLS software. The research results confirm that employee commitment plays an essential role in engaging employees. At the same time, social relationships and loneliness might not significantly impact the young generation. Moreover, it is implied that young professionals have more solicitude for payment and benefits when working remotely during the pandemic. On the other hand, perceived organizational support has a minor impact in this case. This research's findings can give organizations a perspective to find suitable managerial implementations for themselves.

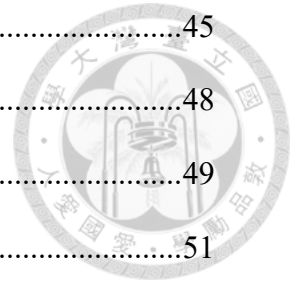
Keywords: Employee Engagement, Perceived Organizational Support, Reward and Recognition, Employee Commitment, Social Relationship and Loneliness.

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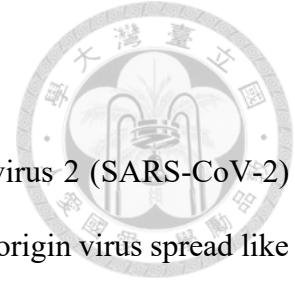
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Chapter 1: Introduction



1.1 Background

In December 2019, the severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) was first reported in Wuhan, China. Within a few months, the unidentified origin virus spread like a fire in China and caused several people's death. As soon as The World Health Organization director declared the outbreak of the coronavirus disease (Covid-19) as a pandemic on 11th March, 2020, it had spread throughout 114 countries, bringing in the deadliest pandemic in the twenty-first century.

Sharing a border with China, the pandemic situation in Vietnam is very complicated. The first confirmed case is a 66-year-old man from Wuhan; who was hospitalized in Cho Ray Hospital, Ho Chi Minh City, on 22nd January 2020 (General Department of Preventive Medicine, 2020b). With quick action and proactive attention to the pandemic, Vietnam secured the community's safety and withstood three nationwide outbreak waves from 2019 to 2021. However, the fourth outbreak, epicenter in Ho Chi Minh City, starting on 27th April 2021 without no sign of stopping till the date of this study, is the most severe one, causing many impacts on the society and economy of Vietnam (Tan, 2020). Up to 1st January 2022, there was 1.739.427 confirmed case in the community, with 42.797 dead cases caused mainly by the fourth outbreak (Ministry of Health, 2022).

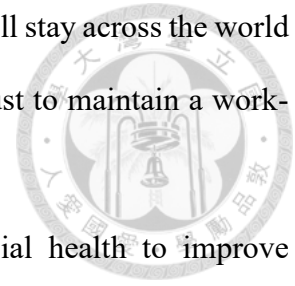
During the pandemic, the Vietnamese government applied the social distance directive two times. After 87 cases had been reported, on 1st April 2020, the government announced to apply the Directive No. 16/CT-TTg (Ministry of Health, 2020), the highest level of social distance regulation, for 15 days to prevent the pandemic's spreading. The authority's efforts seem to pay off; as of July 2020, there were no new cases from the local transmission (General Department of Preventive

Medicine, 2020a). By the end of 2020, there were some other minor outbreak waves throughout the countries. However, the epicenters were soon isolated and kept under control. The government encouraged enterprises and people to return to work in the "New Normal" era. The authorities hoped to balance social-economic development with new supporting policies while keeping the pandemic under strict monitoring.

To deal with the unpredictable situations, many companies had to change their working policies to deal with the pandemic and the government's instructions (Tan, 2020). The most common practice is that companies switch their working practices to telecommuting and remote work. Working from home, or some designated places, became a new-normal working method from the end of 2020. Policymakers have recognized the significance of having a new code of conduct for employees who work remotely. It is hard for small-scale companies to switch the way of operating in the nick of time. Big corporations, such as multinational corporations (MMC), tend to be more familiar with this kind of practice and adapt accordingly based on their learning curve in other more developed countries, where teleworking has been a trend.

The pandemic had a severe impact on the company itself and changed the employee's life. Work-life balance and employee well-being are widely discussed at the moment. People who work remotely without daily socialization and communication can suffer from the experience of isolation from colleagues (Workman Jr et al., 2003). Work isolation has been proved to have high relevance to work disengagement (Butler et al., 2009). This is especially true for employees in generation Y and generation Z, who do not prioritize money but other values at work (Kupperschmidt, 2000). Although they have a strong sense of technology and can easily switch to work online, they need in-person communication and interaction to achieve the best work output. There is a tendency for organizations to interact with the staff through virtual meetings/webinars

using new technologies (Prasad et al., 2020). As a result, remote working will stay across the world wherever possible for more extended periods, and employees need to adjust to maintain a work-life balance.

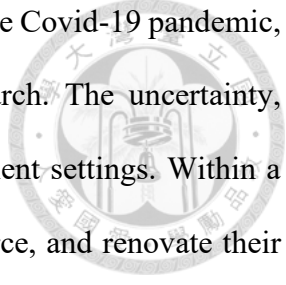


Employee engagement is necessary for an organization's financial health to improve operational efficiency and the health of human resources (Prasad et al., 2020). Organizations strive for employee engagement at an optimal level using several approaches like rewards, promotions, training, and teambuilding mechanisms. However, in the scene of a pandemic, it is hard to conduct those activities to engage employees. On the other hand, there is a question that employees are in need of those activities amid the pandemic.

With more insight, companies can have more appropriate policies to implement in their organization to maintain the engagement of their employees through the pandemic. This research serves to contribute to this lacuna, providing an in-depth understanding of employee engagement for Generation X (Gen X) and Generation Y (Gen Y) when working remotely. Furthermore, this research's insight can be applied in another scenery where the working practice has no geographic boundaries and companies can hunt for talent all over the world with the advance of the internet and technologies.

1.2 Research Problem

The rationale and need for this study originate from two key topics that are receiving great concern in practice and research. The first one is to determine which factors significantly influence employee engagement during the social lockdown when most employees have to work remotely. Secondly, how to engage young professionals with their organizations when the company faces a tough time through employee engagement activities.



Since there were no such global conditions as what was caused by the Covid-19 pandemic, the topics of its effects are contemporarily debated in policy and research. The uncertainty, setbacks, and ambiguity of the pandemic require different work environment settings. Within a year, companies had to switch to telework conditions, refine their workforce, and renovate their operations to adapt to new situations. Tradition practices to improve employee well-being and engagement, such as team building, training courses, company events, etc., could not be applied in this scenario; companies have to evolve many virtual activities to keep employees feeling committed and stay motivated in the tough time. However, not all the organizations were prepared to implement good full-time work policies for work-from-home settings, especially those small and medium enterprises (SMEs).

The trend of remote working has emerged in Europe and America since the 4.0 revolution (Kyzlinková, 2021). More and more organizations are aiming at more flexible working conditions, enabling them to eliminate the restriction of time and geographic boundaries. A flexible working environment can positively increase employees' productivity, creativity, and engagement. A flexible environment can be defined as a "policy whereby the traditional fixed time employees start and finish the workday is replaced by a framework or set of rules that allows employees the freedom to choose the start and stop times" (Masuda et al., 2012). According to this definition, the working setting in the pandemic could be considered a flexible one. However, the pandemic isolation is supposed to have a harmful impact on people's mental health, such as restlessness (Birla, 2020); would it be the same way when working in such an environment is a question that needs further investigation.

A further complexity associated with investigating employee engagement is the diversity of generation traits in an organization. As the upcoming workforces are mostly Generation Y and

Generation Z, they have more different characteristics from Generation X and Boomers. Berkup (2014) states that Gen Y and Z do not have intense engagement intimacy like others. Besides, those age groups are also more familiar with technologies and digital equipment and require less social contact than their seniors. It means that they need a different approach than other age groups.

In Vietnam, the employee turnover rate is around 24%, which can be discussed as a relatively high rate. According to many pieces of research, there is a strong relationship between employee engagement and turnover. Before, there was not much emphasis on this topic (Robinson et al., 2004), and companies did not realize the essentiality of engaging their employees. Since Kahn (1990) published his ground-breaking study, employee engagement has received more attention from the public. There are works of literature to prove that employee engagement has a critical impact on the company's financial performance, such as Baumruk (2004) and Richman (2006). Consultancies and research firms widely accept that employee engagement is beneficial for the organization and the employee (Akingbola and van den Berg, 2019; Gallup, 2018; Schwarz, 2012; Willis Towers Watson, 2018). It is why studying employee engagement is a focus point for companies in the 21th century.

1.3 Research Aims and Objectives

Overall, this research aims to investigate how a range of internal/external factors influence the employee's engagement when they have to work remotely under the impact of the Covid-19 pandemic. This study is designed based on two key research objectives below:

Research Objective One: To investigate how internal factors like perceived organizational support, reward, and recognition influence the employee's engagement in remote working conditions.

Research Objective Two: To investigate how individual factors such as organizational commitment and social and emotional relationships influence the employee's engagement in remote working conditions.

With those objectives, the research tries to investigate the crucial factor(s) to engage employees working remotely during the pandemic. Furthermore, the insights from this finding can be applied to future working concepts, such as virtual working environments and other location-independent working conditions.

1.4 Research Methodology

This research aims at employees working for private enterprises in Vietnam aged 25 to 35. An online survey was sent out via Google Form and posted in Facebook groups to collect data from young professionals currently living in Vietnam. Participants included 192 employees working in a variety of jobs and organizations were selected randomly from that population. Most of them worked from home (87.5%), some could still go to the office to work (7.81%), and a minority were jobless. The majority of respondents are under 30 years old. Participants had been in their organization for an average of two years. Geographically, 67.2% of the participant locates in Ho Chi Minh City, and 21.99% is in Ha Noi; those are the two biggest cities in Vietnam.

The method used in this research is descriptive and verification research methods using a combination of quantitative and qualitative approaches. The data collected was tested for validity and reliability with the PLS-SEM model in SmartPLS 3.

1.5 Importance and Significance of the Study

Firstly, this research aims to define essential factors affecting employee engagement in a particular work-from-home setting during the pandemic. During the course of the research conducted worldwide, the significant impact of employee engagement on organizational behavior

and performance has been proved. Many organizations have to suffer from financial loss and human resources turnover during the pandemic. Consequently, employee engagement is vital for the organization's sustainability. Before the pandemic, practitioners and researchers only conducted research on employee engagement in standard settings; there was no such long-lasting pandemic on a global scale like this ever. Compared to previous studies, less attention has been given to the social isolation and loneliness that influence employee engagement. Thus, it is expected that the finding of this study will add new knowledge to contribute to the designing of appropriate regimes for the same scenario that can happen in the future.

Moreover, remote working is becoming a trend worldwide, and this research will advance the understanding of the needs of employee engagement for those who prefer this work setting. By undertaking research on young professionals, the primary workforce of the future, the findings of this research will provide more insights for organizations to engage their current and upcoming human resource. For the Vietnamese market, the concept of employee engagement is not very new for big firms or multinational corporations. However, it may be a massive challenge for small and medium enterprises. On the other hand, most small and medium companies were not ready to deal with the new concept of remote working in the social lockdown period. This study will provide some guidance to policymakers on setting a new regime for work-from-home personnel.

1.6 Structure of the Thesis

The thesis is presented in five chapters. In Chapter 1, the background to the thesis, the problems needed to investigate, and the importance of this research are discussed. The factors that impact employee engagement during the pandemic in Vietnam will be addressed with the research objectives through the exploratory primary data. The collection of the information is conducted

through an online survey in Vietnam. Finally, the importance of the study was declared in this chapter.

Chapter 2 discusses the literature related to the research topic. A discussion surrounding employee engagement is also presented. Next, the chapter introduces the remote working concept and the difficulties in applying this practice. Previous studies related to the research objectives are presented as a critical approach. Based on the literature reviews, a theoretical framework is clarified on how variables were assessed and measured. This chapter is the premise for choosing the research methodology and designing the research model

Chapter 3 presents the research approach of this study. It outlines and explains the research objects and data collecting method, including the questionnaire design and pilot study. PLS-SEM modeling is introduced in this chapter, and the consideration of validity and reliability of its components.

Chapter 4 discusses the research findings from analyzing 192 answers collected from the online survey. The chapter focuses on how the path coefficients and effect sizes influence the variables in the structure model. The hypotheses are then investigated to be supported or rejected due to the rigorous data analyses employed.

Chapter 5 extends the research findings by relating to some previous research. The differences between studying employee engagement during the pandemic and standard settings are brought into concern. This chapter also points out some practical implications for applying the research findings. The chapter concludes by discussing the limitation of the study.

Chapter 2: Literature Review



2.1 Employee engagement and disengagement

2.1.1 Evolution of employee engagement study

The definitions of employee engagement have been tested and revolved many times since scholars and practitioners noticed its effects on organizational performance. It could be said that there is no exact nor universally accepted definition for the term *employee engagement* (Markos & Sridevi, 2010). Generally, employee engagement is defined by its practical basis rather than theory and empirical research. More literature on this concept has just appeared in the last two decades (Albrecht, 2010; Bakker & Albrecht, 2018; Mann & Harter, 2016; Rafferty et al., 2005).

Although the term employee engagement could appear under other descriptions, scholars started to notice it since Kahn introduced this term in his work, *Psychological Conditions of Personal Engagement and Disengagement* (1990). According to Kahn (1990:694), personal engagement is the way that "people employ and express themselves physically, cognitively, and emotionally during role performances." Kahn's three principles of employee engagement set a stone for the subsequent studies of other scholars.

Along with his definition of engagement, Kahn (1990) described "personal disengagement" as the uncoupling of selves from work roles. Disengaged employees do not express themselves in their work; they act without creativity and innovation. They show no commitment or dissatisfaction and intend to leave the organization anytime (Saks, 2006). Moreover, employee disengagement can have a significant impact on customer satisfaction, which would be related to organizational financial performance as well.

Burn-out researchers approach engagement as a counterpart or positive antithesis of burn-out (Maslach et al., 2001). According to this school of thought, there are three burnout dimensions:

overwhelming exhaustion, feelings of cynicism, and a sense of ineffectiveness (Maslach et al., 2001). These core dimensions of burnout were assumed to be directly opposite to the fundamental elements of engagement (González-Romá et al., 2006). From this perspective, low scores on exhaustion, cynicism, and working efficacy could be translated into a high engagement.

In later construct development, which regards burn-out and engagement as a distinct factor, Schaufeli and Bakker (2004) proposed a new point of view. In their measurement study, engagement is characterized by vigor, dedication, and absorption. However, in Maslach's burn-out theory, vigor and dedication are supposed to be direct counterparts of exhaustion and cynicism. This approach is controversial because of its highly correlated subdimension (Zhang et al., 2009). Newman and Harrison (2008) also point out the subscales problem of Schaufeli and Bakker (2004) construct, which have conceptual overlap with other well-established constructs. The overlap and mixing of these constructs make it difficult to provide comprehensive analyses.

In his former study, Rothbard and Patil (2011) referred to Kahn's (1990, 1992) work on psychological engagement and presence, which defines engagement as "one's psychological presence in or focus on role activities." Going further into the psychological state of employee work engagement in a modern workplace, dynamic and high-pressure, Rothbard and Patil (2011) expanded their study to examine three critical features of employee engagement: attention, absorption, and energy. Later in 2010, Rich and colleagues proposed a measure of engagement that features three components: physical, emotional, and cognitive engagement. Physical engagement is the energy that a person intentionally exerts in their role (cognitive). Emotional engagement can be judged by the feelings one has when taking on the job.

Even though there is controversy over the relationship between burnout and engagement, more recent research has been deployed to synthesize the conflicting views and develop an alternate study model (Leon et al., 2015).



2.1.2 The benefits of studying employee engagement

When employee engagement is regarded as a state of mind, it can be said that employee engagement is interwoven in every aspect of the business. There are studies to prove that highly engaged employees can deliver better business outcomes than others. Also, engagement has a positive relationship with customer satisfaction (Coffman & Gonzalez-Molina, 2002). Because employee engagement can significantly influence organizational performance internally and externally, a company needs to take good care of its engagement. In this study, we focus on inspecting the organization's internal features of employee engagement.

Researchers suggest that a company should have an engaged workforce to be innovative, competitive, and sustainable (Ncube & Jerie, 2012). As the modern economy suffers many challenges, organizations should pay attention to performance management (Buchner, 2007). By applying effective performance management, the level of employee engagement would rise accordingly, which consequently leads to higher levels of performance (Mone & London, 2010). This positive relationship between engagement and performance had been supported by the research of Wright and Cropanzano (2000), which was later updated in 2004. According to their studies, psychological well-being is an essential indicator of job performance and job satisfaction.

From the employee's perspective, engagement has both effects on their mental and physical health. Low psychological well-being, caused by factors from the workplace, is a significant health risk for employees (Kuper & Marmot, 2003). As the counterpart of engagement, burnout is a common effect of low well-being.

Therefore, every organization must take care of its employee's well-being and engagement. It is not to mention that employees' psychological health can be more vulnerable during the pandemic time. If the company can support the employee to have a suitable environment for working, it can maintain the employee's well-being and thus keep the business surviving through the pandemic.

2.2 Employee engagement in remote working

2.2.1 What is remote working

Flexible working is a concept that workers can control over their working time and location. There have been a substantial number of studies about this concept since the 19th century. Both employees and managers have positively received this practice (Ettorre & McNerney, 1995). With the advantages of digital technologies, which enable the application of flexible working, there is an increasing fascination with working away from the office, especially among millennials (Verschoor, 2018). Remote working, also termed home working and teleworking/telecommuting, is considered a form of flexible working (Masuda et al., 2012). This kind of work has been considered an exceptional situation in the organization. However, along with the virtual workplace concept, it is suggested that remote working will become a norm in the future. Remote working leverage the digital mediums as its "tool." Recent advances in technology make remote working more feasible than ever. In the 1990s, researchers emphasized the importance of new technology in teleworking (Burton et al., 2021; Negroponte, 1995; Pérez et al., 2004).

Traditionally, remote working is an active choice of the employee to be approved by the employer. Work-life balance and gender roles are widely considered in remote working situations. The benefit of remote working for both individuals and organizations is focused on in many papers, along with the affecting factors which influence successful implementation. For individuals,

remote working has a positive effect on productivity (Martin & MacDonnell, 2012). Without other distractions at the workplace, employees can be more focused on their tasks and work more intensely (Kelliher & Anderson, 2010). The relationship between remote working and autonomy was also proven to be positive by several researches (Gajendran & Harrison, 2007; Ter Hoeven & Van Zoonen, 2015).

Remote working can enable women to balance work responsibilities and family demands (Singley & Hynes, 2005) or maintain their working hours after childbirth (Chung & Van der Horst, 2018). On the other hand, by working remotely, men can enhance their working capacities and increase their work intensity to get more recognition (Lott & Chung, 2016). This phenomenon results in potential work-family conflict for families with one or both members working remotely. This study, however, does not focus on the gender roles in remote working condition.

Another crucial subject of study is the relationship between remote working and employee well-being. On the one hand, people who work remotely can enjoy greater autonomy and better work-life balance (Wardenaar et al., 2010). On the other hand, remote working can be a source of stress because of role conflict when the employee tries to balance out the work and family responsibilities (Moore, 2006). However, there is more evidence to secure that remote working has more positive effects on employee well-being than negative ones (Allen et al., 2015).

As the practice of remote working is considered an exception to most organizations, it was not widely applied before the outbreak of the Covid-19 pandemic (Kossek & Lautsch, 2018). Working at home during the lockdown is not a free choice for employees. Although the remote working rate has increased in the US and many countries in Europe, the proportion is considerably low. Thus, many employees are not familiar with and have no remote working experience. At the same time, their organization could also be unprepared for such conditions. Hardly had a global

event that put the whole world under an experiment of remote working like this (Kniffin et al., 2021).

However, most of the research on remote working was conducted in a normal situation, where the employee has a free choice to apply this kind of work or not. In that situation, they ultimately control their psychological states of mind to deliver positive outcomes. Whereas working in isolation due to the social distance is not a favorable situation, which can have a negative impact on an employee's physical and psychological life. In some cases, the companies are not prepared for such conditions and put their employees in a passive situation. Thus, their employees are less likely to perform better and feel grateful for being allowed to work away from the office. It can be argued that some features of remote working in lockdown are different from those in the pre-Covid-19 period, especially from the employee's perspective. However, the purpose of this study is not to find these differences.

2.2.2 Difficulties of remote working

Professional isolation and social isolation

Under social isolation conditions in the pandemic, it is impossible to have face-to-face contact with other people, neither inside nor outside the organization. Two types of isolation can be brought into inspection: professional isolation and social isolation. In the first case, there is a fear that if the employees work remotely, they would be out of the information loop and not be recognized for their achievements and contributions. As a result, it would impact their benefits or promotion opportunities in the company for having poorer organizational identification or not getting positive feedback from peers (Cooper & Kurland, 2002; Fay & Kline, 2012; Golden, 2006). Social isolation is tricky because it depends on the employee's characteristics. Generally, social isolation occurs when there is no physical interaction between colleagues and friends.

Because the isolation caused by pandemic situations is different from other cases, this study considers that both professional isolation and social isolation affect employee engagement.

The absence of social relationships can lead to depression and other chronic issues. According to burn-out researchers (Cole et al., 2012; Maslach & Leiter, 2008; Maslach et al., 2001), mental failures can negatively affect the performance of the employees. However, homeworkers are equipped with several means of communication, such as mobile phones, personal computers, laptops, and tablets with Wi-Fi or fixed internet connection, enabling synchronous communication anytime, anywhere. By leveraging the availability of these mobile devices, homeworkers can retain a close connection with other colleagues and avoid the associated negative impacts of social isolation (Lal & Dwivedi, 2009).

During the lockdown, the ability to initiate, associate, and maintain positive relationships with coworkers is challenged. Without deep connections, the quality of the relationships between colleagues may go down (Manochehri & Pinkerton, 2003). In the long run, the employee can be put into a situation of loneliness and isolation. For instance, without proper communication mediums, the distribution of information within the organization would be imbalanced, which can cause the remote workers to feel "out of the loop" (Büssing & Glaser, 1998). However, with the help of mobile devices, people can get in touch without hindrances. The problem is that many companies do not have a proper communication channel or a guideline for virtual communication. As a result, they cannot leverage the power of available communication mediums.

Social disconnection can be linked with several psychological and physical issues like depression, cognitive impairment, immunity problems, and even death (Heffner et al., 2011). Disconnection from others, which is commonly manifested as loneliness or social isolation, shares some of the same neurological underpinnings as physical discomfort and can have an influence on

both physical and mental health (Eisenberger, 2011). For people in an organization, this can lower their job commitment (Workman Jr et al., 2003), increase their stress and depression levels (Gainey et al., 1999; Rhee et al., 2017; Shirom et al., 2011), and decline the team synergy and productivity (Neufeld & Fang, 2005). Before the lockdown, social isolation is not a common phenomenon, and people usually passively put themselves in that situation. Nevertheless, in the pandemic situation, people do not have an alternative choice except sheltering in their home and actively isolate themselves.

Work-Family Conflict and Gender role

For those employees who live with their family or have their own family, another issue is work-family conflict and gender roles. Although it is easy to assume a direct connection between those concepts, there are several theoretical arguments on this topic. Flexible working time enables workers to control their work schedules and family responsibilities, thus reducing the conflict between them (Clark, 2000). People with long commuting also benefit from the time they can save when not traveling to work (Peters et al., 2004).

On the other hand, working from home also causes more work-family conflict. Workers living with partners or children, or those who have to take care of their family, would have more to care about when working at home (Van der Lippe et al., 2019). The reason behind this is that flexible working can increase multitasking and blur the boundary between work and family responsibilities (Schieman & Young, 2010). Also, gender role plays an important part here. Studies show different outcomes for men and women when working at home (Glavin & Schieman, 2012). However, defining how the gender role affects the work outcome is much more complicated and relies much on the family background and social factors.

Loneliness

While social isolation relates to an individual's state of social environment and interaction, loneliness prefers an individual's subjective feelings. Although loneliness and social isolation are not equal to each other, they often exist together; isolation can be the cause of loneliness and vice versa (Shankar et al., 2017). Before the pandemic, loneliness is not a universal problem in most countries (McGinty et al., 2020). However, it is reported that the loneliness rate had risen significantly during the social lockdown in big countries like the UK (Lu et al., 2020) and the US (McGinty et al., 2020). Therefore, loneliness may play an essential role in studying employee engagement in the context of the Covid-19 pandemic.

Social isolation and loneliness are associated with both physical and psychological health. Moreover, there is no boundary between those two issues regarding an individual's income or socioeconomic status (Holt-Lunstad & Smith, 2016). Studies point out that loneliness has a negative impact on individual and organizational performance (Wright & Cropanzano, 2000). Because loneliness can have a severe impact on one's mental health (like chronic inflammation, altered autonomic and neuroendocrine systems) thus reduces the cognition of that person. Furthermore, cognition, a key pillar of employee engagement, directly affects the output of one's performance. Employees' emotional commitment is also hindered by loneliness.

2.3 Theoretical Framework

The independent and dependent variables of this study can be extracted from the literature review. Although there are plenty of factors that can affect employee engagement, in the scope of this study, the independent variables are limited to "perceive organizational support," "reward and recognition," "employee commitment," and "social relationship and loneliness." The dependent

variable is employee engagement. A range of hypotheses emerging from the review of the literature will be tested with the aforementioned variables to answer each of the research objectives.

2.3.1 Effects of perceived organizational support on employee commitment

Perceived organization support has been proven to be an important construct in understanding organizational behavior. There are strong relationships between perceived organizational support with commitment (Rhoades et al., 2001), turnover (Maertz Jr et al., 2007), job satisfaction (Eisenberger et al., 1997), employee engagement (Alvi et al., 2014). Also, organizational support is perceived as a reflection of the company's concern for employee well-being (Aselage & Eisenberger, 2003). Therefore, this study supposes a strong relationship between perceived organizational support and employee commitment.

Hypotheses 1 (H1): Perceived organizational support while working remotely due to the pandemic's social lockdown significantly influences employee commitment.

Eisenberger et al. (1986) promoted the original scale development study of perceived organizational support with 36 items, which was later shortened into 16-item, eight-item, and three-item versions that have been widely employed in practice and research. This research applies the eight-item construct, which produces similar levels of internal consistency reliability as the 36-item scale. Rhoades and Eisenberger (2002) stated that there would be no problem using the shorter version while affirming a recommended caution when using the extreme reduction version (such as the three-item version). The original format for the 8-item Survey of Perceived Organizational Support is modified from passive form to active form in order to make the scale of this part be consistent with the rest of the survey.

POS1. The organization values my contribution to its well-being.

POS2. The organization appreciates the extra effort from me.

- POS3. The organization would notice my complaint.
- POS4. The organization cares about my well-being.
- POS5. The organization would notice the best result I can deliver.
- POS6. The organization cares about my general satisfaction at work.
- POS7. The organization shows great concern for me.
- POS8. The organization takes pride in my accomplishments at work.



2.3.2 Effects of reward and recognition on employee commitment

Reward and recognition have a close relationship with motivation, the inner force that drives an employee to achieve personal and organizational goals. Scholars proved that rewards has a direct relationship with organizational commitment (Korir & Kipkebut, 2016). In order to boost the performance of employees, most businesses follow pay, promotion, and bonuses strategies to encourage engagement (Cameron et al., 2001; Mabaso & Dlamini, 2018). Especially in the pandemic, recognition and compensation would play important roles in boosting employee performance and engagement (Sija, 2021). Along with organizational support, reward and recognition may contribute to employee commitment and engagement. The second hypothesis is proposed as follow:

Hypotheses 2 (H2): Being recognized and rewarded while working remotely due to the social lockdown in the pandemic significantly influences employee commitment.

The reward and recognition construct is designed based on Beer (1987) nine-dimension scale, reflecting the impact of reward and recognition on employee satisfaction and motivation. Item 7, Personal probed the respondents' feelings towards their job, and Item 9, General probed if the respondents had considered alternative employment, was not included in this section because the overlap meaning with the affirmative commitment scales.

RR1. I am satisfied with the type of work I am doing. (Work content)

RR2. I am satisfied with my salary. (Payment)

RR3. I am satisfied with the opportunity that the organization offers for promotion.
(Promotion)

RR4. I am satisfied with the recognition and feedback for the jobs I perform. (Recognition)

RR5. I am satisfied with the opportunity to mix with colleagues and interpersonal relations.
(Working conditions)

RR6. I am satisfied with the benefits of the organization (such as a pension, medical schemes, and leave). (Benefits)

RR7. I am satisfied with the leadership or supervision of my manager. (Leadership)

3.3.3 Effects of employee commitment on employee engagement

Employees who are emotionally attached or think they have an obligation to be with the organization are less likely to leave the organization (Meyer & Smith, 2000). According to Meyer et al. (1990), organizational commitment is considered a multidimensional construct. This survey employs the affective commitment scale Meyer and Allen (1991) to measure employees' commitment in case they are insecure about the difficulties the organization might face in the pandemic. Meyer and Allen (1991) defined that affective commitment is one crucial component of the organizational commitment model. Although the scale was developed long ago, it still provides reliable and valid results in several studies all over the world (Abdullah, 2011; Karim & Noor, 2006; Merritt, 2012). The differences in employees' affective commitment can be translated into the organizational outcomes, including job involvement, satisfaction, withdrawal cognition, and job performance (Meyer et al., 2002). That is why affective commitment might have a closed relationship with employee engagement.



Hypotheses 3 (H3): The commitment of employees significantly influences employee engagement while working remotely during the social lockdown.



The commitment scale is modified from Meyer and Allen (1991) scales as follows:

EC1. I feel a strong sense of belonging to my organization.

EC2. I do not feel emotionally attached to my organization.

EC3. I would be happy to spend the rest of my college career at my organization.

EC4. It would be very hard for me to leave my organization, even if I wanted to.

EC5. Staying with the organization is a matter of necessity as much as desire.

3.3.4 Effects of social relationship and loneliness on employee engagement

Loneliness is considered a key indicator of social well-being. An individual's subjective assessment of his or her social participation or isolation can be reflected by this measure. As discussed in Chapter 2, social relationship and loneliness may negatively impact the employee's work engagement during the social lockdown. Workplace loneliness has been regarded as a factor that reduces affective commitment, thereby adversely influencing performance (Deniz, 2019; Ozcelik & Barsade, 2011; Ozcelik & Barsade, 2018). However, there is little study about the effect of social loneliness on job performance and engagement. Due to the impact of the Covid-19 pandemic, scholars has been given more notices on social loneliness relating topics (Dahlberg, 2021; Hwang et al., 2020; Palgi et al., 2020). The link between social loneliness and employee engagement is also vague. Therefore, this study would take this variable into the examination with following hypotheses:

Hypotheses 4 (H4): The social relationship and loneliness of the employee during social lockdown significantly influence employee engagement.

This survey utilized a short version Loneliness Scale of Gierveld and Tilburg (2006). The sufficiency of this shortened version is reported to be as reliable as the 11-item version. According to a review of loneliness, social isolation, and social relationships measuring scales by Valtorta et al. (2016), this tool is explicitly designed to measure loneliness based on more subjective questions.

The selected items are:

SRL1. I experience a general sense of emptiness.

SRL2. There are plenty of people I can rely on when I have problems.

SRL3. There are many people I can trust completely.

SRL4. There are enough people I feel close to

SRL5. I often feel rejected

3.3.5 Employee engagement (EE):

Work engagement is measured with the 9-item version of the Utrecht Work Engagement Scale (UWES). Typically, the UWES consists of 17 items, which measure three subscale dimensions of work engagement: vigor (6 items), dedication (5 items), and absorption (6 items). This study employed the shorter version, with nine items with three items per dimension. The correlated three-factor structure of the UWES-9 has been supported by many confirmatory factor analytic (CFA) studies with a correlation between 0.60 and 0.99 (Seppälä et al., 2009). The questions were chosen and modified as follows:

EE1. At my work, I feel bursting with energy.

EE2. I am enthusiastic about my job.

EE3. My job inspires me.

EE4. When I get up in the morning, I feel like going to work.

EE5. I feel happy when I am working intensely.

EE6. I am proud of the work that I do.

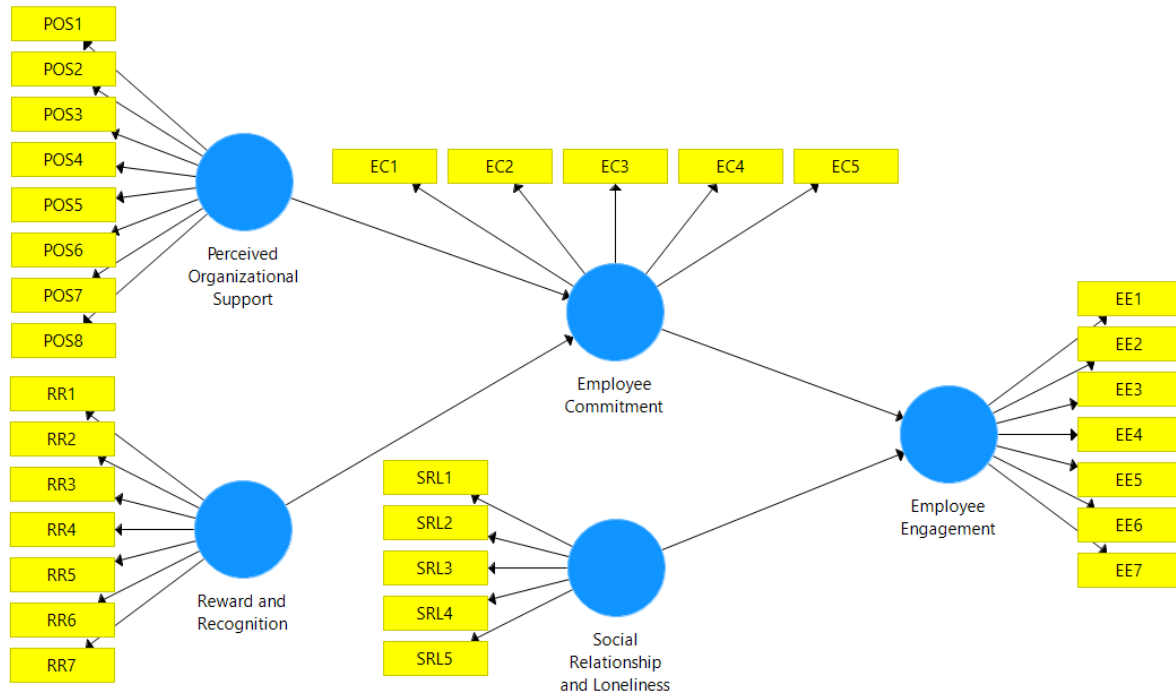
EE7. I am immersed in my work.

The five variables' relationship is described in the measurement model below:



Figure 1

PLS Model for hypothesis measurements



Chapter 3: Method

This chapter presents the steps to conduct the empirical study and the research methodology to answer the research objectives. From the review of the literature, several hypotheses are tested to address the objectives of this study. This chapter outlines and explains the quantitative method employed in this research. Also, the construction of each factor and the data analysis method are carefully discussed.

3.1 Participants

Population Demographics

An online survey was distributed on social networks to collect the primary data for the analysis. Because the main targets of the study are generation Y and generation Z, choosing a social network to release the survey is an appropriate way to collect data. Generation Y and Z are born in the era of information and technology. Therefore the engagement of young professionals on Facebook and other social network sites is very high (Alemdar & Köker, 2013). In particular, research showed that Gen Z tend to use multiple social networking sites and accounts to connect with others and use those platforms as the primary source of information (Dabija et al., 2018). Facebook is also recommended as a powerful research tool, especially for social science research, because it is cost-efficient and has a large and diverse pool of users (Kosinski et al., 2015).

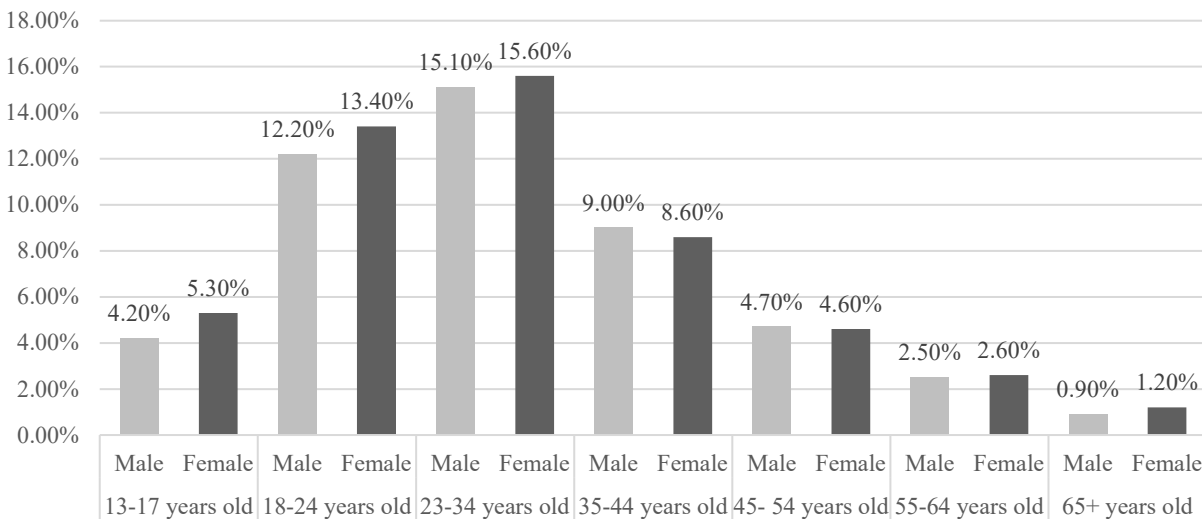
According to a Meta Business report, the estimated audience size on Facebook and Instagram in Vietnam up to quarter 1 of 2022 is around 71,500,000 people, of which men take up 50.6%. The audiences are primarily located in big cities of Vietnam, which are: Ho Chi Minh City (12.99%), Hanoi (6.85%), and Da Nang (1.59%). Figure 2 demonstrates the demographic profile of Meta's advertising audience in Vietnam. It can be seen that the age groups from 18 to 44 account

for the majority of Facebook and Instagram. Those age groups are the target population of this research as well.



Figure 2

Demographic profile of Meta ad's audience in Vietnam



Source: Kepios analysis, & Kemp, S. (2022, May 15). Digital 2022: Vietnam. Datareportal. <https://www.datareportal.com/reports/digital-2022-vietnam>

Sampling Method

Simple random sampling is applied for this research to obtain an unbiased data collection. This method requires minimal knowledge of the population, but it is pretty reliable in internal and external validity (Acharya et al., 2013). Due to the lack of a sampling frame, the survey was distributed to some Facebook groups that appealed to the youth in Vietnam. The attendees would comment on the post and input their information as well as the answers to the question in the survey. Valid answers would be then collected and process to the data analysis step. The content and the purposes of the survey are clearly stated on the first page of the Google Form. To collect enough appropriate samples for this study, two main criteria are mentioned. The first one is that

the participants have to have a job, and the second is that they are currently living in Vietnam. In this way, the respondents have a free choice to go through the survey.



Unit of Analysis

The demographic information of the respondents is summarized in the following table. The age groups in this study can be classified into three groups: Generation X (over 40 years old), Generation Y (between 25 and 40 years old), and Generation Z (under 25 years old). The statistical numbers show that the primary audiences of the survey are Gen Z (40.63%) and Gen Y (58.85%), which align with the proposed research objectives.

Table 1

Demographic profile of the respondents (N = 192)

Demographic Variables	Category	Frequency	Percentage
Age	20 – 24	78	40.63%
	25 – 29	77	40.10%
	30 – 34	32	16.67%
	35 – 40	4	2.08%
	Over 40	1	0.52%
Seniority	1 - 2 years	79	41.15%
	2 - 4 years	53	27.60%
	less than one year	37	19.27%
	more than 4 years	23	11.98%

The seniority (the time a person work continuously in an organization) of the respondents is relatively short (see Table 1). Most of them only work for current organizations for one to two years (41.15%). It reflects the high turnover rate in Vietnam. Also, it might imply that there are some problems in employee commitment and engagement. Previous research showed that work-family conflict, emotional intelligence, job burnout and perceived organizational support account for 51.5% of the variance in turnover intention among young professionals in Vietnam’s banking industry (Giao et al., 2020).

Table 2*Remote working duration of the respondents (N = 192)*

	1 - 3 months	3 - 6 months	6 - 9 months	9 - 12 months
Ha Noi	5.24%	9.42%	4.71%	1.57%
Ho Chi Minh City	13.61%	34.03%	10.47%	5.24%
Da Nang	1.57%	3.66%	0.52%	0.00%
Hai Phong	0.00%	0.00%	0.52%	0.00%
Can Tho	0.52%	0.00%	0.00%	0.52%
Other	3.66%	0.00%	0.00%	0.00%

Most of the respondents are living and working in municipal cities of Vietnam (see Table 2). Because of the uneven distribution of the population, these cities gather the most population in the countries. In 2019, the population density of Vietnam was 290 persons/km²; the highest density is 1,060 persons/km² (The Red River Delta) and 757 persons/km² (South East regions) (UNFPA in Vietnam, 2019). Therefore, during the pandemic, the social distance regulations were applied strictly in those areas. It led to a longer lockdown time in cities like Ha Noi and Ho Chi Minh City than in other cities. According to the survey results, the remote working duration for those living in Ha Noi and Ho Chi Minh city is much longer than the others on the list.

Table 3*Working status and living conditions of the respondents (N = 192)*

The working situation of the respondents (N =192)	
I lost my job in the pandemic	4.69%
I work partially remotely	56.77%
I work totally remotely	30.73%
Nothing has changed	7.81%
The living condition of the respondents during the social lockdown (N = 192)	
I live alone	28.13%
I live with my family	45.31%
I live with my friend(s)	25.52%
Others	1.04%

The pandemic had significant impacts on the way people work. Almost all respondents (see Table 3) had to shift from normal working status to remote working (87.50%); some respondents even lost their jobs. In most cases, people work remotely for 3 to 6 months (46.88%) or under 3 months (24.48%). Employees who work totally remotely are supposed to be familiar with this kind of working practice. As shown in Table 2, most of them worked totally remotely for more than 3 months (77.97%). This study initially considers that working remotely for more than 3 months might impact employee engagement.

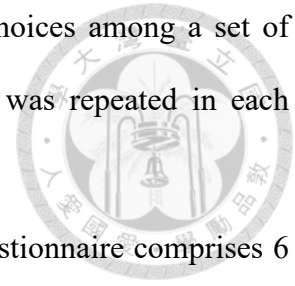
In that period, the employees might live alone (28.13%), while many of them live with family or friends (70.83%). If the employee lives with other people, physical contact and communication will happen daily. On the other hand, people who live alone might experience loneliness and isolation easier. Therefore, social relationships and loneliness is considered an important variable in this study.

3.2 Data Collection Method

3.2.1 Research Instrument – The Questionnaire

This study employed a questionnaire to collect the quantitative data for analysis. For fetching information from a large sample of individuals, questionnaires are ideal tools with a high return rate (Hair et al., 2007). Three principles suggested by (Sekaran & Bougie, 2010) were applied to make the questionnaire more consistent and comprehensive, including the wording of the question, the planning issues, and the appearance. In this study, most of the questions are followed existing scales, so they are proven to be meaning exclusive. Some questions' wording was slightly modified so that the respondents could get its meaning correctly without being vague. The questions' lengths were noticed; some questions were shortened in comparison with the original scale to make them easier to be followed and understood. All of the questions in the

questionnaire are closed questions, and the respondents have to make choices among a set of alternatives. For the questions with Likert-scale options, an instruction was repeated in each section to provide the guideline for choosing the adequate answer.



The appearance of the questionnaire was also considered. The questionnaire comprises 6 sections with 39 questions. A progress bar was set to let the respondents see how many sections they had been through. The first page is the introduction, and the study topic and purposes are briefly stated. Besides, privacy and confidentiality regarding the respondent's personal information statement are inclusive. The following sections are about the demographic information, the questions related to each construct in the research model, and the last one is optional information for attending the lucky draw. The purpose of the lucky draw is to engage more participants in the data collection.

The sequence of the sections follows the constructs in the measurement model. Section 1 of the questionnaire focused on the participants' working status, such as their working status in the social lockdown and how long they had been working remotely. Provided that the respondent had self-assessed their situations, they may have psychologically identified themselves with the questionnaire (Hair et al., 2007). The following sections follow the measurement model's constructs: (1) Perceived organizational support, (2) Reward and recognition, (3) Employee commitment, (4) Social relationship and loneliness, and (5) employee engagement. The questions are assigned based on theoretical scales discussed in the Theoretical Framework in Chapter 2.

Because the constructs are measured by scaled questions, this study employed the 7-point Likert scale to evaluate the answers. The reason to choose between 5-point scale and 7-point scale is that the 7-point scale may provide more varieties of options, thus increase the probability of meeting the objective reality of people (Cox III, 1980). It is also suggested that the 7-point scale

may show the highest test-retest reliability (Oaster, 1989). The answer options range from “Strongly disagree” to “Strongly agree,” with the neutral option “Neither agree nor disagree.”

A detailed copy of the questionnaire is included in *Appendix A*.

3.2.2 Pilot Study

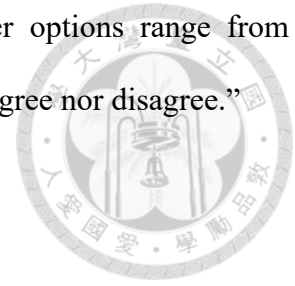
Prior to data collection, a pilot study was conducted. Van Teijlingen and Hundley (2001) defined a pilot study as a "small scale version(s), or trial run(s), done in preparation for the major study" (p.219). To discover possible weaknesses, inadequacies, ambiguities, and problems in any aspect of the research process, it is essential to have a pilot survey (Sarantakos, 2012). The objective of piloting the questionnaire is to receive feedback on interpreting and understanding interviewees and qualitatively test the validity and reliability of the questions in each section.

The questionnaire of this study involves using scales from widely used constructs to measure the variables. The draft version of the questionnaire was piloted to refine the wording, number of questions, and range of answers. The questionnaire was sent to a small group of selective volunteers as similar to the target audience. Responders were sent an online version of the survey and asked to complete it.

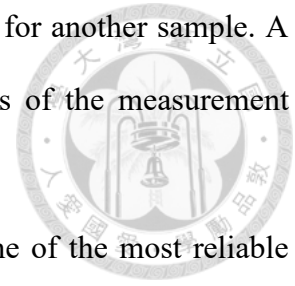
The subsample was chosen by systematic sampling method from an existing list of contact of the researcher—the participants including some human resources managers in banking, manufacturing, and service industries. With 35 candidates working in Ho Chi Minh City, Vietnam, the pilot study suggested that some questions can be omitted due to the low level of relevance. The length of the questionnaire was also reduced, thanks to the feedback from the pilot test.

3.3 Validity and Reliability

There are two crucial criteria to evaluate the credibility of a research method: validity and reliability (Johnson & Gill, 2010). Validity describes how well the sampling data explain the actual



area of investigation and if the research model can yield the same results for another sample. A measurement's reliability refers to how stable, and consistent the results of the measurement are (Carmines & Zeller, 1979).



Using a questionnaire as a research instrument is proven to be one of the most reliable research methods (Johnson & Gill, 2010). Moreover, using an online questionnaire enables the collection of a broad and diverse population. The sampling method, being unbiased and random in nature, results in more credible and unbiased conclusions. In terms of reliability, the questionnaire's constructs were developed based on well-established measurement scales, thus can be regarded as having high internal consistency reliability.

There are steps to take to evaluate PLS-SEM, involving examining the measurement model and assessing the structural model, and the final step is running a robustness check to support the stability of results. The first step in the reflective measurement model assessment is to examine the indicator loading. Acceptable item reliability would have loading above 0.708 as recommended, which means they can explain more than 50 percent of the indicator's variance. Table 4 shows the detailed outer loadings of the indicators in the measurement model. POS1, RR5, SRL1, and SRL5 were deleted due to low factor loadings (loadings < 0.708). The data was proceeded again to move to convergent validity examination.

Table 4

Factor loadings

Variables	Items	Factor Loading
Perceive Organizational Support	POS1	(0.520) deleted
	POS2	0.708
	POS3	0.829
	POS4	0.819
	POS5	0.776
	POS6	0.862

	POS7	0.848
	POS8	0.837
Reward and Recognition	RR1	0.756
	RR2	0.854
	RR3	0.905
	RR4	0.852
	RR5	(0.502) deleted
	RR6	0.801
	RR7	0.809
Employee Commitment	EC1	0.881
	EC2	0.907
	EC3	0.851
	EC4	0.828
	EC5	0.818
Social Relationship and Loneliness	SRL1	(0.191) deleted
	SRL2	0.850
	SRL3	0.897
	SRL4	0.848
	SRL5	(0.579) deleted
Employee Engagement	EE1	0.786
	EE2	0.806
	EE3	0.872
	EE4	0.871
	EE5	0.865
	EE6	0.889
	EE7	0.863

The consistency reliability is assessed using Cronbach's alpha. It is suggested that higher values generally indicate higher levels of reliability. Commonly, the reliability values between 0.70 and 0.80 are considered "acceptable", values between 0.80 and 0.95 can "satisfactory in exploratory research" (Taber, 2018). The constructs' alpha range from 0.833 to 0.948 is acceptable in this research (see Table 5).

The third step of assessing the reflective measurement model is checking the convergent validity. Convergent validity refers to the relationship of the measures of constructs. In another way, convergent validity indicates how well the construct can explain the variance of its items. The average variance extracted (AVE) is applied for calculating a construct's convergent validity.

As shown in Table 5, AVE values higher than 0.50 indicates that the construct explains at least 50 percent of the variance of its items.

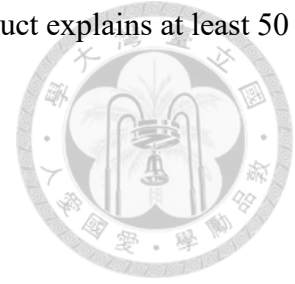



Table 5

Consistency Reliability and Convergent Validity

	Cronbach's Alpha	AVE
Perceive Organizational Support	0.914	0.660
Reward and Recognition	0.909	0.690
Employee Commitment	0.911	0.736
Social Relationship and Loneliness	0.833	0.749
Employee Engagement	0.936	0.724

The last step is to assess discriminant validity. This index describes how a construct differs empirically from another construct in the structural model. Most researchers prefer Fornell and Larcker (1981) criterion for discriminant validity testing. In this metric, each construct's AVE should be compared to the squared inter-construct correlation of that same construct, and all other reflectively measured constructs in the model. However, this metric does not perform well when the indicator loadings of the construct have slight differences (Henseler et al., 2015). Because some indicator loadings on the SRL construct differ very slightly (most of the indicator loadings are between 0.65 and 0.85), the Fornell-Larcker criterion might not perform well in assessing discriminant validity. In this case, the heterotrait-monotrait (HTMT) ratio of the correlations is more suitable (Henseler et al., 2015). Table 4 summarizes the HTMT of all constructs. Higher HTMT values relate to a high possibility of discriminant validity problems. Generally, if the constructs are more conceptually different, the HTMT values of all constructs should be lower than the threshold value of 0.85. However, the constructs in this research are conceptually similar, such as commitment and engagement, so a maximum value of 0.90 is also acceptable.

Table 6*Heterotrait-Monotrait Ratio of Correlations (HTMT)*


Construct	(1)	(2)	(3)	(4)	(5)
Perceive Organizational Support					
Reward and Recognition	0.799				
Employee Commitment	0.674	0.834			
Social Relationship and Loneliness	0.479	0.629	0.619		
Employee Engagement	0.629	0.759	0.727	0.574	

Hair Jr et al. (2021) suggested assessing the formative measurement model based on: convergent validity, indicator collinearity, statistical significance, and relevance of the indicator weights. The convergence validity of a construct is determined by its correlation with another measure of the same concept. For primary data-based research, the procedure for determining convergent validity should be planned in the research design stage. In the process of developing the constructs, some questions' wordings are modified to ensure the coherence and consistency of the survey. The questions were again modified with the pilot study to include alternative reflectively measured indicators of the same concept. After that, it is no need to assess the convergence validity of this construct.

Because the structural model includes formative constructs, it is necessary to asset the formative measurement model. Collinearity, which is a high correlation between two formative indicators, is validated by the variance inflation factor (VIF). VIF value is suggested to be close to 3 and lower. If the value I higher than 5, there would be some critical collinearity issues (Hair et al., 2011). Values between 3 and 5 indicate the moderate possibilities of collinearity problems. Table 4 demonstrates the VIF values of each item in the constructs. The indicators of each item are combined into a scale variable. The collinearity of each construct are tested to ensure the

construct validity. The analysis results show that the values range from 1.679 to 3.994, and the highest value is lower than 5. Although some values are larger than 3, the results are still acceptable.

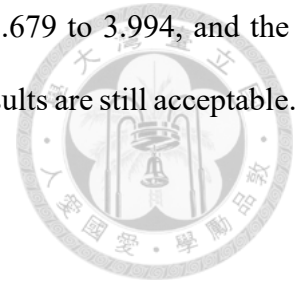


Table 7

The variance inflation factor (VIF) of each item

Construct	VIF						
Perceive Organizational Support	POS2	POS3	POS4	POS5	POS6	POS7	POS8
	1.679	2.325	2.492	2.341	2.858	2.796	2.698
Reward and Recognition	RR1	RR2	RR3	RR4	RR6	RR7	
	1.868	2.867	3.738	2.619	2.229	2.136	
Employee Commitment	EC1	EC2	EC3	EC4	EC5		
	3.508	3.905	2.359	3.994	3.885		
Social Relationship and Loneliness	SRL2	SRL3	SRL4				
	1.918	2.095	1.816				
Employee Engagement	EE1	EE2	EE3	EE4	EE5	EE6	EE7
	2.106	2.475	3.626	3.232	3.100	3.635	3.173

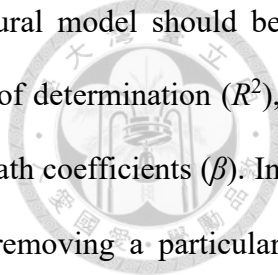
The final step is to assess the indicator weights' statistical significance and relevance.

Because PLS-SEM is a nonparametric method, bootstrap is necessary to determine statistical significance (Chin, 1998). The data was bootstrapped with 2000 boots in SmartPLS to determine statistical significance. All the 95% confidence intervals do not include zero (based on the percentile method as per Henseler et al.) proves that the measurement model assessment is satisfactory. To ensure it does not bias the regression results, VIF values for the structural model should be calculated. Again, VIF values close to or below 3 are preferable. As shown in Table 7, this model has no collinearity problem.

Table 8

The Variance Inflation Factor (VIF) for the structural model

Employee Commitment		
	Perceived Organizational Support	Reward and Recognition
VIF	2.119	2.119
Employee Engagement		
	Employee Commitment	Social Relationship and Loneliness
VIF	1.442	1.442



After the measurement model assessment is adequate, the structural model should be evaluated. Three criteria to assess the structural model are the coefficient of determination (R^2), the blindfolding-based cross-validated redundancy measure (Q^2), and the path coefficients (β). In some cases, the effect sizes (f^2) may be reported to emphasize how removing a particular predictor construct can affect the R^2 value. Cohen (1988) suggested the value of f^2 effect sizes higher than 0.02, 0.15, and 0.35 indicate small, medium, and significant effects. The path coefficients (β) can be interpreted as standardized regression coefficients. It indicates how the dependent variable may change if the independent changes.

3.4 Data Analysis Method

In this study, partial least squares structural equation modeling (PLS-SEM) is utilized to develop a theoretical model, and subsequently, findings and interpretations are made based on the findings. The PLS-SEM method allows estimating complex models that comprise many constructs, and it is very appealing to many researchers. In comparison with partial least squares structural equation modeling (CB-SEM), the use of PLS-SEM has increased in significance (Hair Jr et al., 2017), especially in organizational management (Sosik et al., 2009) and human resource management (Hair Jr et al., 2017). More importantly, researchers can estimate complex models with various constructs, indicator variables, and structural paths without imposing distributional assumptions on the data with PLS-SEM. Consequently, the technique transcends the apparent dichotomy between explanation - used most often in academic research - and prediction, upon which managers rely to develop their strategic plans (Hair et al., 2019).

There are many rational reasons to employ PLS-SEM in this study rather than other methods. Firstly, PLS-SEM works well with small sample sizes when the model consists of many constructs and a large number of items (Hair Jr et al., 2017). With 192 valid cases, it is proper to

employ PLS-SEM in this specific study. More importantly, when there is an absence of distributional assumptions, using PLS-SEM is an advantage (Hair et al., 2012). In this case, PLS-SEM is a better choice over CB-SEM, which can produce abnormal results when the data are not normally distributed (Reinartz et al., 2009). Lastly, PLS-SEM results can be easily generated using user-friendly software packages such as SmartPLS or more complex statistical computing language such as R, which is leveraged in this study.

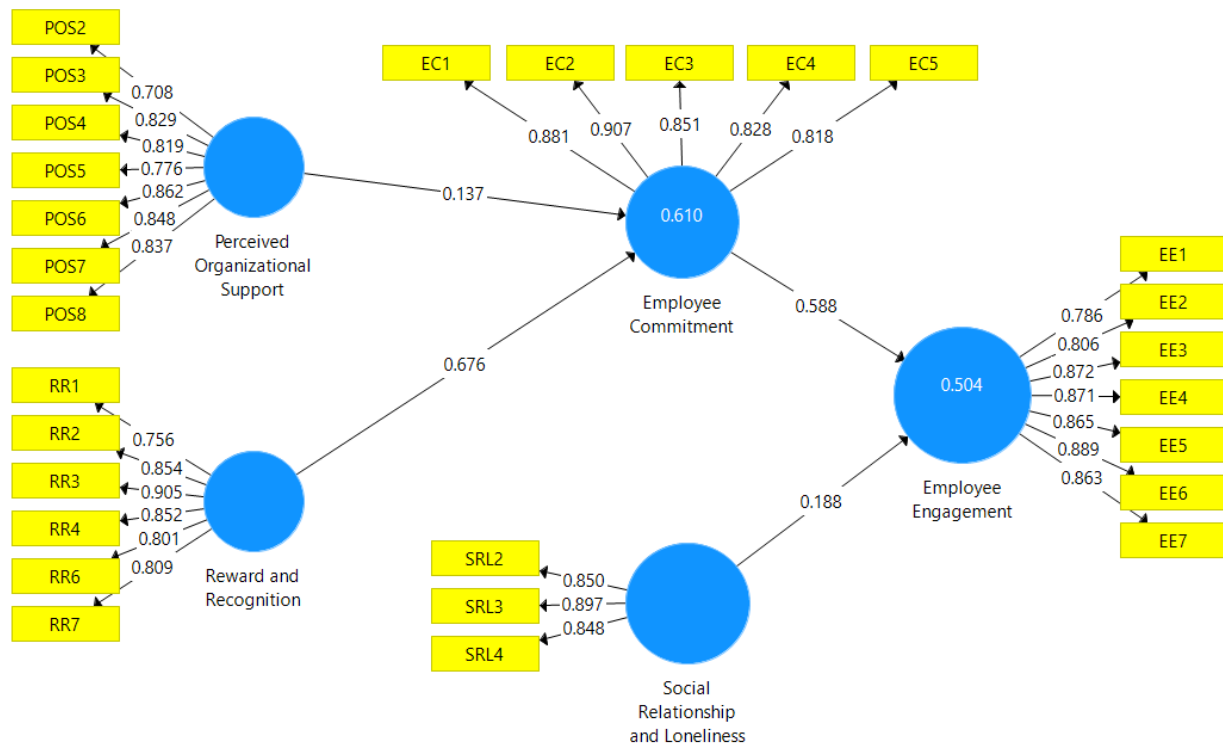


Chapter 4: Research results

This chapter presents how the sets of independent variables influence employee engagement in the pandemic setting. With the assumptions that the participants would perceive different feelings and perceptions of the working environment and the company's policies while working from home for a relatively long time, this study evaluates the effects of each construct on the general employee engagement. As literatures showed that changes in workplace could influence employee performance, including competency growth and well-being (Kiefer, 2005; Oreg et al., 2018). After processing the data analyses, the hypothesis will be evaluated as "supported" or "not supported." Figure 3 and Table 9 illustrate the final results of the data analysis by SmartPLS.

Figure 3

Structural model by SmartPLS for hypotheses evaluation



As hypothesized, perceived organizational support significantly impact employee commitment. However, the analysis result did not support a significant effect of this variable on employee commitment ($\beta = 0.137, f^2= 0.022$). Still, the positive path coefficient showed that perceived organizational support positively impacts employee commitment.

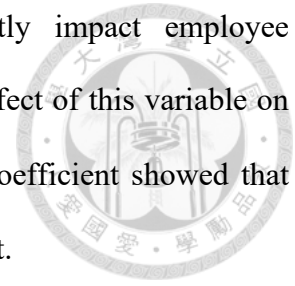


Table 9

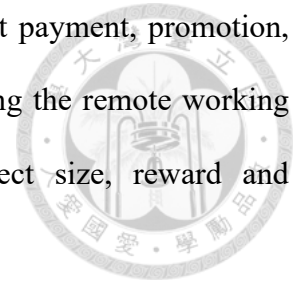
Summary of hypotheses testing results for direct effect

Path	Sample Mean (M)	Standard Deviation (STDEV)	β	f^2	<i>t</i> statistic	<i>p-value</i>
POS → EC	0.140	0.080	0.137	0.022	1.718	0.086
RR → EC	0.676	0.070	0.676	0.552	9.637	0.000
EC → EE	0.591	0.067	0.588	0.476	8.845	0.000
SRL → EE	0.189	0.072	0.188	0.049	2.613	0.009

In this case, the indicator weight is not significant ($p>0.05$), which means it should be considered for removal from the measurement model. According to Hair Jr et al. (2021), if an indicator’s significant loading is under 0.50, it should be eliminated. The loadings of POS indicators, however, were all greater than 0.70. Thus, it is not necessarily interpreted as evidence of poor measurement model quality (Cenfetelli & Bassellier, 2009). The reason to not support the H1 hypothesis is that organizational support does not contribute much to the employee commitment when people work remotely during the social lockdown.

The path coefficient and the size effect of reward and recognition to employee commitment are large enough ($\beta = 0.676, f^2= 0.552, p < 0.05$) to conclude that reward and recognition have a remarkable effect on employee commitment. In line with this prediction, results showed that RR2 (loading =0.854, $t=31.853$), RR3 (loading =0.905, $t=47.099$), and RR4 (loading =0.801, $t=21.856$)

had noticeable influence on employee commitment. It was suggested that payment, promotion, and recognition significantly correlated with employee commitment during the remote working period. Compared with perceived organizational support on the effect size, reward and recognition's contribution to employee commitment is out-weight.



Concerning Hypothesis 3, employee commitment does have an essential role in employee engagement during the pandemic. This hypothesis was supported by the significant path coefficient and large effect size ($\beta = 0.588$, $f^2 = 0.476$, $p < 0.05$). In addition, according to Shmueli and Koppiuss (2011), the R^2 indicates the model's explanatory power. For employee commitment, the R^2 value is 0.610, which can be considered moderately satisfactory (Henseler et al., 2015). More than 60% variance for employee commitment was explained by reward and recognition and perceived organizational support.

Hypothesis 4 predicted that social relationships and loneliness significantly influence employee engagement. Yet, the analysis did not find any significant effect of employee isolation and loneliness on their work engagement ($\beta = 0.188$, $f^2 = 0.049$). Hence, Hypothesis 4 was not supported by our data. Although social relationship and loneliness, and employee commitment explained more than 50% of the employee engagement variance ($R^2 = 0.504$), the impact of social relationships and loneliness is unconfirmed. Although the effect is not remarkable, it was suggested that there should be more research to have more concrete conclusions on the impact of social relationships and loneliness on employee engagement.

The hypotheses test results are shown in Table 9. This concludes the presentation of the empirical study findings of 192 remote working employees in Vietnam. These results emphasized that the study of employee engagement in the pandemic setting might be very complex. Due to the

organizational characteristics and the individual characteristics of the employee, several models and tests could be proposed to gain deeper insights into this field of study.



Table 10

Hypotheses test results

Hypothesis	Decision
Hypotheses 1: Perceived organizational support while working remotely due to the pandemic's social lockdown significantly influences employee commitment.	Not supported
Hypotheses 2: Being recognized and rewarded while working remotely due to the social lockdown in the pandemic significantly influences employee commitment.	Supported
Hypotheses 3: The commitment of employees significantly influences employee engagement while working remotely during the social lockdown.	Supported
Hypotheses 4: The social relationship and loneliness of the employee during social lockdown significantly influence employee engagement.	Not supported

Finally, to confirm the model's predictive power, the Q^2_{predict} was used. A higher Q^2 value means more minor differences between the predicted and the original values. This study carried out an assessing procedure on SmartPLS to perform partial least squares path modeling and prediction. To assess the model's predictive power, k-fold cross-validation was run with SmartPLS 3. The famous prediction metrics are the root mean squared error (RMSE) and Q^2_{predict} . The RMSE and Q^2_{predict} were then compared with a naïve benchmark. The SmartPLS leverage the linear regression model (LM) to generate predictions for manifest variables.

As Shmueli et al. (2019) guidelines for comparing the RMSE values with the LM values, the model's predictive power is vital if most of the RMSE values are lower than LM values. Whereas which model has the higher Q^2_{predict} would have better predictive power. According to the

prediction results (see Table 11), the PLS model can have more good predictions than the LM model.



Table 11

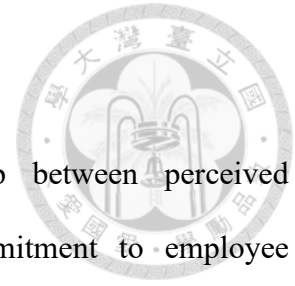
Predictions for the full model ($k = 10$)

	PLS		LM	
	RMSE	Q^2_{predict}	RMSE	Q^2_{predict}
EE1	1.001	0.372	1.105	0.235
EE2	0.993	0.257	1.002	0.244
EE3	1.025	0.353	1.071	0.293
EE4	1.071	0.429	1.078	0.421
EE5	1.043	0.332	1.062	0.308
EE6	1.031	0.348	1.081	0.283
EE7	1.124	0.325	1.135	0.310
EC1	0.951	0.558	1.011	0.501
EC2	0.935	0.559	0.969	0.527
EC3	1.006	0.433	1.029	0.407
EC4	1.423	0.303	1.372	0.352
EC5	1.284	0.267	1.205	0.354

Due to the numerous factors and variations of their influence on employee engagement, there are challenges in prescribing a definitive or ultimate set of factors applicable to all organizations. In this study, it was deemed appropriate to investigate only five variables to draw out the conclusion because of limited time and resources.



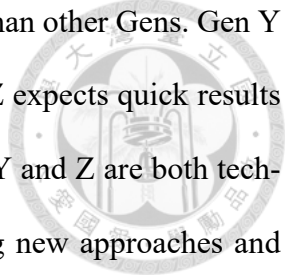
Chapter 5: Discussion



5.1 Discussion

Our findings support precedent studies on the relationship between perceived organizational support, reward and recognition, and employee commitment to employee engagement. In the setting of social lockdown, employees have to adapt to new working practices, including remote working. In this situation, traditional practices to improve employee engagement cannot be applied, such as team building activities, in-person communication, and other in-office activities. It is not to mention that the employee's salary and benefits are also affected by the negative financial performance of the organizations in the pandemic. Therefore, finding out the key factors that can maintain and raise employees' work engagement is crucial to the organization's sustainability.

Much researches showed that perceived organizational support and family support have significant impacts on the commitment and motivation of employees (Ayman & Antani, 2008; Caesen & Stinglhamber, 2014; Kose, 2016). Moreover, a study in Vietnam also supported the hypothesis that perceived organizational support could influence employee engagement while rejecting the significant impact of perceived family support (Nguyen & Tran, 2021). In that study, the sampling population was people working in small and medium enterprises in Ha Noi; the sampling period was at the end of 2020. This study, however, showed a different level of perceived organizational support. In 2020 and early of 2021, the social lockdown had not got severe as in the middle of 2021, when the number of positive cases peaked (Ministry of Health, 2022). Besides, employees and employers also needed time to get along with the new working practices. As they were more familiar with the remote working conditions, they would be less concerned about the organizational support than the reward and recognition.



Reward and recognition receive more concerns from Gen Y and Z than other Gens. Gen Y craves attention through feedback and guidance (Kane, 2019), while Gen Z expects quick results such as rewards and promotions (Renfro, 2012). Generally speaking, Gen Y and Z are both tech-savvy (Horovitz, 2012), and they all enjoy experimenting and discovering new approaches and solutions. With that in mind, changing working conditions might have little effect on their commitment and engagement. Instead, they care about how the organization recognizes its contribution. By migrating to a so-called digital workplace, company can set up a digital monitoring system to record the performance and contributions of the employee in each project of the company. The previous chapter shows that reward and recognition significantly impact employee commitment. By focusing on payment, promotion, and recognition, organizations can find ways to get the young professionals to stick with them through tough times.

As workplace loneliness negatively affects employees (Anand & Mishra, 2018), it is crucial to study this factor in the remote working concept, where employees do not have much physical contact with their colleagues. During the social lockdown, the employee might not have contact with colleagues or other social relationships. Previous researches noted that social relationships are essential in human life (Ozcelik & Barsade, 2018), and lonely employees might experience pain and other mental disorders (Rokach, 2014). Jung et al. (2021) proved that employee engagement negatively relates to workplace loneliness, and decreased engagement can consequently influence organizational commitment. For young professionals working in big cities of Vietnam, the situation is different. Although they could feel lonely and miss the feeling of surrounding by people, the loneliness did not impact their working motivation.

On the one hand, Gen Z prefers to work independently and is reluctant to get involved in teamwork (Adecco, 2016). Gen Y tends to be more compromised in the workplace and can work

well as an individual or team member (Adecco, 2016). According to Nguyen and Mujtaba (2011) 's study, Vietnamese youth are highly relationship oriented, they are sensitive to stress but tend to not share the emotional with others. They tend to engage more on the social media and express themselves online (Nielsen, 2018); which might imply that the young generations can feel less lonely and isolated provided that they can engage with their virtual community.

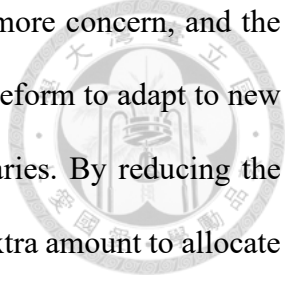
This study focuses on the individual perspective of the employee to see how their commitment and mental well-being can affect work engagement. Employee commitment, the indicator that represents employee loyalty and is emotionally attached to the organization, is proven to impact employee engagement positively. This idea confirms precedent studies' findings on employee commitment and employee engagement (Meyer et al., 2004; Meyer et al., 2002). Although the results show that social relationship and loneliness somewhat impacts the level of employee engagement, its consequence relationship is relatively weak (low effect size). The reasons for this phenomenon might arrive from the generation traits or the duration of remote working. In this study, the respondents seem good with the limited social relationship connection in the social lockdown. It is suggested that more studies can be carried out to clarify these arguments. The results show that reward and recognition play a more critical role than organizational support for employee commitment. Especially salary and benefits are two topics that draw many concerns from the employees. Because the financial incomes of the employee are directly affected by the organization's performance. As many organizations could not maintain the expected level of operation during the social lockdown, they had to sacrifice their internal payables to survive throughout the pandemic. The study's results support the idea that employee engagement can be improved if the organization can ensure financial stability for the employee.

This study suggests that organizations need to focus on reward and recognition implications for remotely working employees to motivate their engagement. Under exceptional circumstances such as social lockdown, pandemic, and isolation, which lasts longer than 6 months, further research should be conducted to investigate the effects of loneliness on employee engagement.

5.2 Research implications

As the Covid-19 pandemic has been a global problem without sign of ending till the end of 2022 (Sarun Charumilind et al., 2022; WHO, 2022), flexible working is a good choice for organizations to limit the effects of this phenomenon. This study suggests some functional solutions for organizations in Vietnam to set up a good work policy for their employees, especially companies with more young professionals. Although the workplace always includes a mixture of generations, Gen Y and Z are gradually taking up more positions in the organization than before. Therefore, this research provides profitable opportunities for future research as well.

Employee commitment is an essential managerial concept that organizations should spend more focus on in uncertainty, complexity, and ambiguity situations such as a pandemic. The study results imply that younger generations (Gen Y and Z) perceive reward and recognition as the main forces of commitment and engagement. To motivate the employee's productivity, organizations should focus on designing suitable payment schemes and reward packages. This solution also has a positive effect on employees that do not have much longevity in the organization because it satisfies the basic need of the employee. Employees do not have a deep emotional connection with the organization when working remotely. However, they develop a sense of financial dependence. This would be the string to attach them longer, especially when the organization suffers a tough time.



In the era of technologies, remote working is receiving more and more concern, and the virtual workplace is no longer a theoretical concept. Organizations should reform to adapt to new working practices to attract more talents and expand the business boundaries. By reducing the investment in physical facilities and utilities, employers can leverage that extra amount to allocate for more payment and increase the benefits of the employees. Besides, studying the generation traits of upcoming workforces can help the managers deal with the complexity of characteristics and cultural diversity in the organization. While employee engagement is a complicated construct, it will not have any standard model for every organization; each one must clearly understand its organizational and cultural structures to adapt the strategies accordingly.

The differences in this research's findings and other previous research suggest that the perception of the employees could vary a lot under specific conditions. Flexible working is still a new concept in developing countries like Vietnam, and to employ this working practice, organizations have to study their workforce structures thoroughly. Further research is required to understand those circumstances and predict some potential issues that may happen during the implication.

5.3 Limitations

While researching a new emerging topic can significantly contribute to the field of employee engagement, this research is not without its limitations. Firstly, the nature of the scenario of this research is unique. There were no such global and tremendous effects on all aspects of life as the Covid-19 pandemic in the past. Hence, it lacks preceding research on the impacts of the pandemic on many subjects to be leveraged. Secondly, although it has been discussed in the past few decades, employee engagement still does not receive serious consideration from many organizations in Vietnam. Not to mention numerous factors can affect employee engagement,

which is not taken into inspection in this research. For other complexities, longitudinal research is recommended, which may require more effort and resources.

Finally, the findings of this research are based on a sample of respondents living in big cities in Vietnam that cannot claim to be fully representative of all employees in Vietnam. Also, because of the nature of PSL-SEM, the sample size, while sufficient, cannot be seen as representative of all employees in the target country. Nonetheless, the data gathered in this research represent a much-needed new knowledge on employee engagement in the exceptional condition of remote working. The findings herein can serve as a foundation for further exploration of employee engagement for remote working personnel in similar scenarios

Appendix A: Questionnaire

Title: EMPLOYEE ENGAGEMENT OF YOUNG PROFESSIONALS WHEN WORKING REMOTELY UNDER THE INFLUENCE OF THE PANDEMIC IN VIETNAM

Hello everyone, my name is Marcus Nguyen, master student of National Taiwan University, R.O.C. Currently, I am doing a survey for my dissertation on the topic "Employee engagement of young professionals when working remotely under the influence of the pandemic in Vietnam". As we all know how the pandemic has been affecting our lives, the purpose of this thesis is to find out some practical suggestions to raise employee engagement in the same scenarios.

This questionnaire has six parts. I would humbly ask for your favor to spare three precious minutes of yours to participate in the survey or forward the survey link to your friends and colleagues. The information will be kept strictly confidential and entirely be used for academic purposes. Sincere thanks to everyone's valuable contributions./.

Chào Quý anh/chị, tôi tên là Nguyễn Phạm Mạnh Cường, nghiên cứu sinh tại trường Đại học Quốc lập Đài Loan. Hiện tại tôi đang thực hiện đề tài nghiên cứu về "Sự ảnh hưởng của đại dịch Covid-19 đến sự gắn kết của người lao động trẻ với tổ chức khi làm việc từ xa tại Việt Nam". Như chúng ta đã biết, đại dịch Covid-19 đã có những ảnh hưởng nghiêm trọng đến cuộc sống, công việc của mọi người trên khắp thế giới và nó đã thay đổi phương thức mà chúng ta sinh hoạt, học tập, lao động. Tại Việt Nam, đa số mọi người phải chuyển sang làm việc từ xa trong thời gian giãn cách xã hội. Do đó, mục đích của đề tài này chính là tìm kiếm những gợi ý hữu ích nhằm tăng cường mức độ gắn kết của người lao động trẻ với tổ chức trong những trường hợp tương tự.

Bảng khảo sát này gồm 6 phần. Hy vọng quý anh/chị có thể dành ra chút thời gian giúp tôi hoàn thành bảng khảo sát này. Bên cạnh đó, tôi rất cảm kích nếu quý anh/chị có thể chia sẻ bảng khảo sát này tới đồng nghiệp, bạn bè của mình.

Mọi thông tin từ quý anh/chị chỉ được dùng cho mục đích nghiên cứu và sẽ được bảo mật hoàn toàn. Xin chân thành cảm ơn những đóng góp quý báu của quý anh/chị.

Section 1: General Information

1.1. How has your working environment changed due to the pandemic. (Môi trường làm việc của anh/chị đã thay đổi như thế nào trong đại dịch Covid-19). *

- I work totally remotely. (Tôi làm việc từ xa hoàn toàn)
- I work partially remotely (Tôi vừa làm việc từ xa, vừa đến công ty làm việc)
- Nothing has changed (Không có gì thay đổi)
- I lost my job in the pandemic (Tôi đã mất việc)

2. How long have you been working remotely? If you are not currently working remotely, please state the longest period that you have to work remotely. (Anh/chị phải làm việc từ xa trong bao lâu. Nếu hiện tại anh/chị không còn làm việc từ xa, vui lòng chọn khoản thời gian dài nhất mà anh/chị đã làm việc từ xa.) *

- 1 - 3 months (1 - 3 tháng)
- 3 - 6 months (3 - 6 tháng)
- 6 - 9 months (6 - 9 tháng)
- 9 - 12 months (9 - 12 tháng)

3. In the time of social lockdown, I lived with... (Trong thời gian giãn cách xã hội, anh/chị sống cùng với...)

- My family (Gia đình)
- My friend(s) (Bạn bè)



- I live alone (Tôi sống một mình)
 - Other:
4. You have been working for this company for... (Anh/chị làm việc cho công ty hiện tại...)
- less than one year (dưới một năm)
 - 1 - 2 years (1 - 2 năm)
 - 2 - 4 years (2 - 4 năm)
 - more than 4 years (hơn 4 năm)
5. How old are you? (Độ tuổi của anh/chị)
- 20 - 24
 - 25 - 29
 - 30 - 34
 - 35 - 40
 - Over 40 (trên 40 tuổi)
6. You are currently live in... (Anh/chị đang sống tại)
- Ha Noi
 - Ho Chi Minh City
 - Da Nang
 - Hai Phong
 - Can Tho
 - Other:

Section 2: Perceive Organizational Support

Please indicate the degree of your agreement or disagreement with each statement by filling in the choosing the number that best represents your point of view about that statement. Please choose from the following answers: (Vui lòng cho biết mức độ đồng ý hoặc không đồng ý của anh/chị với mỗi nhận định bằng cách chọn con số thể hiện tốt nhất quan điểm của anh/chị về nhận định đó.)

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree or Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Hoàn toàn không đồng ý	Không đồng ý	Không đồng ý một phần	Bình thường	Đồng ý một phần	Đồng ý	Hoàn toàn đồng ý

7. The organization values my contribution to its well-being. (Tổ chức đánh giá cao sự đóng góp của tôi cho sự thịnh vượng của tổ chức.)

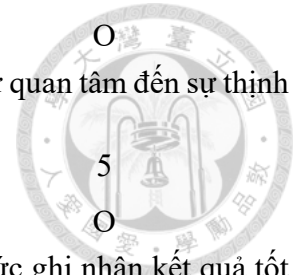
0 1 2 3 4 5

8. The organization appreciate any extra effort from me. (Tổ chức đánh giá cao bất kỳ nỗ lực nào của tôi.)

0 1 2 3 4 5

9. The organization would hear my complaint. (Tổ chức quan tâm đến những phàn nàn của tôi.)

0 1 2 3 4 5



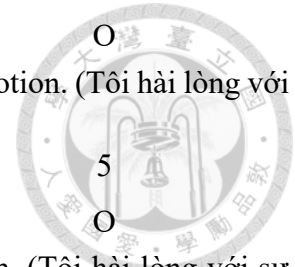
- 0 1 2 3 4 5
10. The organization really cares about my well-being. (Tổ chức thực sự quan tâm đến sự thịnh vượng của tôi)
- 0 1 2 3 4 5
11. The organization would notice the best result I can deliver. (Tổ chức ghi nhận kết quả tốt nhất mà tôi có thể mang lại.)
- 0 1 2 3 4 5
12. The organization cares about my general satisfaction at work. (Tổ chức quan tâm đến sự hài lòng chung của tôi trong công việc.)
- 0 1 2 3 4 5
13. The organization shows a lots concern for me. (Tổ chức tỏ ra rất quan tâm đến tôi.)
- 0 1 2 3 4 5
14. The organization takes pride in my accomplishments at work. (Tổ chức tự hào về thành tích của tôi trong công việc)
- 0 1 2 3 4 5

Section 3: Reward and Recognition

Please indicate the degree of your agreement or disagreement with each statement by filling in the choosing the number that best represents your point of view about that statement. Please choose from the following answers: (Vui lòng cho biết mức độ đồng ý hoặc không đồng ý của anh/chị với mỗi nhận định bằng cách chọn con số thể hiện tốt nhất quan điểm của anh/chị về nhận định đó.)

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree or Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Hoàn toàn không đồng ý	Không đồng ý	Không đồng ý một phần	Bình thường	Đồng ý một phần	Đồng ý	Hoàn toàn đồng ý

15. I am satisfied with the type of work I am doing. (Tôi hài lòng với công việc tôi đang làm.)
- 0 1 2 3 4 5
- 0 1 2 3 4 5
16. I am satisfied with my salary. (Tôi hài lòng với mức lương của mình.)
- 0 1 2 3 4 5



0 0 0 0 0 0

17. I am satisfied with the opportunity that the organization offers for promotion. (Tôi hài lòng với cơ hội thăng tiến mà tổ chức đề ra.)

0 1 2 3 4 5

0 0 0 0 0 0

18. I am satisfied with the recognition and feedback for the jobs I perform. (Tôi hài lòng với sự công nhận và phản hồi cho những công việc mà tôi thực hiện.)

0 1 2 3 4 5

0 0 0 0 0 0

19. I am satisfied with the opportunity to mix with colleagues and interpersonal relations. (Tôi hài lòng với cơ hội được hòa nhập với đồng nghiệp và các mối quan hệ giữa người và người.)

0 1 2 3 4 5

0 0 0 0 0 0

20. I am satisfied with the benefits of the organization (such as a pension, medical schemes, and leave,...). (Tôi hài lòng với các lợi ích của tổ chức (chẳng hạn như lương hưu, chế độ y tế và nghỉ phép,...))

0 1 2 3 4 5

0 0 0 0 0 0

21. I am satisfied with the leadership or supervision of my manager. (Tôi hài lòng với sự lãnh đạo hoặc giám sát của người quản lý.)

0 1 2 3 4 5

0 0 0 0 0 0

Section 4: Organizational Commitment

Please indicate the degree of your agreement or disagreement with each statement by filling in the choosing the number that best represents your point of view about that statement. Please choose from the following answers: (Vui lòng cho biết mức độ đồng ý hoặc không đồng ý của anh/chị với mỗi nhận định bằng cách chọn con số thể hiện tốt nhất quan điểm của anh/chị về nhận định đó.)

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree or Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Hoàn toàn không đồng ý	Không đồng ý	Không đồng ý một phần	Bình thường	Đồng ý một phần	Đồng ý	Hoàn toàn đồng ý

22. I feel a strong sense of belonging to my organization. (Tôi cảm thấy mình thuộc về tổ chức này.)

0 1 2 3 4 5

0 0 0 0 0 0

23. I feel emotionally attached to my organization. (Tôi cảm thấy gắn bó tình cảm với tổ chức của mình.)

0 1 2 3 4 5

24. I really feel my organization's problems are my own. (Tôi thực sự cảm thấy vấn đề của tổ chức cũng là vấn đề của tôi.)

0 1 2 3 4 5

25. It would be very hard for me to leave my organization, even if I wanted to. (Tôi rất khó rời bỏ tổ chức này, ngay cả khi tôi thực sự muốn.)

0 1 2 3 4 5

26. Staying with the organization is a matter of necessity as much as desire. (Ở lại với tổ chức là một vấn đề cần thiết.)

0 1 2 3 4 5

Section 5: Social Relationship and Emotional

Please indicate the degree of your agreement or disagreement with each statement by filling in the choosing the number that best represents your point of view about that statement. Please choose from the following answers: (Vui lòng cho biết mức độ đồng ý hoặc không đồng ý của anh/chị với mỗi nhận định bằng cách chọn con số thể hiện tốt nhất quan điểm của anh/chị về nhận định đó.)

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree or Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Hoàn toàn không đồng ý	Không đồng ý	Không đồng ý một phần	Bình thường	Đồng ý một phần	Đồng ý	Hoàn toàn đồng ý

27. I experience a general sense of emptiness. (Tôi trải qua cảm giác trống rỗng.)

0 1 2 3 4 5

28. There are plenty of people I can rely on when I have problems. (Có rất nhiều người tôi có thể dựa vào khi gặp khó khăn.)

0 1 2 3 4 5

29. There are many people I can trust completely. (Có nhiều người mà tôi có thể hoàn toàn tin tưởng.)

0 1 2 3 4 5



- 0 0 0 0 0 0
30. There are enough people I feel close to. (Có đủ những người tôi cảm thấy thân thiết.)
- 0 1 2 3 4 5
- 0 0 0 0 0 0
31. I often feel rejected. (Tôi thường cảm thấy bị từ chối.)
- 0 1 2 3 4 5
- 0 0 0 0 0 0

Section 6: Employee Engagement

Please indicate the degree of your agreement or disagreement with each statement by filling in the choosing the number that best represents your point of view about that statement. Please choose from the following answers: (Vui lòng cho biết mức độ đồng ý hoặc không đồng ý của anh/chị với mỗi nhận định bằng cách chọn con số thể hiện tốt nhất quan điểm của anh/chị về nhận định đó.)

0	1	2	3	4	5	6
Strongly Disagree	Moderately Disagree	Slightly Disagree	Neither Agree or Disagree	Slightly Agree	Moderately Agree	Strongly Agree
Hoàn toàn không đồng ý	Không đồng ý	Không đồng ý một phần	Bình thường	Đồng ý một phần	Đồng ý	Hoàn toàn đồng ý

32. At my work, I feel bursting with energy. (Tôi cảm thấy tràn đầy năng lượng khi làm việc)
- 0 1 2 3 4 5
- 0 0 0 0 0 0
33. I am enthusiastic about my job. (Tôi nhiệt tình với công việc của mình.)
- 0 1 2 3 4 5
- 0 0 0 0 0 0
34. My job inspires me. (Công việc của tôi truyền cảm hứng cho tôi)
- 0 1 2 3 4 5
- 0 0 0 0 0 0
35. When I get up in the morning, I feel like going to work. (Tôi cảm thấy muốn đi làm khi thức dậy mỗi sáng.)
- 0 1 2 3 4 5
- 0 0 0 0 0 0
36. I feel happy when I am working intensely. (Tôi cảm thấy hạnh phúc khi được làm việc hăng say.)
- 0 1 2 3 4 5
- 0 0 0 0 0 0
37. I proud of work that I do. (Tôi tự hào về công việc mà tôi làm.)

- | | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| | 0 | 1 | 2 | 3 | 4 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 38. I am immersed in my work. (Tôi đắm mình trong công việc của mình.) | | | | | |
| | 0 | 1 | 2 | 3 | 4 |
| | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



Closing

Thank you very much for completing this survey. We have a lucky draw in June by <https://www.lucky-draw.sg>. If you are interested in this game, please leave your email address here. We will contact you if you are the lucky one.

Cảm ơn quý anh/chị đã hoàn thành bảng khảo sát. Chúng tôi có chương trình rút thăm may mắn vào tháng 6 thông qua trang web <https://www.lucky-draw.sg>. Nếu anh/chị có hứng thú tham gia xin vui lòng để lại địa chỉ liên hệ. Chúng tôi sẽ gửi email thông báo đến những người trúng giải.

39. My email is... (Email của tôi là...)

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