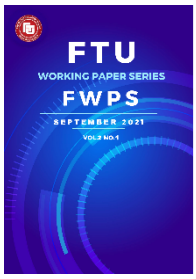

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CÁC YẾU TỐ ẢNH HƯỞNG ĐẾN Ý ĐỊNH NGHỈ VIỆC TỰ NGUYỆN TỚI HÀNH VI CỦA NHÂN SỰ GEN-Z TẠI VIỆT NAM

Lâm Bảo Ngọc[1], Phạm Minh Hạnh, Nguyễn Thị Mai Ly,

Phạm Phương Linh

Sinh viên Khóa 58 Chương trình tiên tiến Quản trị Kinh Doanh

Trường Đại học Ngoại Thương, Hà Nội, Việt Nam

Dương Thị Hoài Nhung

Giảng viên khoa Quản trị Kinh Doanh

Trường Đại học Ngoại Thương, Hà Nội, Việt Nam

Tóm tắt

Bài viết nhằm tìm hiểu các yếu tố ảnh hưởng đến ý định nghỉ việc tự nguyện của nhân sự Gen Z tại Việt Nam. Nghiên cứu thu thập dữ liệu thông qua bảng hỏi khảo sát 300 công dân Việt Nam ở độ tuổi Gen Z đang làm việc tại các doanh nghiệp. Phương pháp thống kê mô tả và phỏng vấn nhóm được sử dụng để phân tích dữ liệu thu thập được. Kết quả nghiên cứu chỉ ra có 5 lý do chính dẫn tới ý định nghỉ việc tự nguyện của Gen Z gồm thiếu cơ hội phát triển sự nghiệp, điều kiện làm việc không phù hợp, văn hóa doanh nghiệp khác biệt, đãi ngộ chưa tương xứng và doanh nghiệp chưa có chính sách về trách nhiệm xã hội. Thông qua thực tiễn nghiên cứu, bài viết đã đưa ra những hàm ý quản trị để giúp các công ty có những chính sách nhân sự phù hợp để giảm tỷ lệ nghỉ việc tự nguyện của Gen Z hiện nay.

Từ khóa: Ý định nghỉ việc tự nguyện, Gen Z, trách nhiệm xã hội.

FACTORS AFFECTING VOLUNTARY TURNOVER INTENTION TO THE BEHAVIOR OF GEN-Z EMPLOYEES IN VIETNAM

[1] Contact email: Lambaongoc9901@gmail.com

Abstract

Within the scope of this study, the authors will explore the factors influencing the voluntary turnover intention among Gen-Z in Vietnam. Data was collected through group interviews and online questionnaires from 300 Gen Z Vietnamese employees. This is the descriptive study. The research result shows that there are 5 main factors affecting Gen Z voluntary turnover intention: lack of career development opportunities, inappropriate working conditions, diverse corporate culture and inadequate compensation. Hence, it is anticipated that the research results can serve as a reference and provide suggestions for organizations to come up with suitable strategies to minimize Gen Z voluntary turnover intention.

Keywords: voluntary turnover intention, Gen Z, corporate social responsibility.

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1. Introduction:

From the beginning of 2022, Vietnam's labor market has witnessed positive signs from the economy, opening up many promising job opportunities for workers. The labor market from 2021 to 2022 is known to have a boom in quantity as well as quality. Also, the job diversity makes the recruitment market in Vietnam come alive. The creativity field is flourishing, which enhances the flexibility of personnel instead of just being professional as before. This is the adding point to most young employees when applying for a job. The position is challenging enough but at the same time opens the door to growth and self-discovery of oneself. The General Statistics Office of Vietnam has predicted that by 2025, Gen Z will account for nearly one third of Vietnam's manpower. Hence, in the upcoming years, Gen Z will be a key part of the country's workforce. However, the aching problem when it comes to Millennials and Gen Z is that they are found to have low job loyalty. Through the survey of 10,455 Millennials and 1,844 Gen Z conducted by Deloitte, 61% Gen Z said they are willing to quit after two years. The percentage is known to be much higher than previous generations. Hence, enterprises are struggling to build a long-term workforce.

According to Betterteam, 5 characteristics of a Gen Z employee in the workplace are: motivated by money and job security, constant feedback on their performance are needed, driven by self performance and competition, a healthy work-life balance is prioritized. Hence, there are many factors circling around the reasons why Gen Z employees' decision to leave their jobs. It could be life expectation, job expectation and employee value that affects the "job - hopping" intention (*Silva, Dhammika, 2022*). It could be work attitudes, job strains, inter-role conflicts, supervisor/leader behaviors, HRM practices, Emotional Labor, Performance, Organizational context and Individual differences that lead to turnover intention (*Winnie Weng In Sin, 2020*). It could be mental toughness (emotional control, commitment, confidence in abilities, life control, interpersonal confidence, and challenge) that results in the final decision to quit (*Andino, Ildiko, 2019*). Therefore, the turnover intention could be affected by organization, environment and the employees themselves.

In the research conducted by Anphabe, Gen Z's career goals are more diverse than previous generations, such as: Income - Development - Relationship expansion - Experience - Work-life balance. This study also explains the job-hopping trend among young people. When it comes to recruitment agencies, this problem is taken into serious consideration. Ms. Thanh Nguyen, CEO of Anphabe Company, said: "Candidates are disillusioned because of all the above reasons. For example, the average salary of fresh graduates is 8.4 million VND. In fact, 65% of them share that their first salary is quite modest with only about 5-7 million. When the salary does not meet the expectation, it will be easier to switch jobs. Candidates will consider it as normal while this situation is quite unusual with the organization".

Every generation changes the world of the workplace in different ways. From the influx of women into the workforce during World War II to the way Millennials raised awareness of issues like mental health. Gen Z are special in their own way since they are in the wake of a historic pandemic and at a time when the climate emergency poses an unprecedented threat to humanity. What they expect at work – and what they do not accept – is likely to have enduring effects. The workforce is changing, so are the enterprises. Studying carefully the determination of the factors that influence gen Z employees' intention to leave is important for businesses. Through this research, we will analyze the organizational factors affecting Gen Z turnover intention and propose proper solutions for organization.

2. Literature review and previous researches

2.1 Literature review

2.1.1 Turnover intention

Researchers and organizations pay attention to turnover intention because it signals impending turnover. It is viewed as the procedure that comes before a worker decides on their own to leave their current employment or company. (George and Wallio, 2017; Kim et al., 2017). Alternatively, Belete (2018) explains turnover intention as the likelihood of an employee to leave their current job. Recognizing that this is a planned behavior or action by the employee is crucial when assessing employee turnover intention. As a result, the employer has limited influence over the employee's decision. (Bothma and Roodt, 2013). Significantly, in some cases, turnover intention can lead to actual turnover (Chiu and Francesco, 2003). The surviving employees, who might have to take on more work, are also impacted by turnover. Additionally, the surviving workers can lose interest in their jobs. (Frian and Mulyani, 2018). Turnover intention refers to the process through which a person decides to leave their current job and acquire other employment for the purposes of this study (Bothma and Roodt, 2013). Hence, high employee turnover means that the organization loses what it cost them to train the employee (Alla and Rajaa, 2019; Frian and Mulyani, 2018; Emiroğlua, Akovab and Tanrıverdi, 2015)

Understanding the nature of an organization's human resources, management, and employment procedures is helpful. The ability to detect the reasons behind high turnover or employees' intentions to leave can be improved by experiencing high turnover rates (Belete,

2018). As a result, experiencing high turnover may lead to the creation of better management and communication practices as well as efforts to reduce staff turnover and high turnover rates (Kim et al., 2017).

2.1.2 Voluntary turnover intention

It has been observed that voluntary turnover has more detrimental consequences on the business than involuntary turnover, particularly if the departing employees are knowledgeable or talented personnel (Belete, 2018). The impact that voluntary turnover has on organizations has made it a subject of concern. Voluntary turnover frequently results in the loss of trained or skilled workers. Loss of human capital results in decreased effectiveness and production. (Belete, 2018; Bothma and Roodt, 2013). Due to the consequence of high voluntary turnover rates, businesses now need to identify the potential triggers of high turnover rates and high turnover intentions. When employees leave on their own volition, the company also experiences financial losses. The company will need to launch a new recruitment campaign and may train new hires to take the position of departing employees. An organization may spend up to half of an employee's annual salary on training new employees.

2.1.3 Generation Z

According to the Pew Research Center (2019), those who were born between 1997 and 2012 are defined as Generation Z. They are also referred as Homelanders, Gen Tech, Digital Natives, Gen Wii, etc. Gen Z are born and raised in the digital world and what makes them one-of-a-kind is that their existence is more connected to electronics and technology. The first Iphone was launched when Gen Z was 10. By the time they reach their teens, mobile devices, Wi-fi and high-bandwidth cellular service are what people use to connect to each other. While millennials learn to adapt to innovations like social media, constant connectivity and digital communication, Gen Z has already lived in it and becomes part of it. Hence, Gen Z is known as the Do-it-yourself generation. They use informal, individual, straight communication, and social networking is a vital part of their lives. Also, they are more realistic about their work expectations and optimistic about the future. (A.P.Singh & Jianguanglung Dangmei, 2016).

2.2 Factors impact on voluntary turnover intention

2.2.1 Overview of factors impact on voluntary turnover

The issue of voluntary turnover intention is not only a top concern of developed countries in the world but also a very heated-debate issue in Vietnam. Finding out the main causes of voluntary turnover intention has led researchers to investigate the reasons to identify the influencing factors and conclude solutions to overcome the consequences of this problem. The influencing factors that have been highlighted in the previous outstanding research papers are reviewed below:

Table 1. Authors' compilation from Journals

References	Variables	Tool used	Study
Chew (2004)	(1) Organizational suitability; (2) Remuneration and recognition; (3) Training and development; (4) Career opportunities; (5) Relationship within the organization; (6) Organizational culture; (7) Working environment; (8) Group of control factors.	Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Regression	The influence of human resource management practices on the intention to stay in the organization of core employees of Australian organizations.
Khan and Aleem (2014)	(1) Salary; (2) Promotion; (3) Working environment; (4) Nature of work.	Cronbach's Alpha, Composite Reliability and Average Variance Extracted, HTMT criterion	Impact of job satisfaction on employees' intention to change workplace in Pakistani private healthcare institutions.
Al Mamun Md. Nazmul Hasan (2017)	(1) Managerial Factors; (2)Working Environment; (3)Fringe Benefit; (4)Career Promotion; (5)Opportunities; (6)Influence of Co-Workers.	Exploratory Factor Analysis (EFA), Cronbach's alpha, Confirmatory Factor Analysis (CFA), Structural equation modeling (SEM)	Factors affecting employee turnover and sound retention strategies in business organization: a conceptual view.
Afolabi O. Temidayo (2021)	(1) Opportunities for Training and a Clear Employee Career Growth Path; (2) Employee Recognition; (3) Employee Remuneration; (4) Management Practices; (5) Person-Organisation Fit; (6)	Average Variance Extracted (AVE), square roots AVE, loading factors, and Composite Reliability (CR) scores, The Multigroup	An investigation of the factors that affect turnover intention among millennial employees: using Ireland as a case study.

	Job Satisfaction; (7) Work Environment; (8) Employee Inclusion.	Analysis (MGA)	
Võ Quốc Hưng, Cao Hào Thi (2010)	(1) Conformity; (2) Leadership behavior; (3) Workplace relations; (4) Training and development; (5) Salary, bonus and recognition; (6) Communication; (7) Favorite; (8) Physical environment.	Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Regression	Factors affecting the intention to leave public servants - state officials
Huỳnh Thị Thu Sương; Lê Thị Kiều Diễm (2017)	(1) Salary; (2) Welfare policy; (3) Fairness; (4) Leadership behavior; (5) Financial incentives.	Cronbach's alpha and Principal Component Analysis (PCA), Harman's single factor test, Regression	Factors affecting the intention to leave office workers in private enterprises in Ho Chi Minh City
Hoàng Thị Thanh Chung (2018)	(1) Work pressure; (2) Job satisfaction; (3) Commitment to the organization.	Cronbach's Alpha, Exploratory Factor Analysis (EFA), Regression	Factors affecting the intention to leave the job of lecturers at universities in Vietnam
Huỳnh Thị Thu Sương, Phan Thiện Tâm (2019)	(1)Income; (2)Working conditions; (3)Training and promotion; (4)Leadership behavior; (5)Stress at work; (6)The enticing factor; (7) Intention to quit.	Cronbach's Alpha, Composite Reliability and Average Variance Extracted, Harman's single factor test	Factors affecting the intention of employees to leave the Ho Chi Minh city Post office.

Source: Compiled by the author

2.2.2. Factors influence in voluntary turnover intention of generation Z

The authors assessed each variable by researching, selecting, and adjusting items of the scale initiated by Mirvis and Lawler III (1984) through the following paragraph irrespectively for organizational culture (OC) variable, Arnoux and his colleagues (2016) for working condition (WC) variable, Ahmed and Ali (2021) for compensation (CP) variable, Kim and partners (2016) for career opportunity (CO) variable, and Kokash and others (2011) for corporate social responsibility (CSR) variable.

Organizational Culture

Organizational culture is defined as a set of shared underlying assumptions about an organization regarding what is valued, how people should behave, and beliefs about what is "normal" within the organization (Schien, 1999). It signals, for example, what employees should pay attention to, how to react emotionally, and what actions to take in various situations (Schein, 2010). The interpretation and perception of organizational culture are identified as factors related to organizational turnover intentions (Ivanova 2019). Pinto (2019) found that if organizational culture is negative, it can lead to a higher absenteeism rate and increased turnover intention.

Table 2: Scales of Organizational Culture

OC1	My supervisor plans out work and makes decisions in advance.	Mirvis and Lawler III (1984)
OC2	My supervisor is concerned about me as an independent individual and my ability to complete tasks.	
OC3	I am satisfied with the opportunities I have to express my suggestions.	
OC4	Diverse perspectives are valued at my company.	
OC5	The employees are encouraged to compete in an equal and open way.	

Source: Mirvis and Lawler III (1984)

Working Conditions

Perceived working conditions lead to various negative outcomes for employee behaviors, including turnover intention. Results show that adverse working conditions were positively and significantly associated with turnover intentions. (Caroline, 2016). According to Kyko (2005), working conditions include hot and noisy working environments, unsafe work conditions, dirty

work environments, insufficient resources, old technology and old machinery. Working conditions play crucial roles in an employee's mental health. Workers' well-being was significantly higher when they were satisfied with their working conditions (Joon Lee, 2014).

Table 3: Scales of Working Conditions

WC1	My workplace is equipped with up-to-date facilities.	Arnoux – Nicolas, Sovet, Lhotellier,
WC2	I can handle the work pressure of my current job.	Di Fabio, and Bernaud (2016)
WC3	The company has a good public image.	
WC4	I am satisfied with the organizational changes of the current company	
WC5	I see chances of personal development for individuals in the current company.	

Source: Arnoux – Nicolas, Sovet, Lhotellier, Di Fabio, and Bernaud (2016)

Compensation

Executive compensation, also known as executive pay, refers to remuneration packages specifically designed for business leaders, senior management and executive-level employees of a company. According to Robbins and Timothy (2013), employee compensation can include many different types of rewards and benefits such as salaries, incentive payments and other benefits and services that trigger the level of motivation. Good compensation can improve employee motivation and make them stay (Nico Alexander VIZANO, 2020).

Table 4: Scales of Compensation

CP1	I am satisfied with my wages and benefits.	Ahmed and Ali (2021)
CP2	The material incentives I get are appropriate.	
CP3	I feel I am charging a reasonable amount for the work I do.	
CP4	The financial compensation is the most important factor in continuing with the company.	

CP5	The financial compensation provided by the company is attractive and quite competitive in the market.	

Source: Ahmed and Ali (2021)

Career Opportunity

A career opportunity refers to a job that provides a chance for one to use his or her training, develop extra skills, and have a realistic potential for future advancement. A good career development in an organization could create satisfaction to the employees in working and could increase the work performance, the better the work performance the more successful is the company. Whereas, staying in a company where employees do not see any chance in neither getting promotions nor developing extra/professional skills will make them despondent; therefore, induces their turnover intention.

Table 5: Scales of Career Opportunity

CO1	My current job provides me with good opportunities to realize my career goals.	Kim, Rhee, Ha, Jung, Cho, Lee, and Lee (2016)
CO2	My current job enables me to continuously improve my professional capabilities.	
CO3	My current job encourages me to accumulate richer work experiences.	
CO4	My current job encourages me to continuously gain new jobs – related knowledge.	
CO5	The probability of being promoted in my current organization is relatively high.	

Source: Kim, Rhee, Ha, Jung, Cho, Lee, and Lee (2016)

Corporate Social Responsibility

Positive internal CSR can help employees increase their employability, which may reduce their intention to leave their organization. (Y Cheng, 2022). According to Bayode (2022), CSR perceptions seem also to have a negative influence on turnover intention because they increase organizational reputation and pride.

Table 6: Corporate Social Responsibility

CSR1	My current company is dealing with social responsibility as an important component of our competitive advantage.	Kokash, Thomas, and Al-Oun (2011)
CSR2	I believe in corporate social responsibility, because it is worth the time and money with possible positive results for my current company.	
CSR3	Corporate social responsibility is related to my field of work.	
CSR4	My current company takes measures to promote the talents of employees because they believe in our potential to draw the future of the society.	
CSR5	My current company has a clear agenda for the social responsibility programs.	

Source: Kokash, Thomas, and Al-Oun (2011)

3. Research Methodology

3.1 Measurement scales

The characteristics of this study research is qualitative research so that authors have manipulated in-depth interview format before putting forward any findings through the surveyed data for each hypothesis. This survey form included questionnaires of five different variables as assumed factors relating to voluntary turnover intention of Vietnamese Gen Z, which are: organizational culture, working condition, compensation, career opportunity, and corporate social responsibility. Answers to those questions Scale-based questionnaire are measured on a Likert scale (strongly disagree to strongly agree). Each variable was designed in a brief and separate order, with comparable items to support respondents completing the survey carefully.

Three different scales of measurement such as nominal scale, internal scale, and ordinal scale are used in this study. The data could be gathered and evaluated more accurately by using different scales.

The first section was to ask for respondents' fundamental information through Demographic variables, including: gender; age; level of education; field of employment; working experience;… The respondents were requested to choose the answers from through advanced predetermined options.

Table 7. Demographic Variables

Demographic Variables	Scale	Responses
	Gender	Male/Female
	Age	18 – 25
	Level of Education	Highschool Diploma – Undergraduate – Associate Degree – Bachelor's Degree – Master's Degree – Professional Degree
	Working Experience	Less than 6 months – From 6 months to 1 year – Less than 2 years – From 2 to 3 years – More than 3 years
	Income	Less than 3 million (VND) - From 3 to 5 million (VND) - From 5 to 10 million (VND) - More than 10 million (VND)
	Field of Employment	Economics – Law – Medical – Architecture – Engineering – Art – Education

Source: Result of data collected by authors

The design of the questionnaires was such that respondents were asked a few similar questions, but in a different order, in order to guarantee that only accurate data is investigated. Using this technique, it was discovered that respondents had carefully filled out the questionnaire.

3.2 Questionnaire Design

Prior to collecting data, the researchers have collected, evaluated, and adjusted a table of questions based on previous research or studies. The participants were individuals at the age of 18 to 25, working in diverse fields in every city or province in Vietnam. The questionnaires designed have been moderated to conform these subjects and would be distributed in an online survey on Google Form through Gmail, Facebook at the time they are equipped to give valid and reliable responses.

The authors have used closed questions, requiring the participants to. The responses were then collected to measure the behavior and expectation of the Gen Z workers towards their working commitment.

3.3 Sampling and data collection

The authors conducted an online survey on the labor force of Generation Z in Vietnam. The responses obtained were used to synthesize and analyze the impact of each factor on the intention to resign of Gen Z employees.

The EFA exploratory analysis states that the research's minimum sample size must be at least five times the number of indicators that were measured on scales. In particular, there were 29 indicators observed on scales, leading to the expectation of 145 sample sizes.

The data collection process is described in detail through the following parameters:

The total number of emails sent was 285, combined with an online survey on a social networking site, in which the number of people accessing the survey was 211, and the total number of survey forms collected was 200. In the process of data synthesis and analysis, the research team eliminated 11 invalid votes or had no high reliability, recording 200 valid votes with the remarkable proportion of the completion rate being around 98% and the response rate being assessed 99% in total.

3.4 Data analysis

The test model used quantitative variables including constituent observed variables, in which each observed variable is measured by the 5-point Likert scale. The purpose starts by analyzing research models, indicators, relationships and causal-predictive models. After all, the study would evaluate and figure the significant factors affecting the voluntary turnover decision of Vietnamese Gen Z, which then shows their desire to commit to the job. There are questions often used with the approach that researchers wish to find “What, Why, How?” (Vaismoradi; Bondas; and Turumen, 2013). To answer these questions, the study needs a detailed data collection of personal experiences of participants.

In this research, the qualitative approach will be conducted in the form of a survey. Participants are Gen Z employees, at working age, and are employed in Vietnam companies, organizations.

4. Finding and analysis

4.1. Demographic analysis

The data was collected from 212 respondents during the period from 7th January to 21st January. Information of the respondents are presented in the following table, in which:

Table 8. Demographic Information

	Dimensions	Number of Observations	Percentage (%)
Sex	Male	43	78,5%

	Female	157	21,5%
Age	18	91	45,5%
	19	63	31,5%
	20	10	5%
	21	12	6%
	22	18	9%
	23	2	1%
	24	1	0,5%
	25	12	6%
Education	High School Diploma	12	6%
	Bachelor	184	92%
	Master	4	2%
Occupation	High School Student	2	1%
	College Student	184	92%
	Employee at domestic company	6	3%
	Employee at foreign company	4	2%
	Civil Servant	1	0,5%
Experiences	No experience	138	69%

	Less than 6 months	31	15,5%
	6 months - 1 year	16	8%
	Less than 2 years	7	3,5%
	2 years - 3 years	4	2%
	More than 3 years	4	2%
Monthly Income	No income	135	67,5%
	<2 million VND	16	8%
	2 - 5 mil VND	26	13%
	5 - 10	16	8%
	10 - 15	5	2,5%
	15 - 20	1	0,5%
	>20	1	0,5%
Major	Education	58	29%
	Economics	119	59,5%
	IT	4	2%
	Artistic work	1	0,5%
	National Security	1	0,5%
	Advertising	3	1,5%

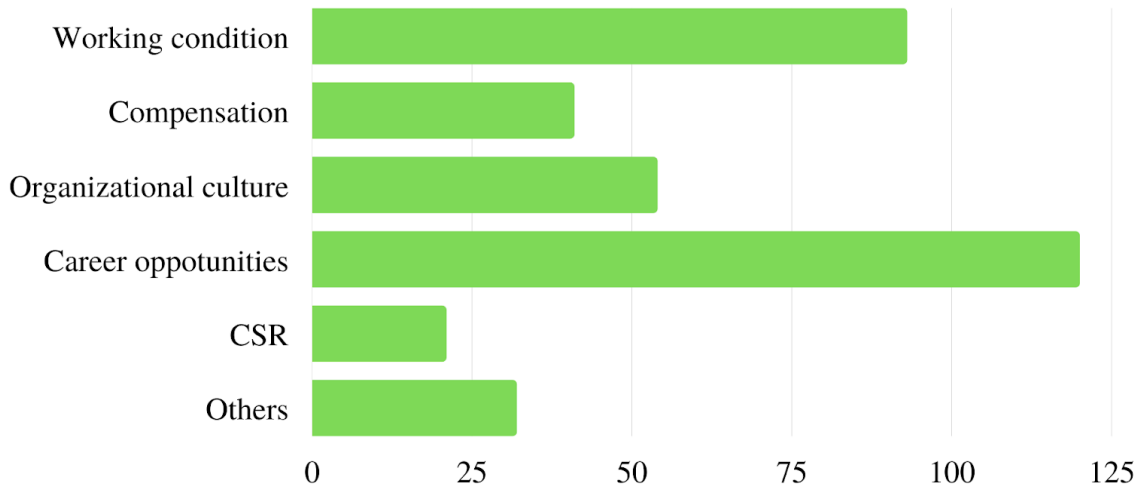
Source: Author's Compilation

4.2. Findings

4.2.2. Findings in Factors affecting turnover decision of Gen-Z in Vietnam

We asked 212 respondents to choose one or more than one reasons for their intention to quit their past jobs. We offer the following options: Working conditions, Compensation, Organization culture, Career opportunities and Others. We then obtain the data aggregated using the following chart:

Figure 1. Factors affecting turnover decision of Gen Z in Vietnam



Source: Compiled by the authors

About the factors affecting the turnover decision of Gen-Z in Vietnam, there are 3 highlights in employees' views: working conditions, career opportunities, and organizational culture. The career opportunities (60% respondents chose this factor) is seen as the most outstanding factor leading to the intention to quit a job at a company Gen-Z employees with two-third of the respondents' agreement. Secondly, 93 out of 200 Gen-Z workers in our survey also consider the working conditions of their company as the decisive factors that make the company no longer attractive. Since work culture also affects how employees work, incompatible organizational culture is also a contributive reason that young employees no longer want to attach to their organization.

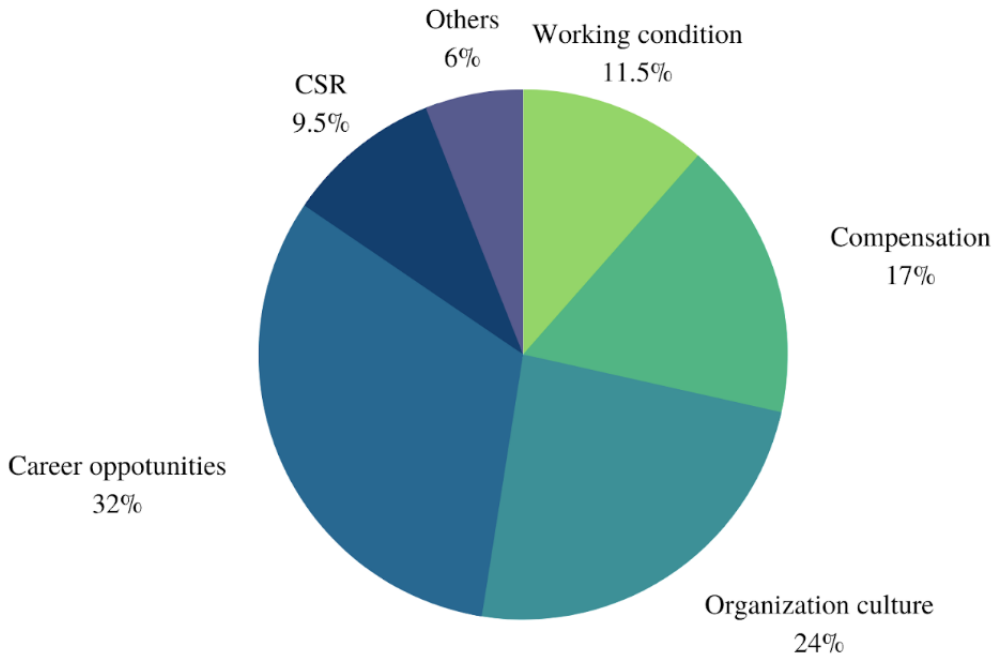
Compared to those 3 factors, there seems to be fewer people who regard compensation and CSR as the contributors to their intention to leave a company. However, there are still 40 out of 200 respondents who think low compensation is one of the reasons that they look for jobs at other organizations. Only 21 respondents think their intention to leave the company is due to poor CSR strategy which cannot satisfy their professional wills.

In addition, apart from our listed factors, respondents added some other factors that have an impact on their attachment to the company. Some of them are trust (trust from board of directors or employers), lifestyle compatibility (whether the company values match with employee's expectation), etc.

4.2.3. Findings in most important factors to stick Gen Z employees with business

In this section, we asked 212 respondents to choose only one factor that they think is the decisive factor making them stick with a company. They might be willing to leave if the company loses that factor. We offer the same options as the previous section, the only difference being that respondents can only choose one factor instead of multiple factors. We then obtain the data aggregated using the following chart:

Figure 2. Reasons why Gen Z employees decide to stay with a company



Source: Compiled by the authors

Based on the above pie chart, it can be observed that when Gen Z employees are asked about which was the only reason that they want to stick with one corporation, the majority of Gen Z votes is the Career opportunities factor with a rate of 32% of the total survey participants. Followed by 2 factors: Organization culture with 24% and Compensation with 17% vote rate. Through this data, we can see that the top 3 factors that attract the commitment of Gen Z employees are Career opportunities, Organization culture in the business and Compensation. Obviously, Career opportunities have a slightly higher vote rate than the rest of the factors because in fact, this factor covers a part of the remaining factors. For example, if an enterprise facilitates employees to be aware of their Career opportunities, it can prove that business has

partly created a fair and transparent working environment. What is more, if there is a chance to advance at work like spirited financial issues such as salary, bonus, allowance ... will be significantly improved.

Only 11.5% of 200 Gen Z joining the survey believed that the Working condition factor affects their commitment to the business. Because, according to Acabiz (2022), 70% of Gen Z employees believe that the level of cultural diversity and easy integration in the company greatly affects the intention whether to continue working there or not. Furthermore, after the process of working from home due to the impact of the Covid-19 epidemic, workplace facilities are not necessarily focused when young people today tend to actively work in diverse and flexible locations. Regarding CSR, 9.5% said that this is the reason to keep them with the business. This issue will be clarified by analyzing the impact of CSR on the turnover decision of Gen-Z in Vietnam in the next following item. Therefore, giving employees a vision, a hope of career advancement opportunities; building a professional, friendly, sociable working environment and focusing on spirited financial encouragement like compensation is something that businesses should pay attention to if they want to retain Gen Z talents to stay and dedicate themselves to the company for a long time.

5. Discussion

5.1. Factors behind the Turnover Intention of Gen Z workers

The descriptive statistics were collected from Gen Z workers in Vietnamese companies, organizations in 15 days. The questionnaires received 212 valid responses, providing the fundamentals in data analysis with the following values of the different five variables: Organizational Culture (OC); Working Conditions (WC); Compensation (CP); Career Opportunities (CO); Corporate Social Responsibility (CSR).

The findings indicate factors affecting the turnover intention of Gen Z employees, of which three most significant ones are listed as Career Opportunities (CO); Organizational Culture (OC); Working Conditions (WC).

From descriptive statistics results, Organizational Culture (OC) came first in comparing the mean of its observed variables to other factors, as the majority of respondents agree and totally agree with the criteria OC1 to OC5 variables listed in the survey (4 on the 5 - point Likert - scale).

Following OC, the average values of WC1 to WC5, and CO1 to CO5 did not illustrate much difference in the range of 3 to 4 on the measured scale in the Working Conditions (WC) and Career Opportunities (CO). The same trend was observed in the two other variables Compensation and Corporate Social Responsibility.

Table 9: The descriptive statistics results of factors impacting on voluntory turnover

	N	Minimum	Maximum	Mean	Std. Deviation
OC	212	1,0	5,0	3.9858	,9981
WC	212	1,0	5,0	3.9718	,7960
CO	212	1,0	5,0	3,8178	,9494
CP	212	1,0	5,0	3,849	,8908
CSR	212	1,0	5,0	3,8566	,8489
Valid N (listwise)	212				

Source: Result of data collected by authors

In general, out of the five factors, Organizational Culture was the most significant one, when four observed variables were measured 4 on the 5 - point scale. This showed that in the way of applying for a position in a company or organization, or considering leaving the business, most Gen Z workers are likely to assess the organizational culture of that company first. In addition, opportunities to develop the career path, compensation, and the working conditions are also key values of a business that could attract and retain the Gen Z workforce.

Although Compensation (CO) was expected to be a prominent reason for the intention to resign of Gen Z workers, it was still one of the factors engaging them in the Company business. Since the number of college students made up the largest proportion of the respondents in this study, they would consider gaining experience and clarifying their career path as top priority after graduation.

Moreover, the author noted a relationship between Corporate Social Responsibility (CSR) and Gen Z workers' decisions at work. In specific, there is a higher demand in a company's CSR, which could be its competitive advantage when Gen Z employees consider applying for a job. Not only dealing with talent acquisition, but the management shall also focus on how to maintain and engage its employees in the same goals, strategic development plan, as the author would give some recommendations in the following part.

5.2. Recommendations for Reducing Employee's Turnover Intention

First, it shall be a transparent and pertinent career progression plan during the employment in the company. From the beginning of the candidate interviews, Human Resources (HR)

executives need to discuss an initial promotion path, via job description, to acquire the interest of the candidates. During the probationary period, and further the confirmed employment, the HR department shall keep track and update the progress of each of the employees. In addition, HR specialists work with the Division Managers and Reporting Managers to set up monthly training plans and personal mentoring sessions and assign individuals diverse tasks designed for each of them.

Second, the management shall pay attention and adapt to the generation traits by adjusting the organizational communication, working structure. In a digital-oriented community, the company could take advantage of remote working, and giving space for Gen Z employees to independently create and imitate. Since social platforms are designed and developed for specific companies, the leaders and their employees can open meetings, and discuss the job procedure via these platforms, for faster information acquisition and solutions and opportunities of autonomy. Monthly or weekly assessment of job performance, as well as training sessions for managers are recommended to update and give them open-minded leadership skills to deal with the generation difference in the company.

Third, balancing the job requirements and employee benefits shall be prioritized by altering company policies and regulations legally and morally. Corporate Social Responsibility (CSR) has become a competitive advantage of a company when it comes to job consideration and application of Gen Z. The authors suggest the companies act ethically, firstly to their own employees and partners, through the terms and policies relating to compensation and benefits. The remuneration is to be at the discretion of the manager, approving the amount which is equivalent to their task requirements. While conducting a hybrid working structure, the management should consider holding entertaining activities, as a way to take care of their employees' mental health conditions. A company implementing a competitive compensation and benefit policy will avoid becoming a toxic workplace, and acquire more potential talents, let alone keeping their high quality ones.

5.3. Conclusion

The author has conducted analysis and then identified the factors behind the turnover intention of Gen Z workers in the Vietnamese workplace. The practical implications in the above parts have indicated the advantages and limitations of the businesses, and the in - depth job demand existing in the perspective of Gen Z. From analyzing the significant factors and how they affect the decision to stay or to leave the company of a Gen Z employee, the article gives some recommendations to Vietnamese companies by proposing talent acquisition and retention initiatives, focusing on clarifying career development paths for individual employees, and conducting a more comprehensive compensation and benefit policy.

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