Factors affecting GEN Z's intention to leave jobs in Vietnam

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ABSTRACT

This study examines the factors affecting Gen Z's intention to leave jobs in Vietnam. The Gen Z workforce is a fundamental human resource in society. However, the mounting rates of job turnover within this demographic have emerged as a notable cause for concern. This study, based on social exchange theory and self-concept theory, aims to evaluate the impact of various factors on the intention to leave among office employees from Gen Z in Vietnam. The study utilized a mixed-method, combining qualitative research (focus groups with 7 official employees) and quantitative research methods (Cronbach's Alpha, Exploratory Factor Analysis-EFA, Pearson correlation, and multivariate linear regression). A sample of 385 office employees was surveyed, and data was analyzed using SPSS 26 software. The results revealed that stress at work (SW) positively affects office employees' intentions to leave jobs. In contrast, some factors such as career advancement (CA), corporate social responsibility (CSR), work environment (WE), ethical leadership (EL), and salary policy (SP) negatively affect official employees' intention to leave jobs. Drawing on these results, managers can better understand how to mitigate the intention to leave jobs among office employees from Gen Z in Vietnam through adjustments in career advancement, corporate social responsibility, work environment, ethical leadership, and salary policy. The study acknowledged certain limitations and provided avenues for future research.

Contribution/Originality: This study combined social exchange theory and self-concept theory to explain Gen Z's intention to leave jobs in developing countries like Vietnam. It offers significant insights, backed by empirical evidence, into the impact of SP, EL, CSR, WE, SW, and CA on official employees' intention to leave jobs.

1. INTRODUCTION

To thrive in the fiercely competitive business environment today, managers need to utilize diverse management skills and make intelligent decisions to ensure the sustainable development of the enterprise. Employees need to enhance their skills to meet higher job requirements and have higher demands for their rights. However, there are still conflicts in the relationship between employers and employees regarding responsibilities and benefits. Employees often change jobs when these issues remain unresolved.

The job-hopping and quitting trend has increased since mid-2021 and is rising globally. In Vietnam, the proportion of workers seeking new jobs is 58%, particularly in marketing, law, and human resources, with a resignation rate of over 40%. Young workers have a higher rate of job hopping and quitting, reaching 36%, especially among Generation Z employees. According to Twenge (2017) Generation Z (born between 1995 and 2012) is the first generation to grow up with internet access. However, from 2019 to 2021, the unemployment rate

for Generation Z in Vietnam has risen to over 8%, and the job quitting rate is also increasing. This is a concerning issue, as Generation Z workers have technological potential and serve as the foundation for the future workforce.

The intention to leave jobs has garnered significant attention from human resource management and psychology researchers. In recent years, numerous studies have been conducted worldwide, with notable studies by Kurniawaty, Ramly, and Ramlawati (2019); Falahat, Kit, and Min (2019); Ozkan, Elci, Karabay, Kitapci, and Garip (2020); Junaidi, Sasono, Wanuri, and Emiyati (2020); Salleh, Omar, Aburumman, Mat, and Almhairat (2020); Saeed, Mir, Hamid, Ayaz, and Iyyaz (2023); Martins, Nascimento, and Moreira (2023); Bondy (2023) and Mehmood, Aziz, and Husin (2023). Several previous studies have found that some factors affect employees' intention to leave jobs, such as salary policies (Saeed et al., 2023), corporate social responsibility (Bondy, 2023), and ethical leadership (Martins et al., 2023) work stress (Kurniawaty et al., 2019), work environment (Falahat et al., 2019; Mehmood et al., 2023; Ozkan et al., 2020), welfare policies (Junaidi, 2022), and advancement opportunities (Salleh et al., 2020).

Despite these findings, the literature still needs to provide more comprehensive results regarding the impact of various factors on the intention to leave jobs. Therefore, some factors affecting Gen Z employees' intention to leave jobs still need to be improved in an emerging economy such as Vietnam. The study is supported by social exchange theory and self-concept theory. The core hypothesis for this study is to help firms reduce their intention to leave jobs among Gen Z's official employees.

In this context, the research gap is supported by recent studies from scholars such as Saeed et al. (2023); Bondy (2023); Martins et al. (2023); Kurniawaty et al. (2019); Falahat et al. (2019); Mehmood et al. (2023) and Ozkan et al. (2020). It needs to be explored what factors affect Gen Z's intention to leave jobs. Therefore, this study is an effort to fulfil the deficiencies in the existing literature. As a result, this study aims to address the following research questions (RQ).

RQ: What are some factors that have a direct impact on Gen Z's intention to leave jobs?

In order to solve the research question, this study combines the behavior theory by examining the influence of diversity factors on Gen Z's intention to leave jobs. We collected data from 385 office employees. The paper structure appears as follows: after the introduction, there is a literature review, methodology, results, discussion, and conclusion.

2. LITERATURE REVIEW

2.1. Background Theory

Social Exchange Theory: The social exchange theory explains the social exchange process to maximize profits and minimize costs (Gilbert, Fiske, & Lindzey, 1998). According to Farmer and Fedor (1999) employees invest costs such as health, knowledge, skills, time, and dedication to their work and expect to receive rewards such as salary, benefits, recognition, and opportunities for career advancement. When the costs and benefits are out of balance, employees may decide to end the exchange relationship and pursue new job opportunities.

Self-Concept Theory: Harter (2015) states that self-awareness is a collection of an individual's attitudes and perceptions regarding self-image, self-esteem, and subjective behavior. The self-concept theory explains the relationship between the intention to leave, social responsibility, and ethical leadership factors. Employees want to work in a larger organization with social responsibility and ethical leadership to foster personal development and alleviate psychological pressures.

2.2. Intention to Leave

Intention to leave refers to an individual's decision to leave their current job and seek employment in a different work environment (Chew, 2004). According to Sousa-Poza and Henneberger (2004) intention to leave reflects an individual's likelihood of changing jobs within a certain period. It is considered a precursor to the actual decision to leave. Intention to leave is formed within an individual's thoughts and is often not outwardly expressed through

actions. Once established, the intention to leave is a conscious and deliberate decision to seek a new work environment that aligns with the individual's future needs, increasing likelihood of following through with the decisions.

2.3. Research Hypotheses

According to Koeber and Wright (2001) salary is the periodic remuneration an employee receives based on the nature of their job, their level of expertise, and various other factors. According to Mercer et al. (2003) salary has an impact on employees' intention to leave and their motivation to work. Falahat et al. (2019) suggest that salary is one of the most significant operational costs for businesses and serves as a reward to incentivize employee behavior. Incorrect implementation of a company's salary policies may lead office employees to consider quitting. According to Saeed et al. (2023) if salary is the primary source of income for office employees, the absence of a clear salary growth trajectory can also lead to their intention to quit. Consequently, we propose the following research hypothesis:

H₁: Salary policy negatively influences Generation Z's intention to leave jobs.

Ethical leadership embodies normative behavior through personal actions and individual relationships (Brown, Treviño, & Harrison, 2005). Ethical leadership can influence the behavior of subordinates using rewards and punishments from the leader. Ethical leaders demonstrate care for their employees and fairness in management practices, and subordinates respond by aligning their actions with the expectations of ethical leadership (Farmer & Fedor, 1999). Ozkan et al. (2020) have demonstrated that a trustworthy leader who listens to the opinions and desires of employees considers ethical aspects in decision-making processes and creates trust, peace of mind, and respect among employees. According to Martins et al. (2023) ethical leadership also has a positive impact on the bond between leaders and employees, enabling leaders to gain the trust of employees and provide them with more support, thereby enhancing employee commitment to the organization and reducing the likelihood of office employees intending to leave. Therefore, H2 is proposed as follows:

H₂: Ethical leadership is negatively related to Gen Z's intention to leave jobs.

According to Carroll (1991) social responsibility encompasses four dimensions: economic, legal, ethical, and philanthropic. The social responsibility of businesses towards stakeholders holds positive significance, as it involves activities within the scope of these dimensions, such as compliance with laws, tax obligations, philanthropic contributions, and environmental protection (Turker, 2009; Vitaliano, 2010). According to Bondy (2023) implementing corporate social responsibility is considered highly important as it influences employees' perspectives, attitudes, and behaviors. A company that rigorously fulfils its social responsibilities can retain more employees. When workers perceive that their company is performing well in social responsibility, they will be more motivated to engage in their work, helping foster a positive mindset and reducing their feelings of pressure and negativity.

Consequently, we propose the following research hypothesis:

H₃: Corporate social responsibility is negatively related to Gen Z's intention to leave jobs.

According to Kurniawaty et al. (2019) the work environment is a collection of factors influencing employees' job performance. Cox and Cheyne (2000) argue that a good work environment provides conditions for comfortable, safe, optimal, and healthy activities. According to Falahat et al. (2019) poor and unfavorable working conditions are among the main reasons for high intentions to quit among office employees. The physical and non-physical factors of the work environment impact employees' intention to quit because they can only operate comfortably, safely, and efficiently in a work environment that is deemed to have good conditions and meets their needs regarding the work environment (Kurniawaty et al., 2019). Thus, H4 is proposed as follows:

H₄: Work environment is negatively related to Gen Z's intention to leave jobs.

Workplace stress is the feeling of pressure when faced with job demands (Hellriegel et al., 2004) and it stems from factors such as work environment conditions, workload, job characteristics, personal threats, and autonomy. It

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has an impact on productivity and an employee's commitment to the organization (Ross & Altmaier, 1994). According to Kurniawaty et al. (2019) work stress directly impacts the intention to leave. Suppose a business fails to address the causes of stress in the workplace, such as excessive workload, inappropriate job assignments, or conflicts in work relationships. In that case, office employees are more likely to have a higher intention to quit. Falahat et al. (2019) also suggest that the higher the level of work stress, the higher the intention to quit. Therefore, H5 is proposed as follows:

H₅: Stress at work is positively related to Gen Z's intention to leave jobs.

Savickas (2005) posits that career development is one of the three perspectives integrating individual needs with societal expectations. According to Jans (1989) career advancement results from an individual's effort to perceive development opportunities and progress within an organization. It can be demonstrated through various means, such as salary increases, promotions, empowerment, and working in a better team. According to Salleh et al. (2020) opportunities for career advancement and suitable career plans can enhance job dynamism and enthusiasm, thereby reducing employees' intention to quit. Martins et al. (2023) also suggest that career development and organizational commitment significantly impact the intention to quit among office employees. Suppose a business implements research and career development policies while enhancing training and competency assessment. Thus, that case, employees will feel valued and have opportunities for advancement, thus reducing their intention to quit. Therefore, H6 is proposed as follows:

H₆: Career advancement is negatively related to Gen Z's intention to leave jobs.

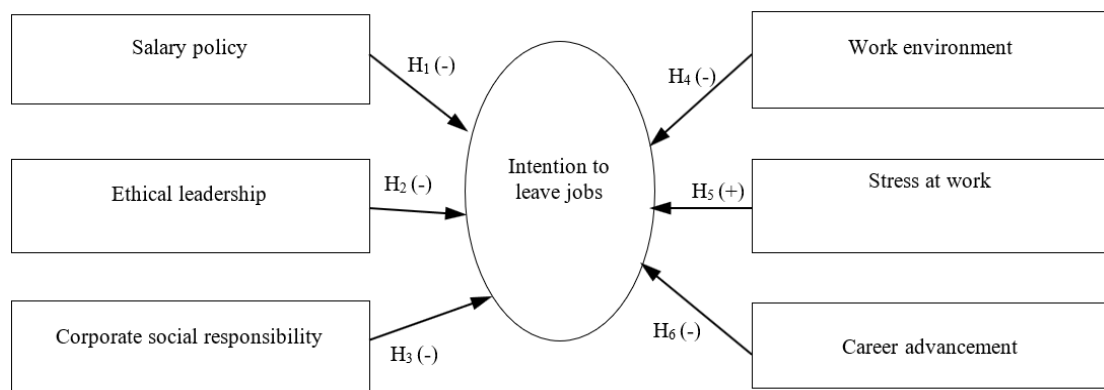Based on the arguments presented above, the proposed research model is depicted in Figure 1.

Figure 1. The proposed research models.

3. METHODOLOGY

The research consists of two main stages: the preliminary research and the formal research stage. We conducted the preliminary research stage by interviewing 7 office employees to standardize the theoretical research model and adjust model and scales before moving on the formal research stage. The formal research stage was conducted through quantitative research such as Cronbach's alpha, exploratory factor analysis (EFA), Pearson correlation, multivariate linear regression, and Anova.

The sample size was used according to Hair, Black, Babin, and Anderson (2010). We collected the formal data using a convenient sampling method. Data was collected from 385 office employees through Google Form 365. More precisely, the following constructs were adapted respectively from salary policies (Saeed et al., 2023) corporate social responsibility (Lin & Liu, 2017; Pérez, Bigné, & Herrera, 2009) and ethical leadership (Martins et al., 2023) work stress (Kurniawaty et al., 2019) work environment (Bashir, Amir, Jawaad, & Hasan, 2020) career advancement (Putra, Darma, Febyanto, Pangaribuan, & Hidayat, 2023) and intention to leave (Awan et al., 2021). We used a five-point Likert scale (ranging from 1 "strongly disagree" to 5 "strongly agree").

Compared to prior research, such as Xueyun et al. (2023) the proposed research model is grounded in social exchange theory for factors such as salary policy, career advancement, work environment, and stress at work. We also employ the self-concept theory to account for social responsibility and ethical leadership factors. The multiple regression is represented in the form of an equation:

$$IL = \beta_0 - \beta_1 * SP - \beta_2 * EL - \beta_3 * CSR - \beta_4 * WE + \beta_5 * SW - \beta_6 * CA$$

In which: IL (Intention to leave); SP (Salary policy); EL (Ethical leadership); CSR (Corporate social responsibility); WE (Work environment); SW (Stress at work); CA (Career advancement).

Table 1. Demographic characteristics of the respondents.

Characteristics	Sub characteristics	Frequency	Percentage
Gender	Male	166	43.10
	Female	219	56.90
Education level	High school	35	9.10
	Vocational school	40	10.40
	College	57	14.80
	University	241	62.60
	Postgraduate	12	3.10
Average monthly income	Less than 5 million VND	39	10.10
	From 5 to less than 10 million VND	158	41.00
	From 10 to less than 15 million VND	136	35.30
	From 15 to less than 20 million VND	42	10.90
	More than 20 million VND	10	2.60
Work experience	Less than 6 months	47	12.20
	From 6 months to less than 1 year	81	21.00
	From 1 year to less than 3 years	197	51.20
	From 3 years to less than 5 years	54	14.00
	More than 5 years	6	1.60

Note: Currency unit: Vietnamese Dong (VND).

4. RESULTS

4.1. Sample Characteristics

The sample focuses on office employees belonging to Generation Z. According to gender, there were 166 male respondents (43.1%) and 219 female respondents (56.9%). In terms of education level, the classification groups included high school (35; 9.1%), vocational school (40; 10.4%), college (57; 14.8%), university (241; 62.6%), and postgraduate (12; 3.1%). Based on the average monthly income, the classification groups consisted of below 5 million VND (39 individuals, 10.1%), from 5 million to below 10 million VND (158; 41.0%), from 10 million to below 15 million VND (136; 35.3%), from 15 million to below 20 million VND (42; 10.9%), and above 20 million VND (10; 2.6%). Regarding work experience, the classification groups included below 6 months (47, 12.2%), from 6 months to below 1 year (81; 21.0%), from 1 year to below 3 years (197; 51.2%), from 3 to below 5 years (54; 14.0%), and above 5 years (6; 1.6%) (Table1).

4.2. Cronbach's Alpha and EFA

In order to ensure the reliability of constructs, Nunnally (1978) and Peterson (1994) suggest that constructs should be tested using Cronbach's Alpha coefficient ($\alpha > 0.6$) and "Corrected Item-Total Correlation" (> 0.3). Table 2 displays the values of α stood between 0.784 and 0.835 ($\alpha_{SP} = 0.830$; $\alpha_{EL} = 0.835$; $\alpha_{CSR} = 0.789$, $\alpha_{WE} = 0.816$; $\alpha_{SW} = 0.831$; $\alpha_{SP} = 0.792$; $\alpha_{IL} = 0.784$), therefore meeting the standard of "internal consistency reliability" since it is higher than the necessary threshold of 0.6 for all the scales.

Table 2. Cronbach's alpha and EFA.

Constructs	Items	Mean	Standard deviation	Factor loading	Cronbach's alpha
Salary policy	SP1	3.89	1.023	0.716	0.830
	SP2	3.90	0.994	0.791	
	SP3	4.04	0.973	0.711	
	SP4	3.68	1.045	0.712	
	SP5	3.68	1.095	0.602	
Ethical leadership	EL1	3.76	0.996	0.702	0.835
	EL2	3.66	0.945	0.719	
	EL3	3.53	0.990	0.755	
	EL4	3.44	0.928	0.761	
	EL5	3.95	0.926	0.571	
Corporate social responsibility	CSR1	3.64	0.888	0.682	0.789
	CSR2	3.39	0.865	0.788	
	CSR3	3.67	0.956	0.799	
	CSR4	3.56	0.963	0.610	
Work environment	WE1	3.54	1.09	0.700	0.816
	WE2	3.62	0.976	0.728	
	WE3	3.62	0.949	0.736	
	WE4	3.55	0.943	0.740	
	WE5	3.59	0.907	0.698	
Stress at work	SW1	3.66	0.934	0.739	0.831
	SW2	3.62	0.945	0.775	
	SW3	2.92	0.935	0.623	
	SW4	2.95	0.956	0.694	
	SW5	3.00	1.063	0.695	
Career advancement	CA1	2.63	0.977	0.719	0.792
	CA2	2.68	1.022	0.768	
	CA3	2.86	1.120	0.776	
	CA4	2.97	1.222	0.707	
Intention to leave	IL1	3.08	1.134	0.864	0.784
	IL2	3.82	1.013	0.831	
	IL3	3.30	0.984	0.830	
	IL4	4.14	0.973	0.854	
KMO			0.815		
Sig.			0.000		
Total of variance			62.816		

The Kaiser-Meyer-Olkin (KMO) measure reached a value of 0.815, which is greater than 0.5, satisfying the requirement for factor analysis ($0.5 \leq$ KMO ≤ 1) (Hair et al., 2010). Bartlett's test of sphericity yielded a significant level of Sig. = 0.000 < 0.05, indicating that the items are suitable for factor analysis. The Eigenvalues were found to be 1.491, greater than 1, and the cumulative variance extracted was 62.816%, exceeding the 50% threshold (Hair et al., 2010). All the factor loading values were higher than 0.5 (Table 2). As a result, (Hair et al., 2010) guaranteed the convergent validity of the proposed study model's constructs.

Table 3. Pearson correlation analysis.

Constructs	Mean	SD	IL	SP	EL	CSR	WE	SW	CA
IL	3.585	1.026	1						
SP	3.838	1.026	-0.507**	1					
EL	3.668	0.957	-0.528**	0.323**	1				
CSR	3.565	0.918	-0.582**	0.328**	0.386**	1			
WE	3.548	0.973	-0.524**	0.348**	0.278**	0.384**	1		
SW	3.230	0.966	0.577**	-0.299**	-0.354**	-0.383**	-0.366**	1	
CA	2.785	1.085	-0.550**	0.336**	0.345**	0.349**	0.291**	-0.292**	1

Note: **: Significance level at 1%.

4.3. Correlation Analysis

This study assessed the discriminant validity between constructs using Pearson correlation. Table 3 shows that the Pearson correlation between scales is statistically significant at 1% and differs from unity. Therefore, the researchers can conclude that the results strongly support the construct of discriminant validity in the research model (Steenkamp & Van Trijp, 1991).

The goodness-of-fit test for the model reveals an F-value of 125.852 with statistical significance (Sig. (F) = 0.000 < 0.05), and R^2 is different from 0 (Table 4). Thus, the estimator model is appropriate. The adjusted R-squared is 0.661, explaining approximately 66.1% of the variation in the intention to leave. According to Hair, Hult, Ringle, and Sarstedt (2014) R^2 values could be considered substantial (0.75), medium (0.50), or weak (0.25). Therefore, this research assessed the explanatory power of the model by examining the medium-explained variance of all endogenous constructs ($R_{adj}^2 = 0.661 > 0.5$).

4.4. Common Method Biases

Guide Jr and Ketokivi (2015) suggest that Common Method Biases (CMB) may be a threat when conducting survey-based studies with a single informant. To identify CMB, Kock (2015) developed the full collinearity variance inflation factors (VIFs). The CMB tests employ a VIF threshold of 3.3. Table 4 shows that the VIF values fall within the range of 1 to 2. Therefore, one could argue that suggested research model is free of CMB. Besides, the proposed research model does not exhibit multicollinearity (VIF < 3) (Hair, Risher, Sarstedt, & Ringle, 2019).

Table 4. Hypothesis testing.

Hypothesis	Path	B	SE	β	t-value	Sig.	VIF	Conclusion
H1	SP → IL	-0.172	0.035	-0.165	-4.881	0.000	1.298	Supported
H2	EL→ IL	-0.178	0.035	-0.173	-5.023	0.000	1.337	Supported
H3	CSR→ IL	-0.228	0.037	-0.216	-6.097	0.000	1.420	Supported
H4	WE→ IL	-0.19	0.037	-0.175	-5.104	0.000	1.332	Supported
H5	SW→ IL	0.275	0.038	0.251	7.307	0.000	1.338	Supported
H6	CA→ IL	-0.247	0.035	-0.235	-6.97	0.000	1.289	Supported
R^2_{adj}	0.661							
Durbin-Watson	1.969							
F	125.852							
Sig.	0.000							

Note: Unstandardized coefficients: B; Standardized coefficients: β; Standard error: SE.

From the Table 4, it can be concluded that all the proposed hypotheses are endorsed. The results reveal that salary policy, ethical leadership, corporate social responsibility, work environment, and career advancement have a negative impact on Gen Z's intention to leave jobs. In contrast, stress at work positively impacts the Gen Z's intention to leave.

5. DISCUSSION

The purpose of this study is to assess the influence of specific organization-related factors on Gen Z's intention to leave their jobs. The results suggest robust support for the sixth hypothesis based on the data obtained in this study.

Hypothesis H1, a negative relationship between salary policy and Gen Z's intention to leave jobs (H1: β = -0.165, p < 0.01) was found. The findings of this study are in line with those by Saeed et al. (2023) and Falahat et al. (2019). These studies suggest that the intention to leave among Generation Z office employees decreases when the organization pays salaries promptly and proportionately to the labor efforts exerted. Hypothesis

H2 proposed a negative relationship between ethical leadership and intention to leave jobs (H2: β = -0.173, p = 0.000 < 0.01). The estimated coefficient was also significant, supporting H2. In this regard, similar to Martins et al. (2023) and Ozkan et al. (2020). The results show that Generation Z office employees' intention to leave decreases when they perceive their leadership as trustworthy, supportive, and motivational. Hypothesis H3 proposes a negative relationship between corporate social responsibility and intention to leave, this hypothesis is also supported (H3: β = -0.216, p = 0.000 < 0.01). The result is in line with previous studies, such as Bondy (2023). This study suggests that the intention to leave decreases when employees perceive that the organization effectively implements corporate social responsibility and has sustainable development goals, demonstrating concern for future generations. A negative relationship between work environment and intention to leave was proposed in hypothesis H4. The estimated path between these two constructs was also significant (H4: β = -0.175, p = 0.000 < 0.01), accepting this H4. The result is consistent with the findings by Mehmood et al. (2023) and Falahat et al. (2019). The study indicates that the intention to leave among Generation Z employees decreases when their working environment is adequately equipped, convenient, safe, and healthy. The relationship between work stress and intention to leave suggested in hypothesis H5 was found to be significant (H5: β = 0.251, p = 0.000 < 0.01), supporting H5. This result is consistent with previous studies such as Mehmood et al. (2023) and Falahat et al. (2019). The study suggests that the intention to leave among Generation Z office employees increases when they feel overloaded, subjected to rigid routines, and not assigned suitable tasks. Finally, consistent with hypothesis H6, the relationship between career advancement and intention to leave was also found to be significant (H6: β = -0.235, p = 0.000). The findings align with Salleh et al. (2020) and Martins et al. (2023) indicating that the intention to leave decreases when employees feel recognized and have opportunities for career growth and development within the organization.

T-test analysis examined the differences in the intention to leave among Generation Z office employees based on classification factors, including educational level, average monthly income, and working hours. The results indicate that the Sig in Levene's test is all greater than 0.05, precisely 0.934, 0.152, and 0.961. The significance levels (Sig) in the ANOVA analysis are also more significant than the threshold of 0.05, with values of 0.168, 0.729, and 0.589, respectively. These findings suggest that the intention to leave among office employees is the same based on their educational level, average monthly income, and working hours. As a result, educational level, average monthly income, and working hours are independent of the intention to leave among Generation Z office employees.

6. CONCLUSION

This study conceptualized and tested the impact of salary policy, ethical leadership, corporate social responsibility, work environment, stress at work, and career advancement on Gen Z's intention to leave jobs. The findings suggest that stress at work is an important predictor of intention to leave, followed by career advancement, corporate social responsibility, work environment, and ethical leadership. These are notable contributions to the behavioral literature on Gen Z's intention to leave jobs among office employees in developing countries, such as Vietnam.

6.1. Theoretical Contributions

This study has several theoretical implications for the behaviour literature. This study extends the behevoiur literature (social exchange theory and self-concept theory) for Gen Z in developing countries such as Vietnam. For instance, it features among the studies to draw on the social exchange theory and self-concept theory to assess Gen Z behaviour; this is a notable contribution with empirical evidence on the importance of salary policy, ethical leadership, corporate social responsibility, work environment, stress at work, and career advancement on intention to leave.

6.2. Implications for Practice

The results of this study could give fundamental guidance to managers on how to reduce Gen Z's Intention to leave jobs. In this regard, this study attempts to assess the impact of related employee behaviour in order to reduce their intention to leave jobs. The results should lead managers to pay more attention to how to improve some factors, following as:

Stress at Work: Businesses should regularly assess the completion of employees' tasks to assign suitable work and establish reasonable work targets. Additionally, creating conditions for employees to perform tasks in various ways and encouraging creativity among Gen Z office employees is crucial. This approach aims to alleviate stress and foster a more positive work environment for Gen Z employees.

Career advancement: Businesses should provide a transparent and fair career advancement path, ensuring opportunities for employees to leverage their capabilities. When employees have clear paths for advancement and perceive fairness in promotion decisions, they will likely feel more satisfied and less inclined to leave. Additionally, investing in employee training to enhance professional skills and foster a sense of commitment to the company is essential for organizations looking to address the career advancement factor among Gen Z office employees.

Corporate Social Responsibility: Businesses should cultivate human values, establish a corporate culture, and develop sustainable goals. Companies must demonstrate care for future generations, enhance competitiveness in the market, and engage in activities that protect and improve the natural environment. Encouraging employees to participate in volunteer activities and contribute to community and social development programs is also essential. Fostering a socially responsible corporate culture can positively impact the intention to leave among Gen Z office employees.

Working Environment: To meet employee working needs, businesses must focus on investing in infrastructure and efficient operations. Improving the working environment involves creating a healthy, clean, respectful, fair, and reliable workplace. Internal commitment policies should be in place, and companies should listen to employee opinions and visions, providing opportunities for each individual to become a "brand ambassador" for the company. By fostering a positive and supportive working environment, businesses can positively impact the intention to leave among Gen Z office employees.

Ethical Leadership: Leaders must establish credibility and trust with employees to reduce their intention to leave. Leaders should actively listen, understand the emotions and needs of their subordinates, show empathy, and provide positive support in their work. When addressing issues that arise in the workplace, leaders should regularly seek input, accept contributions from employees, and share information with them, allowing employees to perceive the connection between their work and the business's success and making them feel recognized.

Salary Policy: Businesses should maintain their current salary policies. Additionally, companies must consistently strive to improve salary policies, adjusting and supplementing payment policies based on employees' capabilities and job performance. Depending on each job's specific conditions and circumstances, companies should aim to increase employee satisfaction and foster long-term commitment by tailoring salary policies to meet individual needs and ensuring fair compensation for their contributions to the business.

6.3. Limitations and Directions for Future Research

The study has several limitations. Firstly, the research employed a convenience sampling method, which may restrict its representativeness. Secondly, R^2 explains about 66.1% of the variation in Gen Z's intention to leave, which endogenous constructs can consider a medium explanation. Therefore, other factors that have yet to be considered in the study may influence the intention to leave among Gen Z office employees. To address these limitations, future studies could conduct in-depth and extensive research using qualitative methods, such as group discussions, in the qualitative research phase to explore additional influencing factors and improve the model's explanatory power.

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APPENDIX

An appendix presents the scale measurements and their sources.

Intention to leave(Awan et al., 2021).

1. "In the next few years, I intend to leave this company".
2. "In the next few years, I expect to leave this company".
3. "I think about leaving this company".
4. "I would like to work in this company until I reach retirement age".

Salary policies(Saeed et al., 2023)

1. "My salary is my main income".
2. "The salary is paid by the company on time".
3. "The salary is commensurate with job performance".
4. "The salary is sufficient for me to cover daily living expenses".
5. "The company has a clear salary increase plan for employees".

Corporate social responsibility(Lin & Liu, 2017; Pérez et al., 2009)

1. "My company fulfills its social responsibilities".
2. "My company gives back to society".
3. "My company acts in a socially responsible way".
4. "My company participates in contributing to campaigns and programs for community and social development" (*focus group*)

Ethical leadership(Martins et al., 2023)

1. "My leader listens to what employees have to say".
2. "My leader conducts his/her personal life in an ethical manner".
3. "My leader makes fair and balanced decisions".
4. "My leader can be trusted".

5. "My leader defines success not just by results but also the way that they are obtained".

Stress at work (Kurniawaty et al., 2019)

1. "I feel pressured by the assigned work targets".
2. "I cannot decide the order and manner in which to carry out tasks according to my preferences".
3. "I feel demotivated with the job".
4. "I feel overwhelmed by the workload exceeding my knowledge and skills".
5. "I want to quit my current job".

Work environment(Bashir et al., 2020)

1. "The work place is free from excessive noise".
2. "The climate at the work place is comfortable in terms of temperature and humidity".
3. "The job has a low risk of accident".
4. "The job takes place in an environment free from health hazards (e.g., chemicals, fumes, etc.)".
5. "The job occurs in a clean environment".

Career advancement(Putra et al., 2023)

1. "My company provides opportunities for employees to acquire additional professional knowledge".*
2. "My company provides opportunities for personal development for employees".*
3. "My company has a clear career advancement path for employees".*
4. "I have many opportunities for advancement within the company".*

*: The observed variable has been adjusted to align with the research context.