

A Study on Factors Affecting Work Engagement of Employees in Travel Businesses in Vietnam

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Abstract *The research, which is of significant importance, investigates factors affecting the work engagement of travel business employees. The study uses a model with 217 questionnaires collected from employees working at travel businesses in Hanoi, Vietnam. The study proposed seven hypotheses. Research hypotheses, scales, and models are tested using SPSS software version 27.0. Research findings show that seven factors, including (1) Satisfaction with Pay, (2) (3) Organizational Justice, (4) Satisfaction with the working environment, (5) Satisfaction with relationships within the organization, (5) Innovative Behavior, (6) Work Motivation, and (7) Career Development Opportunities, directly affect employees' work engagement with the business, of which Innovative Behavior is taken into consideration as a new hypothesis compared to many other studies. The research findings have important practical implications for tourism and travel businesses, particularly for proactively developing appropriate human resource strategies to enhance employee engagement, contributing to human resource stability and sustainable business development in the current market context.*

Keywords: *Work Engagement, Employees, Travel Businesses, Tourism, Vietnam*

INTRODUCTION

Ncube and Steven (2012) claim that an organization's competitive advantage primarily depends on employee engagement. Therefore, companies must use their resources to foster employee development, which raises engagement levels, retains people, and inspires them to perform at a higher level. In recent times, many studies have been made on the factors affecting the work engagement of employees in organizations and businesses in various fields (Becker, 1992; Dung et al., 2005). Some theories used by researchers as research foundations include Maslow's Hierarchy of Needs (1943) (Maslow, 1943), Herzberg's Two-factor Theory (1959) (Herzberg, 1959), McClelland's Motivation and Needs Theory (1961) (McClelland, 1961), Equity Theory by Adams (1963) (Adams, 1963), Victor Vroom's Expectancy Theory (1964) (Vroom, 1964), JDI model by Smith et al. (1969). Most of the research concentrates on

two main directions: research on work engagement and research on engagement with the organization. However, as observed by the researchers, the number of studies on the work engagement of employees in the tourism industry in general, in travel businesses in particular, especially in the context of travel businesses in Hanoi, is quite limited. Therefore, this article sets its research scope on employees' work engagement.

Tourism is considered a "smokeless industry" that has gradually recovered after the COVID-19 pandemic and has significantly impacted the world economy. The number of international visitors in 2023 recovered to nearly 90% of the pre-pandemic levels, with international tourism revenue registering about US\$ 1,400 billion (UNWTO, 2023). With the impressive recovery momentum of the international tourism market, it is forecast that despite the pressure of inflation, epidemics, or the impacts of climate change, the

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total number of global tourists in 2024 will still exceed the pre-pandemic levels. To meet this increasing demand, workers in the tourism industry must have flexibility and willingness to work in diverse environments, as human resources are the most valuable resources that determine the success or failure of a business (Anwar & Abdullah, 2021).

Tourism in Vietnam is considered one of three key economic sectors that has drawn great investments. The development of tourism has made positive contributions to the national economy. The number of international visitors to Vietnam reached 12.6 million in 2023, a 244.2% rise from 2022; that of domestic visitors was 108 million, up 5.8% compared to 2022 (Vietnamplus, 2023). This is a positive signal, but at the same time, the recovery and development of tourism and the features of the service-providing industry, characterized by labor diversity, seasonal workforce, a high rate of turnover, and job-hopping, have resulted in a lack of tourism human resources. Currently, tourism businesses are facing a shortage of labor resources and a high rate of employees leaving and changing jobs. Human resources are invaluable assets for the tourism industry and are meaningful to a country's development (Bhutia, 2014). Based on the research findings, several management implications have been proposed for travel businesses to improve their human resources.

THEORETICAL GROUNDS AND RESEARCH MODEL

Satisfaction with Pay

Salaries and wages are an essential source of income for workers, based on which workers can satisfy their desires. Pay satisfaction is always a concern of employees and employers because when material needs are fully met, pay will become a driving force, making employees in businesses feel secure about their income. Pay satisfaction is employees' positive emotions when they receive their pay as expected. Pay satisfaction is measured in two directions: unidirectional, the employee's general feeling about salaries, and multidirectional, which is the employee's feeling about different aspects of salaries (Vandenberghe & Tremblay, 2008). Four aspects of pay satisfaction, including pay rate, pay rise, benefits, and pay mechanism, are included in this study because they have been accepted by scholars around the world (Heneman & Schwab, 1985) and, at the same time, suitable for Vietnamese conditions (Đào et al., 2019), precisely: (i) Pay rate: the direct amount of money the employee receives; (ii) Pay rise: changes between different pay levels or the process of pay rise from low to high; (iii) Benefits: indirect pay to employees; (iv) Pay mechanism: related to rank and working position to offer different pay levels.

Employees' income significantly affects their work engagement. Pay satisfaction positively impacts work engagement (A'yunnisa & Saptoto, 2015). Pay satisfaction can raise organizational engagement. Pay satisfaction is essential in employee engagement with the organization and their work. When employees receive a pay rise, they feel that their contributions to the company are recognized, so they tend to try harder and contribute more enthusiastically. By contrast, salary dissatisfaction can lower work motivation and employee engagement. Therefore, the following hypothesis is presented:

H1: Satisfaction with Pay increases the work engagement of employees in travel businesses.

Organizational Justice

Organizational justice is employees' perception of reasonable workplace behaviors, and it can be regarded as part of social justice (J.Bies, 2001; Khorasani et al., 2015). The social exchange and equity theories help explain the relationship between work engagement and organizational justice. Social exchange theorists view work engagement as the result of exchange and interactions between the organization on one side and employees on the other (Robinson, 2004; Maslach & Leiter, 2017). Meanwhile, equity theorists believe that employees who feel fairness in the organization will have more confidence and better motivation to work, striving to do their jobs better. By contrast, employees who feel injustice in the organization will form negative attitudes and behaviors and will not be committed to or enthusiastic about their work (Steven et al., 2005; Saks, 2006). Career development is vital to employees as it is their self-affirmation in the working environment (Martensen & Grønholdt, 2006). Promoting justice in organizations helps reduce stress and other negative feelings in the workplace, such as anxiety, exhaustion, and depression, which helps make employees more attached to their work. A positive relationship exists between procedural justice and work engagement (Saks, 2006). Therefore, the following hypothesis is presented:

H2: Organizational justice increases the work engagement of employees in travel businesses.

Satisfaction with the Working Environment

Reality has shown that an ideal working environment helps businesses attract and retain talent; it is also a place for employees to develop their careers. The working environment involves physical elements such as facilities and equipment, workspace, office arrangement, etc., and mental elements such as corporate culture, which help to facilitate work performance and teamwork spirit in the company.

A meaningful work environment enables employees to concentrate better and can be viewed as a drive to employee engagement (Anitha, 2014). Employee engagement in the working environment increases employee engagement (Oh & Kim, 2019). Some research points out that some features of working conditions in Vietnam, such as workplaces that ensure safety and convenience and employees being provided with adequate facilities and equipment, impact employees' work engagement. Employees' working morale will rise if they feel that their company cares about quality and tries to create an ideal working environment for them. They will work comfortably, be able to concentrate on work and develop their full potential for the business. Therefore, the following hypothesis is presented:

H3: Satisfaction with the working environment increases the work engagement of employees in travel businesses

Satisfaction with Relationships within the Organization

Relationships with colleagues and teams positively influence employees' work engagement (Anitha, 2014). Reality has shown that the more engaged employees are with their colleagues, the more likely they will stay with the business for a long time. Most empirical studies have found positive and significant links between commitment to coworkers, leadership, and work engagement (Becker, 1992; Chan Yin-Fah et al., 2010). Accordingly, employees' desire to contribute and passion for their work increase with engagement and loyalty to colleagues and leaders. Emotional attachment to co-workers refers to the degree of psychological engagement of employees to team members (Pearce & Herbig, 2004). Research shows that the level of employee engagement is related to perceptions of cohesion among team members, and it is cohesion within a work group that increases members' desire to stay in the organization to become more dedicated to and enthusiastic about their work. Therefore, the following hypothesis is presented:

H4: Satisfaction with relationships within the organization increases work engagement of employees in travel businesses.

Innovative Behavior

According to Janssen (2000), innovative work behavior (IWB) is intentionally creating, introducing, and applying new ideas at work to bring higher efficiency to the group or organization. He further proposes that IWB can include generating, promoting, and realizing ideas. Innovative behaviors are not deemed integral to an employee's formal role and do not form a clear contract between the employee and the organization. A mutually reinforcing relationship

between innovative behavior and work engagement: Employees with more robust work engagement are more likely to innovate; likewise, an organization that is dynamic and more likely to promote innovative behavior will help employees become more engaged at work (Rao, 2016). Researchers believe that when workers come up with many creative ideas at work and are given conditions to apply their ideas, they will have positive emotional experiences in performing work, become proactive, and work at total capacity, which is a sign of work engagement. Therefore, the following hypothesis is presented:

H5: Innovative behavior increases the work engagement of employees in travel businesses.

Work Motivation

Hackman and Oldham (1974) believe that work motivation is the degree to which employees self-motivate and make efforts to achieve work efficiency. The work efficiency of workers depends on many factors, and work motivation is an important one that influences and motivates workers to work enthusiastically, passionately, and diligently. Work motivation is an internal drive based on an individual's conscious and unconscious basic needs that lead the individual to work to achieve the goal. Wise leaders know that there is a direct connection between motivating employees to complete assigned work and their engagement with that work (Blasingame, 2015). Work motivation is an integral component of employee engagement, and internal motivation always has a more substantial impact than external motivation (Delaney & Royal, 2017). The more motivated employees are to work, the more likely they will be engaged. This is similar to previous studies by (Putra et al., 2017), which all show that work motivation positively impacts employee work engagement. Therefore, the following hypothesis is presented:

H6: Work motivation increases the work engagement of employees in travel businesses.

Career Development Opportunities

Herzberg et al. (1959) mention that promotion is related to employees' need for self-affirmation and is a factor that creates work motivation, contributing to higher work engagement of employees. Career advancement is the critical component of employee self-affirmation in the workplace (Martensen & Grønholdt, 2006). Employees with more opportunities to develop and assert themselves will be more committed to their work. Empirical studies have also confirmed that career planning and advancement opportunities directly affect and help increase employee engagement in the organization and work (Meyer & Smith,

2000; Ánh et al., 2018). Career development substantially impacts employees' work engagement (Mohan et al., 2018). Therefore, the following hypothesis is presented:

H7: Career development opportunities increase the work engagement of employees in travel businesses.

Work Engagement of Employee

Work engagement is highly linked to work motivation and motivational behavior; it is believed to play an essential role in organizations since it can positively impact performance (Christian et al., 2011). Researchers have expanded the concept of human resource engagement to include work engagement and organizational engagement (Saks, 2006). Work engagement can be seen as a positive work-related psychological state characterized by energy, commitment, and passion (Schaufeli, 2002). Engagement has a lot to do with employee attitudes. Furthermore, employees will be engaged when they feel the significance of their work, feel safe, and have enough ability to perform that job.

Many empirical studies have been made to identify influencing factors (Pearce & Herbig, 2004; Rama et al., 2011; Chand et al., 2022; Jasiński & Derbis, 2023). These studies have identified the main factors affecting work engagement, including satisfaction with jobs (autonomy, learning opportunities, challenging work), satisfaction with pay (attractive salary, satisfactory remuneration,

fairness in pay), work-life balance (appreciating personal needs, being able to spend time with family), relationships between employees and managers (employees' accessibility to managers, equality in treatment, managers respecting employees' views), opportunities for advancement and career development (clear career development paths, fair and transparent promotion policies), policies to enhance innovations in the organization, teamwork orientation (the importance of collaboration between departments and inside the department). There have also been studies on factors affecting work engagement for different groups of people associated with various fields and business lines. Studies show that factors influencing employee engagement are pretty diverse and complex. Most studies illustrate that job satisfaction, satisfaction with the working environment, perks and benefits, and employee relationships within the organization significantly impact employee work engagement (Mai et al., 2022).

Theoretical Framework and Hypotheses

A research model was developed to investigate the impact factor of employees' work engagement in travel businesses between satisfaction with pay, organizational justice, satisfaction with relationships within the organization, innovative behavior, work motivation, and career development in travel businesses in Vietnam, as shown in Fig. 1.

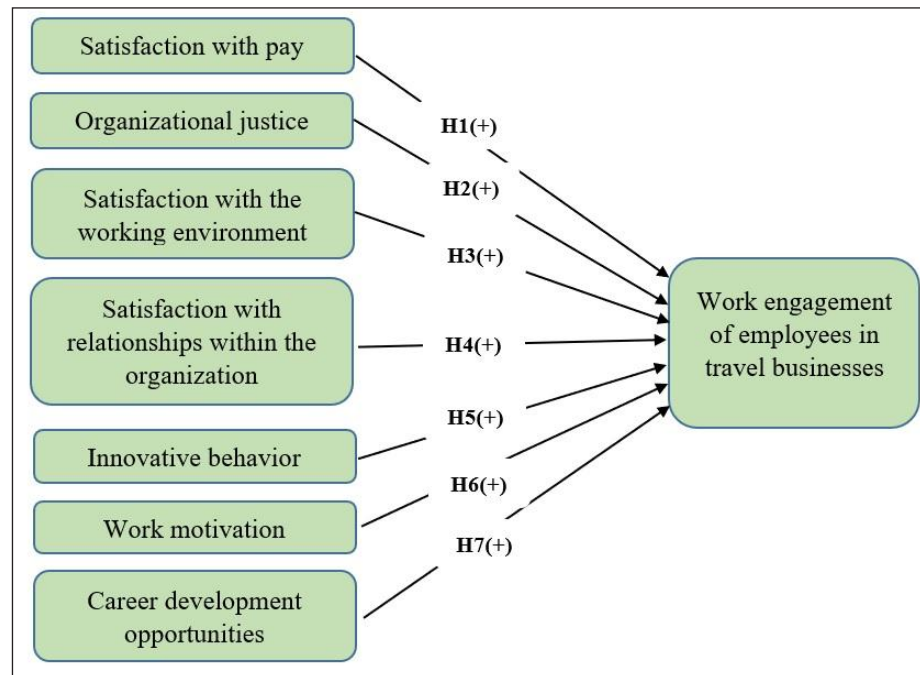


Fig. 1: Proposed Research Model

RESEARCH METHODOLOGY

Research Methods

The research was conducted in two phases: preliminary and official. Preliminary research involved synthesizing and analyzing secondary documents and interviewing some employees of travel businesses in Hanoi. Based on preliminary research results, the researchers adjusted the terms and completed the scales for the research model.

According to Hair et al. (2014) “Under the normal rule, the size of the research sample must be greater than or equal to 100, and the smallest size must have the desired proportion $n=5*k$, where k is the number of observed variables

equivalent to the number of research questions”. As this study has 29 observed variables, the minimum sample size needed is 145. Besides, Hoyle (1995) believes that “to have reliability in testing the model, 100 to 200 observations are required”.

Research Scale

Twenty-nine observed variables are used in the proposed research model's scale set of research concepts to measure eight concepts. A 5-point Likert scale measures content variables in the research model with levels from 1 - disagree entirely to 5 - agree. The research team proposes the following measurement scale:

Table 1: Scale of Factors in the Model

Factors	Code	Content	Original Scale
Satisfaction with pay	SP1	I am satisfied with my current pay/ There is transparency and clarity about pay.	(Lee et al., 2012); Serreqi (2020)
	SP2	Pay is distributed fairly.	
	SP3	My current pay relatively meets my personal needs.	
	SP4	My pay is commensurate with my work results.	
Organizational justice	OJ1	There is justice in the results that employees receive from the organization.	Greenberg (2004); Khorasani et al. (2015); Pakpahan et al. (2020); Onyango et al. (2022)
	OJ2	Justice helps employees reduce stress in the workplace.	
	OJ3	Unfair treatment creates negative behaviors and can lead to employees leaving the organization.	
Satisfaction with the working environment	SE1	Dynamic, healthy, comfortable working environment.	Suffian Mohd Zahari et al. (2019); Oh and Kim (2019)
	SE2	Modern and safe facilities.	
	SE3	Working conditions fully satisfy employees' demands.	
Satisfaction with relationships within the organization	SR1	Leaders always care for and support employees at work.	Pearce and Herbig (2004); Lesha (2013); Anitha (2014)
	SR2	Individual contributions are valued and praised by leaders.	
	SR3	Leaders understand employees' psychology and treat employees fairly.	
	SR4	Colleagues are open and sociable with each other.	
	SR5	Colleagues coordinate well with each other at work.	
	SR6	Learn many skills and knowledge from colleagues.	
Innovative behavior	IB1	Be motivated to realize creative ideas at work.	Rao (2016); Kim and Koo (2017); Phuong (2023).
	IB2	Be allowed to apply ideas and novel solutions in the working environment scientifically and systematically.	
	IB3	Innovative activities are increasingly developed.	
Work motivation	WM1	Receive fair treatment at work.	Delaney and Royal, (2017); Putra et al. (2017); Shaaban 2018; Azis et al. (2019); Arifin and Lo (2020)
	WM2	Receive a stable income.	
	WM3	Get recognition from others for contributions.	
Career development opportunities	CO1	I feel happy when having the opportunity to develop and assert myself.	Martensen and Grønholdt (2006); Liu et al. (2017); Mohan et al. (2018)
	CO2	Satisfied with personal development opportunities.	
	CO3	The organization creates many advancement opportunities for capable employees.	
	CO4	Fair and transparent promotion path for each department and position.	

Factors	Code	Content	Original Scale
Work engagement	WE1	I am satisfied and comfortable with my current job.	Robinson (2004); Saks (2006); Sypniewska, Baran and Kłos (2023)
	WE2	I will continue to work with the organization.	
	WE3	I am enthusiastic and highly responsible for my work.	

Source: Summarized and proposed by authors.

RESEARCH FINDINGS AND DISCUSSION

Characteristics of the Research Sample

The survey subjects are employees working at travel businesses in Hanoi in different positions and working experiences. These employees show their personal views on factors affecting work engagement. The survey questionnaires were sent to employees of travel companies

based in Hanoi via a direct link on Google Forms to collect their responses from October to December 2023. At the end of the data collection process, 225 responses were collected. The research team used SPSS data analysis software version 27.0 to process and clean data. Quantitative processing aims to test the proposed research hypotheses and check the appropriateness of the research model. After the data were cleaned and invalid questionnaires were deleted, 217 questionnaires were used, equal to 95%, ensuring the requirements and representativeness of the research and are used in the following analysis.

Table 2: Characteristics of the Research Sample

Characteristics of the Sample (n=217)		Number (People)	Percentage (%)
Divisions	Office	118	54.38
	Travel	99	45.62
Gender	Male	81	37.33
	Female	125	57.60
	I do not want to show	11	5.07
Age	Under 25	103	47.47
	25 - 35 years old	80	36.87
	Over 35	34	15.67
Qualification	High-school	17	7.83
	College	59	27.19
	University	135	62.21
	Post-graduate	6	2.76
Income	Under 6 million VND/month	11	5.07
	From 6 - 8 million VND/month	82	37.79
	From 8 - 10 million VND/month	56	25.81
	From 10 - 15 million VND/month	43	19.82
	Over 15 million VND/month	25	11.52
Position	Manager	10	4.61
	Division head	47	21.66
	Staff/ Executive	154	70.97
	Others	6	2.76
Work Engagement Time	Under three years	113	52.08
	From 3-5 years	58	26.73
	From 5-10 years	29	13.36
	Over ten years	17	7.83

Source: Summarized and proposed by authors.

Testing the Reliability and Importance of Influencing Factors

According to Nunnally (1994), a suitable scale should have Cronbach's Alpha of at least 0.7 (Nunnally, 1994; Hair et al., 2006). Also, a reliable and unidimensional scale should have a Cronbach's Alpha of 0.7 or above. Nevertheless, Cronbach's Alpha of 0.6 is appropriate for this initial exploratory investigation. The higher the Cronbach's Alpha coefficient, the more reliable the scale. However, Cronbach's Alpha coefficient only shows whether the scales are linked but does not help determine which indicators to

keep or remove. Hence, the research team used an additional Corrected Item Total Correlation of variables. If it is < 0.3 , variables would be deleted (Nunnally, 1994). Most scales have Cronbach's Alpha values higher than 0.6, and the Corrected Item-total correlation of the observed variable is > 0.3 . However, the four observed variables of the CO scale, coded CO1 - CO4, have Cronbach's Alpha value = $0.559 < 0.6$ and the Corrected Item – Total Correlation of the observed variable CO2 < 0.3 , so it is necessary to delete it and redo the analysis. The results of the observed variables CO1, CO3, and CO4, belonging to the CO group, have Cronbach's Alpha value = $0.698 > 0.6$, and the Corrected Item – Total Correlation of the observed variables is > 0.3 .

Table 3: Results of Assessing the Reliability of Measurement Scales of Factors Affecting Work Engagement of Employees of Travel Businesses in Hanoi

Sr. No.	Scale	Code	Cronbach's Alpha
1	Satisfaction with pay (4 observed variables)	SP	0.816
2	Organizational justice (3 observed variables)	OJ	0.825
3	Satisfaction with the working environment (3 observed variables)	SE	0.857
4	Satisfaction with relationships within the organization (6 observed variables)	SR	0.746
5	Innovative behavior (3 observed variables)	IB	0.771
6	Work motivation (3 observed variables)	WM	0.756
7	Career development opportunities (3 observed variables)	CO	0.698
<i>Work engagement is the dependent variable (3 observed variables)</i>		WE	0.727

Source: Data processed via SPSS 27.0.

In short, the assessment of the reliability of the scale by using Cronbach's Alpha for factors affecting the work engagement of employees at travel businesses in Hanoi shows that most scales are reliable and appropriate to be included in EFA exploratory factor analysis (after deleting an inappropriate observed variable, CO2).

EFA has practical significance when observed variables with factor loadings less than 0.5 are deleted (Hair et al., 2006). Based on the varimax rotation, the KMO coefficient is 0.86, according to the findings of the EFA factor analysis, meeting the requirements. Six factors are extracted at an Eigenvalue of $1.15 > 1$, and the total variance is $65.476\% > 50\%$. Thus, the scales for measuring observed variables meet the requirements and are significant.

Before the research results from multivariate regression analysis are tested, the correlation between observed variables in the model also needs to be considered. The sig value shows the statistical significance of the relationship

between the observed variables. In this case, the sig value is lower than 0.01, indicating that all independent variables have positive correlations with the dependent variable at a 99% significance level. The dependent variable, Employees' work engagement, strongly correlates with the variables SP, OJ, SE, SR, IB, WM, and CO.

After the factor and correlation analysis stages, seven independent variables and one dependent variable are included in the model testing. In addition to taking the multicollinearity of the independent variables into account, regression analysis aids in establishing the cause-effect relationship between the dependent variable and independent variables. Regression analysis is carried out using the Enter approach. Variables are simultaneously added for selection based on the criterion for eliminating variables with $\text{Sig.} > 0.05$. $R^2 = 0.742$ and adjusted $R^2 = 0.728$ mean that the independent variables in the research model can explain 72.8% of the variations in factors affecting the work engagement of employees at travel businesses in Hanoi.

Table 4: Results of Multivariate Regression Analysis

Scale	Unstandardized Coefficients		Standardized Coefficients	T Value	Sig. Level	Multicollinearity Statistics	
	Regression Weight	Standard Deviation	Beta			Acceptance Coefficient	VIF
Constant	-1.558	.181		-8.848	.000		
1. SP	.253	.044	.193	7.902	.000	.784	1.265
2. SE	.246	.032	.195	8.108	.000	.773	1.282
3. SR	.231	.034	.212	8.619	.000	.682	1.483
4. IB	.193	.027	.182	7.265	.000	.745	1.327
5. WM	.173	.015	.168	6.772	.000	.786	1.298
6. CO	.162	.021	.177	7.535	.000	.839	1.123
7. OJ	.138	.023	.152	6.536	.000	.772	1.292

Source: Data processed via SPSS 27.0.

Testing for Independence of Errors: The correlation between adjacent errors (first-order serial correlation) may be evaluated using the Durbin-Watson statistical quantity (d). The variable value range for the quantity d is 0 to 4. The value of d will be near two if there is no first-order serial correlation between the residual values. The results show that the quantity d = 1.968. Because VIF is less than 10, verifying the regression model's assumptions derived using the Enter approach demonstrates that the assumptions are not violated and that multicollinearity does not exist.

Testing the Research Hypotheses: The regression coefficients all have a positive sign, consistent with the theory. This suggests that the explanatory variables have a correlational impact on employees' work engagement at travel businesses to different degrees.

Table 5: The Impacts of the Scales on Work Engagement of Employees of Travel Businesses in Hanoi

Sr. No.	Scales	Impact Degrees (Beta Coefficient)
1	Satisfaction with pay (SP)	0.253
2	Satisfaction with working environment (SE)	0.246
3	Satisfaction with relationships within the organization (SR)	0.231
4	Innovative behavior (IB)	0.193
5	Work motivation (WM)	0.173
6	Career development opportunities (CO)	0.162
7	Organizational justice (OJ)	0.138

Source: Data processed via SPSS 27.0.

The regression model used to evaluate the impact degrees of factors affecting the work engagement of employees at travel businesses in Hanoi is formulated as follows:

$$WE = 0.253*SP + 0.246*SE + 0.231*SR + 0.193*IB + 0.173*WM + 0.162*CO + 0.138*OJ$$

The multivariate regression analysis findings illustrate that all seven factors in the analysis model positively impact employees' work engagement. With an impact coefficient of 0.253, *Satisfaction with Pay* is the most critical factor among the 7 in the model. Next is *Satisfaction with the working environment*, with an impact coefficient of 0.246; *Satisfaction with relationships within the organization* has an impact coefficient of 0.231; *Innovative Behavior* has an impact coefficient of 0.193; *Work Motivation* has an impact coefficient of 0.173; *Career Development Opportunities* has an impact coefficient of 0.162 and finally *Organizational Justice* has an impact coefficient of 0.138. These results reveal the factors affecting the work engagement of employees at travel businesses in Hanoi, of which *Satisfaction with Pay* is consistently identified as the most critical factor in increasing employees' work engagement.

CONCLUSION

In brief, the results collected from the proposed model with seven factors affecting the work engagement of employees of travel businesses in Hanoi indicate that all seven factors have particular impacts. Of these seven factors, *Satisfaction with pay* has the most potent effect, followed by *Satisfaction with the working environment*; the factor with the third most substantial impact is *Satisfaction with relationships within the organization*; factors such as *Innovative behavior*, *Work motivation*, *Career development opportunities*, and *Organizational justice* have an effect but less impact on

the work engagement of employees at travel businesses in Hanoi.

The research findings imply that businesses need to arrange jobs scientifically, emphasizing working groups and teams to fully exploit employee capabilities and build connections between individuals in the organization. The tourism industry requires professionalism, so managers must choose and arrange the right people for the right jobs and teams based on people's personalities and abilities. In addition to material rewards, appropriate work arrangements are an essential factor that helps increase employee engagement with the organization.

These findings suggest that businesses need to pay attention to specific activities such as building transparent and competitive pay policies, diversifying benefits, having clear instructions on pay raises, attracting and retaining employees with the qualities to work with people, recognizing their contributions, and having policies to support and facilitate employees' completion of their work well. In that way, employees working in the tourism industry, especially in travel businesses, can develop their total working capacity and be engaged and loyal to the business.

Besides the achieved results, like other studies, this study has limitations that are gaps for future research. *Firstly*, the research uses a convenience sampling method, so the sample does not represent all employees at travel businesses in Hanoi. Future research needs to identify other independent variables and a larger sample size. *Secondly*, the research only focuses on travel businesses in Hanoi. Accordingly, the following new research direction could be to expand the survey scale at travel businesses in other areas to provide additional evidence on factors affecting employee engagement in different regions and geographical regions, thereby comparing the results obtained.

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