Factors Affecting the Employee Engagement to Tân Sơn Nhất International Airport

Ha Nam Khanh Giao[1*], Tran Thanh Ngoc[2]
[1]Vietnam Aviation Academy, Vietnam
[2]Airports Corporation of Vietnam (ACV)
*Corresponding Author/Email: giaohnk@vaa.edu.vn

Manuscript received: December 31, 2025 / Revised: January 27, 2026 / Accepted: February 23, 2026

ABSTRACT

This study was conducted to assess the factors affecting employee engagement at Tan Son Nhat International Airport by surveying 219 employees currently working at TIA. Cronbach's alpha, Exploratory Factor Analysis (EFA), and multiple regression analysis were used. The results yielded a model of six factors with a positive impact on employee engagement, listed in descending order: Work environment, Colleague relationships, Career advancement opportunities, Work-life balance, Income, Direct supervisor. Based on this, the study proposes managerial implications for the Board of Directors and heads of departments to enhance employee engagement.

KEYWORDS: Tan Son Nhat International Airport, staff engagement

1. Introduction

Human resources are always an invaluable asset to any organization. Gallup (2013) showed that employee engagement brings many benefits to an organization. Even in difficult times, employee engagement is a crucial competitive differentiator for organizations (Baldoni, 2013). In the aviation industry, where work pressure and safety-standardization requirements are always high, the role of engagement becomes even more important as it directly relates to labor productivity, customer satisfaction, and the reputation of each operating unit.

Tan Son Nhat International Airport (TIA) – the largest airport in the country – is facing numerous challenges in human resource management and operation. With high traffic density, intense work pressure, a complex working environment, and continuous shift work, employees here are frequently subjected to significant physical and mental stress. Factors related to environmental conditions, job assignment mechanisms, organizational support levels, and the ability to balance work and personal life all significantly impact employee engagement. In reality, if these factors are not properly addressed, maintaining a stable and high-quality workforce can be difficult, directly impacting passenger service quality and airport operational efficiency.

Stemming from these practical problems and needs, researching the factors affecting employee engagement at Tan Son Nhat International Airport has become crucial. The research results not only contribute to clarifying important aspects of engagement in the unique environment of the aviation industry, but also aim to propose practical solutions to enhance employee engagement. Through this, the research is expected to support efforts to improve the quality of human resources, enhance passenger service quality, and better meet the increasingly demanding requirements of the aviation industry in the future

2. Literature Review

2.1. Organizational engagement

There are many concepts of organizational engagement. Meyer and Allen (1997) argue that organizational engagement is a psychological state that binds an individual to the organization. Dale Carnegie (2013) defines engagement as winning the hearts and minds of employees, helping them to believe – not just understand – in what they are doing. Mowday et al. (1982) defined organizational engagement as "a strong belief in, and acceptance of, the organization's goals and values, a willingness to make significant efforts on behalf of the organization, and a clear desire to remain a member of the organization.".

According to Meyer and Allen (1997), organizational engagement is often viewed as a three-dimensional construct comprising affective engagement, continuity engagement, and normative engagement. Also according to Meyer and Allen (2004), affective engagement is the form of engagement that organizations most desire from their employees, which is also the objective of this study.

2.2. Factors Affecting Employee Engagement

A study by Nông Thị Như Mai & Phạm Thị Mỹ Hương (2024) identified seven main factors affecting employee engagement with the Vietnam Airports Corporation (ACV): Opportunities for advancement, Colleagues, Income, Organizational culture, Work environment, Direct management, and Work-life balance. Hà Nam Khánh Giao and

Nguyễn Đặng Huyền Trân (2017) identified five factors impacting employee engagement with the Ho Chi Minh City University of Banking: Nature of work, Colleague relationships, University reputation, Salary and benefits, and Support from superiors.

A study by Bùi Nhất Vương & Nguyễn Thị Ngọc Châu (2020) at Hùng Cá Co., Ltd. showed that seven factors positively impact employee engagement: Income, Rewards and benefits, Direct management, Work environment, Colleagues, Organizational culture, and Opportunities for advancement. Hà Nam Khánh Giao and Hồ Thị Thu Trang (2016) identified cultural factors affecting the engagement of office workers in joint-stock companies in Ba Ria - Vung Tau province, including: Training and development, Information exchange; Rewards and recognition, Teamwork; and Opportunities for advancement.

The study by Malik et al. (2010) showed that job satisfaction, quality of support from superiors, and satisfaction with salary and benefits had a positive impact on employee engagement with two public universities in Pakistan. The study by Azeem and Akhtar (2014) showed that job nature, salary and benefits, support from superiors, collegial relationships, and opportunities for advancement had a positive impact on engagement with public sector organizations in Saudi Arabia.

The study by Araya and Haiyan (2015) showed that salary and benefits, promotion opportunities, job nature, and organizational communication impact employee engagement with hotels in Eritrea. Alam et al. (2024) assessed the influence of human resource management practices on employee engagement, while also examining the moderating role of direct managers in this relationship. The results showed that the human resource management factors considered: recruitment and selection, training and development, performance evaluation, compensation and reward policies were all statistically significant.

2.3. Research Hypotheses and Research Model

The main theoretical basis for this study is Blau's (1964) Social Exchange Theory (SET), which posits that engagement is the result of the reciprocal relationship between employees and the organization. When the organization provides favorable conditions, employees will "respond" with loyalty and dedication. Combined with other studies and the results of focus group discussions, the hypothesis are as follows:

H1: Income has a positive impact on employee engagement with TIA.

H2: Work-life balance has a positive impact on employee engagement with TIA.

H3: The work environment has a positive impact on employee engagement with TIA.

H4: Relationships with colleagues have a positive impact on employee engagement with TIA.

H5: Direct managers have a positive impact on employee engagement with TIA.

H6: Opportunities for advancement have a positive impact on employee engagement with TIA.

H7: Organizational culture has a positive impact on employee engagement with TIA.

The proposed research model is *Employee Engagement with TIA = f(Income, Work-Life Balance, Work Environment, Relationships with Colleagues, Direct Manager, Opportunities for Advancement, Organizational Culture)*.

3. Research Results

3.1. Sample Statistics

The survey subjects were employees working in various functional departments at Tan Son Nhat International Airport, including technical staff, ground services, operations, security, and administration/office staff. These employees had practical experience within the organization and were able to provide honest feedback on their level of engagement and the factors influencing it. A total of 235 survey questionnaires were distributed, and 219 valid responses were received (93%).

Table 1: Descriptive statistics of the sample

n = 219		**No**	**%**
Gender	Female	118	53.88
	Male	101	46.12
Age group	Under 20 years old	39	17.81
	20-under 30 years old	154	70.32
	30-under 40 years old	22	10.05
	From 40 years old up	4	1.83
Education	High school	49	22.37
	College	40	18.26
	University	120	54.29
	Post-graduate	10	4.57
Income monthly	<= 5 million VND	39	17.81
	Over 5 million -10 million VND	41	18.72
	Over 10 million -15 million VND	75	34.25
	Over 15 million VND-20 t million VND	44	20.09
	> 20 million VND	20	9.13

Source: Compiled by the authors

3.2. Reliability test of the scale

The results show that the variables have a Cronbach's alphacoefficient greater than 0.6 and a variable-total correlation coefficient greater than 0.33. These variables were used in the subsequent EFA analysis.

Table 2: Cronbach's Alpha test

No	Scale	Denote	No of observed variables	Cronbach's Alpha	The lowest variable-total correlation coefficient	Result
1	Income	TN	5	0.813	0.467	Good
2	Work-Life Balance	CB	5	0.883	0.603	Good
3	Work Environment	MT	5	0.852	0.601	Good
4	Relationships with Colleagues	DN	5	0.837	0.568	Good
5	Direct Manager	QL	5	0.878	0.674	Good
6	Opportunities for Advancement	TT	3	0.823	0.593	Good
7	Organizational Culture	VH	4	0.740	0.478	Good
8	Employee Engagement with TIA	GK	4	0.849	0.656	Good

Source: Compiled by the authors

3.3. Exploratory factor analysis

The Bartlett test results, with a significance level of 0 and a KMO coefficient of 0.797 (> 0.5), meet the requirements for running EFA. 36 independent observed variables were included in the EFA factor analysis using Principal Component extraction and Varimax rotation (Table 3). Simultaneously, the Bartlett test results showed a Chi-square value of 3279.333 with a df of 465 and a Sig. of 0.000, achieving a statistical significance level of 0.05, confirming that the correlation matrix between variables is significant and suitable for extracting latent factors. These tests ensure that the observed variables in the study have a certain relationship, allowing for factor analysis without encountering multicollinearity issues or excessively low independent variables (Hà Nam Khánh Giao & Bùi Nhất Vương, 2019).

Table 3: EFA result for independent variables

	..						
	1	2	3	4	5	6	7
CB5	0.870						
CB4	0.859						
CB2	0.798						
CB3	0.758						
CB1	0.700						
QL1		0.836					
QL5		0.815					
QL2		0.811					
QL3		0.796					
QL4		0.785					
MT3			0.823				
MT5			0.822				
MT4			0.762				

MT2			0.720				
MT1			0.705				
TN1				0.837			
TN4				0.825			
TN5				0.763			
TN2				0.672			
TN3				0.562			
DN2					0.861		
DN5					0.790		
DN3					0.770		
DN1					0.739		
VH4						0.814	
VH1						0.727	
VH3						0.708	
VH2						0.705	
TT4							0.858
TT3							0.819
TT2							0.726

The results of the dependent variable test show that sig = 0.000, KMO = 0.816 (> 0.5). The EFA results show that with the principal component factor extraction method and Varimax rotation, one factor was extracted with 4 observed variables, and the cumulative extracted variance is 68.82% (>50%), the Eigenvalue is 2.753 (> 1), and the factor loading coefficients of the observed variables are all greater than 0.5, indicating the scale meets the requirements.

3.4. Correlation Analysis

The correlation matrix shows that the significance level of the coefficients is very small (sig = 0 < 0.05), so the correlation coefficients are statistically significant and all qualify for regression analysis.

3.5.. Regression Analysis

The F-statistics of 42.767 with a significance level of 0.000 indicates that the regression model fits the dataset. The Durbin-Watson coefficient is 1.830 < 3, indicating no correlation between variables in the model. The VIF coefficients of all variables are < 10, indicating no multicollinearity. The adjusted R^2 coefficient of 0.573 shows that 57.3% of the variation in the dependent variable is explained by the independent variables. The Corporate Culture (VH) variable was excluded (due to significance level = 0.680 > 0.05) (Bùi Nhất Vương & Hà Nam Khánh Giao, 2024). Unstandardized regression equation: *GK = -0.289 + 0.151CB + 0.099QL + 0.299MT + 0.139TN + 0.220DN + 0.176TT + u*

Table 4: Results of Multiple Linear Regression

Model		Unstandardized coefficient		Standardized coefficient	t	Sig.	Collinearity	
		B	Standard error	Beta			Tolerance	VIF
1	(Constant)	-0.289	0.280		-1.031	0.304		
	CB	0.151	0.045	0.166	3.350	0.001	0.799	1.252
	QL	0.099	0.041	0.112	2.414	0.017	0.914	1.095
	MT	0.299	0.045	0.326	6.594	0.000	0.803	1.245
	TN	0.139	0.050	0.133	2.762	0.006	0.847	1.180
	DN	0.220	0.044	0.241	4.949	0.000	0.827	1.210
	VH	0.017	0.041	0.019	0.414	0.680	0.935	1.070
	TT	0.176	0.040	0.225	4.416	0.000	0.754	1.326
Adjusted R^2: 0.573								

F statistics (ANOVA): 42.767
Sig. of F statistics (ANOVA): 0.000
Durbin-Watson coefficient: 1.830

Source: Compiled by the authors

All regression coefficients are positive (+), indicating that the independent variables have a positive relationship with the dependent variable. Employee engagement with TIA (GK) is most significantly affected and decreases in the following order: Work Environment (MT) (β3 = 0.299), Colleague Relationships (DN) (β5 = 0.220), Career Advancement Opportunities (TT) (β7 = 0.176), Work-Life Balance (CB) (β1 = 0.151), Income (TN) (β4 = 0.139), Direct Manager (QL) (β2 = 0.099).

3.6. Testing for Violation of Regression Assumptions

The scatterplot shows that the residuals are randomly dispersed around the line passing through the y-axis of 0 and fluctuate significantly within an amplitude of +/- 1, demonstrating that the assumption of linearity is not violated. The histogram shows a normal distribution curve superimposed on the frequency histogram, with a very small mean close to 0 (mean = -2.91E-15) and a standard deviation of 0.984 close to 1, indicating that the distribution of residuals is approximately normal. The P-P plot also shows that the observed points are not too far from the expected line, so it can be concluded that the assumption of normal residual distribution is not violated. Thus, the linear regression model is appropriate.

3.7. Testing for Differences

Hypothesis testing of the means of the two populations with independent samples (Independent-samples T-test) showed no difference in employee engagement with TIA by gender. One-way analysis of variance (One-Way ANOVA) showed no difference in employee engagement with TIA by age group, education level, and income.

4. Conclusions And Management Implications

4.1. Conclusion

Through the research process, the authors used appropriate quantitative research methods and statistical data processing to identify six factors affecting employee engagement with TIA, in descending order: Work environment, Colleague relationships, Promotion opportunities, Work-life balance, Income, and Direct manager. The results also showed no difference in the level of employee engagement with BUH according to gender, age group, education level, and income, while there were differences according to work unit and length of service.

4.2. Management implications

Improving the work environment

The survey results show that the work environmet is the most influential factor affecting employee engagement at TIA (Beta = 0.326). Although the average scores of the observed variables are quite high (ranging from 3.71 to 3.88), these figures indicate that certain limitations still exist in the daily work experience of employees, especially in the specific context of the aviation industry – where work pressure is high, operational intensity is constant, and multi-departmental coordination is frequently required.

The observed variable with the lowest average score is "Physical working conditions (lighting, space, noise, temperature) provide a comfortable feeling" with an average value of 3.71. Therefore, the Port needs to implement practical measures such as upgrading the lighting and ventilation systems in old areas, rearranging the workspace for convenient movement, especially in areas with continuous operation. Equipping with additional support equipment such as tool cabinets, ergonomic desks and chairs, electronic control panels, or high-quality walkie-talkies will also help reduce physical stress and improve employee work efficiency.

In an airport environment, where tasks are closely linked to the operational chain requiring continuous coordination (security – operations – engineering – ground services), tensions and misunderstandings between departments are highly likely to arise. Therefore, building a supportive atmosphere is a crucial priority. The airport can organize training courses on communication skills, work coordination, and conflict resolution for employees; and implement team-building activities such as specialized team-building programs for shift workers or highly interactive departments. When employees have the opportunity to understand each other better, potential conflicts will be minimized and overall morale will be significantly improved.

The shift-based nature of the job, high intensity, and frequent contact with passengers can easily lead to psychological stress for employees. Workshops on stress management, mental health care, or relaxation areas (resting pods, short rest rooms for night shift staff) can significantly improve comfort in the workplace.

Finally, establishing a fast and transparent two-way feedback system is essential for the workplace to truly become a foundation for enhanced engagement. If employee feedback is received and addressed promptly, they will feel that the organization cares about their work experience.

Fostering colleague relationships

Colleague relationships are identified as one of the factors significantly impacting employee engagement at TIA, with a Beta coefficient of 0.241. To improve the quality of colleague relationships, TIA needs to build a comprehensive system of solutions aimed at improving communication, cooperation, and mutual support in the workplace. First, specialized team-building programs for each business unit will help employees understand each other's roles in the process chain, while improving coordination in stressful situations or those requiring quick responses. In addition, internal activities such as "Business Unit Day," sports competitions, or inter-departmental volunteer programs can also create opportunities for employees to interact outside of work, thereby fostering trust and a more sustainable team spirit.

In the context of shift work and high pressure at airports, establishing mutual support mechanisms is crucial. Organizations can create shift-support groups where members

can quickly discuss difficulties during their shifts, share problem-solving experiences, and flexibly assign tasks. Maintaining short internal meetings (briefing/debriefing) before and after each shift is also an effective solution to update information, adjust coordination processes, and acknowledge the contributions of individuals during the shift.

Beyond formal activities, TIA needs to focus on creating a supportive work environment in daily operations. This can be achieved through implementing policies that recognize positive collaborative behavior, such as "Employee of the Month Outstanding Supporter," or building an internal reward system for good coordination between departments. When mutual support efforts are promptly recognized, employees feel valued, thereby motivating them to continue maintaining positive collaborative behaviors.

Simultaneously, mentoring programs and buddy systems need to be developed more strongly, especially for new employees – a group often struggling to adapt to the complex operational procedures at airports. With direct guidance from an experienced colleague, employees will adapt more easily, experience less stress, and quickly develop confidence in their work.

Building transparent opportunities for advancement is also crucial

In the unique context of an airport environment, where organizational structures have multiple functional hierarchies and high professional requirements, a lack of transparency in career advancement paths can easily lead to dissatisfaction, reduced motivation, and an increased risk of job hopping. Conversely, when development opportunities are clearly designed and based on specific evaluation standards, employees tend to strive harder, proactively learn, and are willing to contribute because they see potential for growth within their own organization.

To enhance the effectiveness of this factor, TIA needs to start by designing a transparent career progression system tailored to the specific characteristics of each position group, such as ground operations, engineering, aviation security, flight operations, passenger services, etc. This path should be built in the form of a "career ladder," fully describing the competency requirements, professional criteria, expected achievements, and necessary soft skills for promotion consideration. These criteria need to be clearly communicated to all employees through internal information sections, regular briefing meetings, or an online human resource management (HRM) system.

In addition to establishing promotion criteria, organizations need to design training programs to support career paths. This could include advanced professional skills training courses, professional development workshops, leadership development programs for potential employees, or workshops on soft skills such as communication, time management, and handling situations in high-pressure environments. TIA should also strengthen the application of mentoring models – where experienced managers mentor younger employees – to both enhance their capabilities and support them in finding suitable career paths. These activities not only help employees prepare for higher positions but also help develop a quality succession team for the organization.

Establishing an objective and regular performance evaluation system is essential for ensuring fair career advancement. Organizations should adopt a multi-dimensional (e.g., 360-degree) evaluation method, combining assessments from direct managers, colleagues, and the employee themselves. Evaluation metrics should be quantifiable, avoiding subjective or personal biases. Evaluation results should be provided transparently so employees understand their strengths, weaknesses, and areas for improvement to achieve their desired promotion level.

Alongside career advancement, accompanying compensation and recognition policies also play a crucial role in encouraging employees to strive for success. When a position is promoted but compensation doesn't increase proportionally or there's no reward mechanism for outstanding performance, the value of the promotion diminishes, thus eroding employee motivation. Therefore, TIA needs to develop appropriate salary, bonus, and benefits policies for each level, ensuring employees feel a clear difference between positions. Performance recognition programs such as "Potential Employee" and "Fastest Growing Employee of the Quarter" can also boost the morale of young employees.

Promoting Work-Life Balance

To improve this aspect, TIA needs to implement flexible policies regarding working hours, shifts, and leave. Adopting a reasonable rotational work schedule will help employees balance work and personal time, thereby reducing stress, fatigue, and burnout. Additionally, providing support services such as childcare, transportation, or comfortable rest areas is also an effective way to help employees balance their lives.

Beyond material solutions, it is essential to build an organizational culture that values work-life balance, where employees feel supported when they need to adjust their schedules for personal reasons. Training programs on time management, organizational skills, and mental health should be implemented regularly. Combining flexible policies with a supportive culture will help employees maintain motivation and increase long-term engagement to the organization.

Improving income and compensation policies

Income remains an aspect that the organization needs to strengthen to create a foundation for sustainable employee engagement. First, TIA needs to review its salary system to accurately reflect the specific characteristics of airport work – where employees work in shifts, face time pressure, and have high responsibilities. Adjusting salary coefficients or adding specific allowances for positions related to operations, security, control, or ground services will help ensure a fair balance between effort and income.

Next, TIA needs to establish a clear job evaluation process with specific criteria for each category, such as job performance, adherence to procedures, and task complexity. Publishing these criteria internally will help minimize the feeling of lack of transparency – a factor often causing dissatisfaction among employees. TIA should focus on improving its performance-based reward policy, especially during peak periods such as holidays, tourist seasons, or periods of increased flight activity. When employees see their

achievements recognized through bonuses, KPI-based rewards, or unexpected bonuses, they will be more motivated during high-pressure periods.

Furthermore, TIA needs to expand practical employee benefits, such as meal allowances, night shift travel allowances, support for comprehensive routine health check-ups, and expanded health insurance coverage for the whole family. These benefits not only address welfare needs but also alleviate financial burdens – a major concern for airport employees due to their demanding work schedules and limited rest time.

Finally, TIA needs to establish a transparent salary increase roadmap based on stages or performance. This helps employees have clear direction and feel secure about their future careers. Information about salary review cycles, eligibility criteria, or expected increases should also be widely publicized to avoid misunderstandings or unrealistic expectations.

Strengthening the role of direct managers

The results show that the quality of daily interaction between employees and direct managers plays a decisive role in maintaining motivation and psychological security in a high-paced work environment like Tan Son Nhat. TIA needs to focus on improving the capabilities of frontline managers – those who have the most direct and frequent contact with the operational staff. First, TIA needs to implement intensive training programs for shift supervisors, team leaders, and direct supervisors, focusing on competency groups such as skills in guiding operations under high pressure, the ability to handle internal conflicts, methods of communicating information clearly and consistently, how to provide constructive feedback, and the ability to promptly identify and intervene to support employees facing difficulties.

In addition to training, it is necessary to establish open management mechanisms to enhance two-way interaction. Monthly or quarterly one-on-one meetings, short pre-shift team meetings, shift handover logs, or a quick feedback system via internal applications will help direct managers understand the work status, emotions, and support needs of employees. These channels not only help managers monitor progress and performance but also create space for employees to express their views, thereby reducing psychological distance and increasing a sense of respect.

Another important solution is to require direct managers to provide on-the-spot recognition and rewards. Given the unique operational nature of airports, many situations arise that require quick and proper responses. Recognizing an employee's effective handling of a situation immediately after they handle it well will have a stronger motivational effect than only evaluating them at the end of the period.

Furthermore, it is necessary to strengthen the accountability of direct managers in communicating shift objectives, behavioral standards, safety and security regulations, and updating process changes at each stage. Employees often report that inconsistencies between shift managers lead to confusion or uncertainty about organizational expectations. Therefore, developing a unified management guideline, shift handover checklist, and clearly defining the roles of each management level will help improve consistency and enhance professionalism.

4.3. Limitations of the study

The study still has some limitations: (1) The study only focuses on employees and direct managers at TIA, so the results mainly reflect the specifics of this airport and may not be generalizable to the entire aviation industry or businesses with different organizational structures and sizes. (2) There are many other factors affecting employee engagement that this study has not focused on. (3) The use of a convenient non-probability sampling method, although suitable for practical conditions in terms of time and cost, may also create a risk of bias because some groups of employees have fewer opportunities to participate in the survey. (4) Observations based entirely on employees' subjective feelings may not fully reflect actual behavior in the work environment, especially when related to sensitive factors such as direct manager evaluations or satisfaction with income. This is also a suggestion for further research.

Reference

Alam, M., Rahman, M., Habib, M., & Sultana, T. (2024). Impacts of HRM practices on employee engagement: The moderating role of supervisor support. *Journal of Management and HR Studies*, 12(1), 45–62.

Araya, S. H., & Haiyan, M. (2015). How Job Satisfaction Factors Affects Components of Organizational Commitment: Study on Employees of Star Hotels in Eritrea. *International Journal of Human Resource Studies*, *5*(4): 95-109.

Azeem, S. M., & Akhtar, N. (2014). Job satisfaction and organizational commitment among public sector employees in Saudi Arabia. *International Journal of Business and Social Science*, 5(7): 128-133.

Baldoni, J. (2013). *Employee Engagement Does More than Boost Productivity*. Truy cập ngày 12/3/2017 từ https://hbr.org/2013/07/employee-engagement-does-more

Blau, P. (1964). *Exchange and power in social life*. Wiley.

Bùi Nhất Vương, & Hà Nam Khánh Giao (2024). *Giáo trình Sau đại học Phương pháp Nghiên cứu Khoa học trong Kinh doanh- Cập nhật SmartPLS*. Hà Nội: Nhà xuất bản Tài chính. ISBN: 978-604-79-4282-4.

Bùi Nhất Vương, & Nguyễn Thị Ngọc Châu. (2020). Các yếu tố ảnh hưởng đến sự gắn kết của nhân viên tại Công ty TNHH Hùng Cá. *Tạp chí Khoa học Kinh tế*, *12*(4), 47–55.

Chughtai, A. A., & Zafar, S. (2006). Antecedents and consequences of organizational commitment among Pakistani university teachers. *Applied H.R.M. Research*, *11*(1): 39-64.

Dale Carnegie., 2013. *Employee Engagement Summary Report*. Vietnam: Dale Carnegie & Associates, Inc.

Gallup, Inc., 2013. *Engagement at Work: Its Effect on Performance Continues in Tough Economic Times*. Truy cập ngày 12/3/2017 từ http://www.gallup.com/services/176657/engagement-work-effect-performance-continues-tough-economic-

times.aspx

Hà Nam Khánh Giao, & Bùi Nhất Vương (2019). *Giáo trình Cao học Phương pháp Nghiên cứu Khoa học trong Kinh doanh-Cập nhật SmartPLS.* Hà Nội: Nhà xuất bản Tài chính. ISBN: 978-604-79-2154-6.

Hà Nam Khánh Giao, & Hồ Thị Thu Trang, 2016. Ảnh hưởng của văn hóa tổ chức đến sự gắn kết của nhân viên văn phòng tại tỉnh Bà Rịa – Vũng Tàu. *Tạp chí Kinh tế-Kỹ thuật Bình Dương, 14*(6), 39-49.

Hà Nam Khánh Giao, & Nguyễn Đặng Huyền Trân, 2017. Các yếu tố ảnh hưởng đến sự gắn kết nhân viên với Trường Đại học Ngân hàng Thành phố Hồ Chí Minh. *Tạp chí Công Thương, 10*(9), 246-251.

Malik, M. E., Nawab, S., Naeem, B., & Danish, R. Q. (2010). Job satisfaction and organizational commitment of university teachers in public sector of Pakistan. *International Journal of Business and Management*, *5*(6): 17-26.

Meyer, J. P., & Allen, J. N., (1997). *Commitment in the Workplace – Theory, Research and Application.* Sage Publications, Thousand Oaks, CA.

Meyer, J. P., & Allen, N. J. (2004). *TCM employee commitment survey academic users guide 2004*. London, Canada: The University of Western Ontario.

Mowday, R. T., Steers, R. M., & Porter, L. W. (1982). *Employee-Organizational Linkages: The Psychology of Commitment, Turnover, and Absenteeism*. New York: Academic Press.

Nông Thị Như Mai, & Phạm Thị Mỹ Hương. (2024). Các nhân tố ảnh hưởng đến sự gắn kết của nhân viên ngành hàng không tại ACV. *Tạp chí Công Thương, 21*(5), 88–96.