

Article

Study of factors influencing the organizational commitment of Generation Z working in the IT sector of Vietnam

Thang Ngoc Nguyen^{1,2,*}, Dung Viet Mai¹, Anh Thao Vu¹¹ Hanoi School of Business and Management, Vietnam National University, Hanoi 100000, Vietnam² IPAG Business School, 75006 Paris, France* **Corresponding author:** Thang Ngoc Nguyen, thangnn@hsb.edu.vn

CITATION

Nguyen TN, Mai DV, Vu AT. (2024). Study of factors influencing the organizational commitment of Generation Z working in the IT sector of Vietnam. *Journal of Infrastructure, Policy and Development*. 8(7): 4706. <https://doi.org/10.24294/jipd.v8i7.4706>

ARTICLE INFO

Received: 20 February 2024

Accepted: 7 April 2024

Available online: 31 July 2024

COPYRIGHT



Copyright © 2024 by author(s).

Journal of Infrastructure, Policy and Development is published by EnPress Publisher, LLC. This work is licensed under the Creative Commons Attribution (CC BY) license. <https://creativecommons.org/licenses/by/4.0/>

Abstract: This study aims to advance understanding of the factors affecting Generation Z employee commitment in the workplace of the information and technology (IT) companies in Vietnam. A survey of 450 Generation Z employees in IT companies shows that company remuneration, reward and welfare, work environment, colleagues, direct manager, promotion, job characteristics, green initiatives are positively related to Generation Z organizational commitment. More specifically, work environment and direct manager have the highest effect on Generation Z employee commitment to organization while promotion and colleagues have the lowest effect on Generation Z employee commitment to organization. Research results also revealed that green initiatives of the organization have significant effect on Generation Z employee commitment in companies. This finding suggests that including green initiatives in corporate strategy is a valuable approach for improving Generation Z employee commitment to organization. We discuss the implications for theory, practice, limitations, and directions for future research.

Keywords: Generation Z; management practices; green initiatives; employee commitment; information and technology sector; Vietnam

1. Introduction

It has become a wide recognition that employees could create sustainable competitive advantage for an organization (Beer et al., 2015; Lu et al., 2021); and that the effective human resource management practices may lead to employee satisfaction and commitment. The value of human capital may be especially apparent in information and technology companies that have depended heavily on employee skills and commitment as key components in the value creation process. Accordingly, employee commitment can be seen as an instrumental for information and technology companies to achieve superior performance.

Research on human resource management has identified several factors that affect employee's commitment to an organization (Emre and De Spiegeleare, 2021; Gollagari et al., 2024; Jiang et al., 2022; Steve and Jeff, 2021; Tuffour et al., 2019), including job characteristics, job satisfaction, manager, wage, co-workers, and promotion opportunities, training and development, work-life balance, and empowerment. More recently, Aggarwal et al. (2022) have investigated the affecting factors to Generation Z employee commitment in four different companies in Thailand and found that reward and welfare, job motivation, job satisfaction, co-worker support, and supervisor support influenced on Generation Z employee commitment, but little is known about the factors influencing the organizational commitment of Generation Z employees in Vietnam.

For Generation Z (1997–2013), who form the world’s largest portion of current employees, organizational culture and values alignment matters more than working conditions and benefits packages (McCrindle Research, 2019). Generation Z is just now entering the labor market and an organization’s ethics are expected to be the top priority and more important than ever (Thang et al., 2022). In fact, our previous research contributed to the understanding of the job pursuit intention of the Generation Z of Vietnam who pays much attention to colleagues, sustainability, ethics, work-life balance. At the same time, we detected a low commitment to firms at their early career stage (Nguyen et al., 2022). Since, a strong employee commitment will positively contribute to firm’s performance (Ahmad and Raja, 2021), we think it is crucial to understand the factors that could potentially shape the Generation as potentially committed employees contributing to the sustainable development of organizations. With these issues in mind, the main objective of our paper is to advance our understanding of the factors influencing the organizational commitment of Generation Z employees in the IT sector of Vietnam.

2. Literature review and hypotheses

2.1. Generation Z at the workplace

Generation Z is a group of people born from 1997 to 2013 (Schroth, 2019). This is also the period when the whole world saw the most profound changes of the century coming from tremendous technological development with the introduction of the Internet, smartphones, laptop, computers, accessible available networks, digital media and AI. Gen Zers grew up with social media, and their interest in technology is considered their defining characteristic. Thus, it is not surprising that Gen Z is more tech-savvy than any other generation, and they use the Internet to work, research, and connect with others (Thang et al., 2022).

In Vietnam IT Market Report 2021, TOPDev’s research team identified Gen Z as having the following characteristics: Tech-savvy, risk-averse, independent, competitive, and honest. They are a Do-It-Yourself generation (TOPDev, 2021). In addition, Gen Z tends to be more trustworthy, tolerant and less money-driven than Generation Y. However, their self-study habits and too much online communication on social networks also make them lack face-to-face communication skills as well as problem-solving skills, analysis, and decision-making because of their young age (Aggarwal et al., 2022). They also tend to be shy about voicing their opinions and do not participate in community activities as often as previous generations.

Gen Z’s “risk-aversion” and “honesty” characteristics probably come from their interest in reality rather than imagination because their thinking is shaped and nurtured in facilities and materialism (Aggarwal et al., 2022). As a result, Gen Z is more realistic in their job expectations, and being aware of their abilities helps them be optimistic about the future (Schroth, 2019). Generation Z tends to be impatient, instant-minded, individualistic, and self-directed. They are also the most demanding, acquisitive, materialistic, and entitled generation. In addition, Generation Z is also considered a very concerned generation about environmental issues. They are also very aware of the shortage of resources and water, which shows that they have a high sense of responsibility toward natural resources (Thang et al., 2022).

As opposed to Kumari and Saini’s (2018) findings where Corporate Social Responsibility (CSR) is found as a weak predictor for Job Pursuit Intention (JPI), Thang et al. (2022) investigated the effects of Generation Z job seekers’ attitudes towards CSR and initial JPI in Vietnam. The results show that two of three aspects of Generation Z job seekers’ attitudes towards CSR (positive CSR assessment and CSR engagement) are positively related to JPI. In addition, the relationship between Generation Z job seekers’ attitudes towards CSR and JPI is mediated by CSR-based employer attractiveness.

In short, Generation Z brings to the table their own characteristics and behaviors (Gabrielova and Buchko, 2021; Schroth, 2019). They are also numerous, accounting for nearly one third of the global population, many of whom live in developing nations (Thach et al., 2020). Yet, studies on them are still limited and the Generation require more attention from scholars, especially as employees and the link between them and organizations, due to the fact that they have just started to enter the labor market. (Chillakuri, 2020).

2.2. The factors affecting employee commitment to organization

Table 1. Employee commitment dimensions.

Employee commitment dimensions	(Allen and Meyer, 1990)	(Mitonga-Monga and Hoole, 2018)
Affective Commitment	“defined as an emotional attachment to, identification with, and involvement in the organization”	“refers to an individual’s emotional and psychological attachment to the organization’s goals and values”
Normative Commitment	“reflects a perceived obligation to remain in the organization”	“defined as an individual’s perception of remaining with the organization due to bonding with colleagues and organizational values”
Continuance Commitment	“is the perceived costs associated with leaving the organization”	“refers to an individual’s desire to stay with the organization and be immersed in its mission”

The capacity and involvement of a person within a certain organization is known as employee commitment. A professional with strong commitment to the organization is more dedicated and tends not to seek for a new job elsewhere (Arasanmi and Krishna, 2019; Tuffour et al., 2019). This tight bond warrants mutual benefits for both the firms and the employees (Meyer and Maltin, 2010). It is widely known that Employee Commitment has 3 dimensions which are Affective Commitment, Normative Commitment, and Continuance Commitment (Allen and Meyer, 1990), however, they are not identically defined by scholars, except for the case of Affective Commitment (Mitonga-Monga and Hoole, 2018). Among these three dimensions, Affective Commitment has a stronger effect on a wide range of other variables related to employee outcomes such as: attendance, health, job performance, stress, work and nonwork conflict (Brammer et al., 2007). In our previous research, we found that Vietnamese Gen Z is attracted to intangible attributes such as the work environment, office atmosphere, business ethics, colleagues which is more in line with Affective Commitment rather than pecuniary benefits (Nguyen et al., 2022). That’s why, in this study, we selected Affective Commitment as the dependent variable as well as the

representative of Employee Commitment. **Table 1** illustrates the different points of view of EC dimensions.

More than a decade ago, human resource management researchers recognized that there are several factors affecting employee commitment. For example, in their study of job satisfaction and organizational commitment, Suma and Lesha (2013) have pointed out five factors affecting employee satisfaction and commitment to the organization including job characteristics, manager, wage, co-workers, and promotion opportunities. They also found that job satisfaction has the highest correlation with organizational commitment. In a case study, Kumaran and Sivasubramanian (2013) identified three other factors affecting employee commitment including training and development, work-life balance, and empowerment. Research by Sonia (2010) on organizational commitment and job satisfaction in IT sector in India with the survey results of 300 people revealed that job satisfaction has a significant impact on organizational commitment, especially on affective commitment component. Besides, the paper also indicates that to help increase employee satisfaction and commitment, companies need to pay attention to motivational factors which are wages, promotion growth, job security, interesting work, and appreciation of work for IT staff. In the same train of thought, Remuneration (Bibi et al., 2020) and Reward and Wages (Aggarwal et al., 2022; Vuong et al., 2020) were proved to have significant impact on Employee Commitment. These findings really catch our attention because our previous research attempt on the Generation Z of Vietnam showed that monetary incentives are not their priority. Based on the above, in this paper, we decided to propose the following first two hypotheses:

Hypothesis 1 (H1): Remuneration (RM) positively affects the commitment of Vietnamese Generation Z employees.

Hypothesis 2 (H2): Reward and Welfare (RW) policy positively affect the commitment of Vietnamese Generation Z employees.

In a research conducted in Vietnam, Vuong et al. (2020) uncovered that the relationship between Work Environment (WE), Colleagues (CO) and Direct Manager (DM) and Employee Commitment are not significant. This research was implemented with the participation of 400 Vietnamese SME employees filling up Surveys, out of which, 327 were valid. Once again, their findings did not coincide with ours. In the interview that we conducted with the 48 Vietnamese Gen Zers, the participants expressed great interest in Work Environment, including the people that they work with on a day-to-day basis (Nguyen et al., 2022). The difference between both studies, which deserve a reconfirmation, might derive from the uniqueness of the Generation Z with their own desire and expectation from the workplace (Schroth, 2019). Consequently, our 3rd, 4th and 5th proposals for this paper are:

Hypothesis 3 (H3): Work Environment (WE) positively affect the commitment of Vietnamese Generation Z employees.

Hypothesis 4 (H4): Collueages (CO) positively affect the commitment of Vietnamese Generation Z employees.

Hypothesis 5 (H5): Direct Manager (DM) positively affects the commitment of Vietnamese Generation Z employees.

Lemons and Jones (2001) suggested that promotion has a positive impact on the commitment of the employees, given that it is perceived with fairness. This research

was conducted in a special context where the participants were students working out of their home. The authors suggested a more diverse sample since 75% of the participants were Caucasians. Rubel and Kee (2015) targeted nurses who worked for private hospital in Bangladesh and found out that the level of commitment to the organization will increase if the employees are appraised fairly, with transparency and if they have a clear career path through internal promotional policy. The group of authors recommended to expand the research onto other developing countries. The mentioned two studies are opposed to Dalkrani and Dimitriadis's (2018) conclusions in which Promotion was found with low impact on Employee Commitment. In the literature, there is still no findings of the relationship between promotion and organization commitment of the Generation Z, especially in a developing country like Vietnam. Therefore, our 6th proposal is:

Hypothesis 6 (H6): Promotion (PR) opportunities positively affect the commitment of Vietnamese Generation Z employees.

Job Characteristics (JC) plays an important part in Human Resources Management and a mediating role on the relationships with Generation Y's commitment to organization (Kim et al., 2009). Other studies also have concluded that Job Characteristics has a strong relationship with Employee Commitment (Dalkrani and Dimitriadis, 2018; Konya et al., 2016). However, although sharing some common characteristics with the Generation Y (Schroth, 2019), Generation Z are commonly referred to with their own behaviors, expectation due to the fact that they were born and raised in different circumstances and should be treated distinctively (Chillakuri, 2020; Lanier, 2017). We would like to find out if the effect of Job Characteristics on Employee Commitment of Gen Z would be different than that of Gen Y or not. Hence, our 7th proposal is:

Hypothesis 7 (H7): Job Characteristics (JC) positively affect the commitment of Vietnamese Generation Z employees.

Green Initiative (GI) has been revealed to have positive impact on corporate financial stability, employee relations (Chen, 2013) and employee commitment (Shoaib et al., 2021). GI may also promote firm's green objective throughout HRM activities including hiring, training, compensation, development (Subyantoro et al., 2022). Recent research found that Green Initiative is vital to attract Generation Z (Muhammad and Habib, 2023) which is consistent with our previous study where the Generation Z interviewees expressed their intention to pursuit jobs offered by companies that care about the environments and CSR activities. Nonetheless, the relationship between GI and Employee Commitment of the Generation Z remains unknown. Based on the above, our last research proposal is:

Hypothesis 8 (H8): Green Initiative (GI) positively affects the commitment of Vietnamese Generation Z employees.

In short, there were several research about the factors influencing the organizational commitment of employee, those influencing the organizational commitment of Generation Z employees were notably absent. Thus, our study aims to address the gaps in existing studies by examining the factors influencing the organizational commitment of Generation Z employees at IT sector in Vietnam, as shown in **Figure 1**.

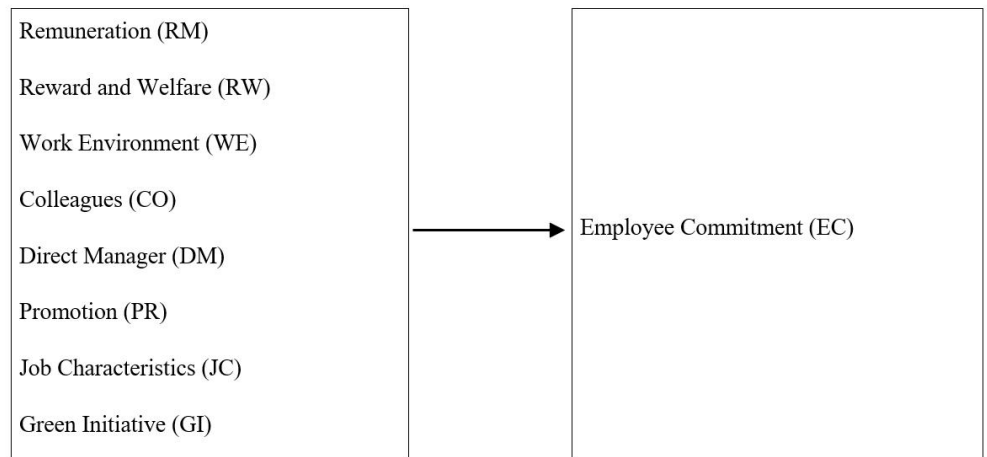


Figure 1. Hypothesized research model.

3. Research methodology

3.1. Data sample and research instrument

According to Hair et al. (1998), the sample size should be at least 5 times more than the number of questions in the survey. In our research, 48 items were adopted which means the minimum number of valid surveys should be 240, higher than 200 as recommended by Gorsuch (1983) for a reliable sample size.

For the flexibility, access and convenience of both researchers and participants (Braun et al., 2021), and most important to avoid human contact, an important factor to be considered during the Pandemic or Post Pandemic era, we decided to implement online surveys. Given our past research experience with around 30% of the data collected from this method classified as unsuccessful, not too far from the suggestion of the U.S. Office of Management and Budget (OMB) regarding online survey response rate which is lower than 80% (Wu et al., 2022), we decided to distribute our e-questionnaires, written in Vietnamese, to 600 Vietnamese Generation Z employees working for IT companies in Hanoi in June and July 2022. The aim is to have more than 240 valid surveys from the targeted group. We chose Hanoi for this research due to two main reasons. First, the group of authors have good connection with IT companies in the city. Second, Hanoi is the capital of Vietnam, one of the two biggest economic centers of the country which are attracting a lot of talents from the adjacent areas.

The participants were instructed to evaluate each item on our survey (1 = strongly disagree; 5 = strongly agree). We asked each participant about 8 key factors earlier mentioned that may influence Generation Z employee commitment. Several control variables were also asked in the survey: gender, birth year, education level, number of years of experience, working position, working location, the company's business sector and current remuneration range.

3.2. Statistical method

The study uses a combination of both Exploratory Factor Analysis Model (EFA) and linear regression methods. After the data was collected from participants, it was modified into statistic code and imported into SPSS 26.0. Data from demographic

questions were discussed using descriptive analysis, while Likert questions were tested for reliability, validity, and discrimination validity.

In this study, authors have developed scale by adopting from prior scholars and presented as follows. Remuneration (RM) can be seen as payment for work, including salary, bonus, overtime pay, and other benefits. Remuneration (RM) was measured by adopting five items from Tessema and Soeters (2006). Reward and Welfare (RW) can be seen as all forms of financial and non-financial return, tangible services, benefits, facilities and amenities an employee receives in the workplace. Reward and Welfare (RW) was measured by adopting five items from Wangari and Were (2014). Work Environment (WE) refers to a combination of three environments: technical environment, human environment and organizational environment. The technical environment is the workplace's tools, equipment, technological infrastructure, and other physical or technical factors. WE was measured by adopting five items from Msengeti and Obwogi (2015). Colleagues (CO) are defined as those individuals that work for the same organization and generally know each other (Reuter et al., 2020). The feelings related to behaviors and relationships between co-workers at work may influence their behavior toward the employer. CO was measured by adopting five items from Suma and Lesha (2013). Direct Managers (DM) refers to the line manager, supervisor or team leader who directly manages a team or a group of people. The DM has responsibility for operating, managing, assigning work, organizing training, supervising and developing the operatives. DM was measured by adopting five items from Hill et al. (2012). Promotion (PR) refers to a change from one job to another within the organization that is better in terms of status and responsibilities. PR was measured by adopting four items from Weiss (2002). Job Characteristics (JC) refers to skill variety, task identity, task significance, autonomy, and feedback. JC was measured by adopting five items from Ahmad and Mohd (2017). Green Initiative (GI) is related to management actions that aim to reduce organizational impact on the environment and to encourage green behaviors, by creating environmentally conscious workplaces (Mwanzu et al., 2023; Renwick et al., 2013). GI was measured by adopting six items from (Kim et al., 2019). EC refers to the bond that exists between the organization and the employee (Nishanthi and Kailasapathy, 2018). EC was measured by adopting eight items from (Meyer et al., 2002).

4. Data analysis and research findings

4.1. Reliability analysis

To test reliability of these above scales, authors calculated the Cronbach's alpha for each scale and presented below. Schmitt (1996) has suggested that there is no general level where alpha becomes acceptable, but Cronbach alpha values of 0.7 or higher is acceptable (Taber, 2018). In our study, the Cronbach's alpha value for each scale (**Table 2**) is higher than 0.7 that indicates sufficient scale reliability. Thus, we can confirm our scales are reliability.

Table 2. The results of the Cronbach’s alpha for each scale.

No.	Scale	Cronbach’s alpha
1	Remuneration (RM)	0.763
2	Reward and Welfare (RW)	0.772
3	Work Environment (WE)	0.786
4	Colleagues (CO)	0.750
5	Direct Manager (DM)	0.821
6	Promotion (PR)	0.770
7	Job Characteristics (JC)	0.811
8	Green Initiatives (GI)	0.887
9	Employee Commitment (EC)	0.866

4.2. Model fit test

Confirmatory factor analysis (CFA) was employed for model fit test. **Table 3** displays the model fit values. According to Hair et al. (2010), the study’s RMSEA and Chi-square/df values, which provide evidence of a strong fit, are 0.058 and 1.362, respectively. Additionally, the TLI and CFI values are nearly equal to 1, which suggests a well-fitting model. Additional metrics, such PCLOSE, also indicate a well-fitting model. Overall, the model fit values point to a satisfactory fit between the model and the sample data.

Table 3. Overall model goodness of fit.

No.	Indicators	Result
1	Chi-square/df	1.362
2	GFI	0.856
3	CFI	0.971
4	TLI	0.968
5	RMSEA	0.058
6	PCLOSE	0.947

4.3. Primary data analysis

After going through the data carefully, a total of 450 usable questionnaires were received. **Table 4** lists sample characteristics.

Table 4. Sample characteristics.

Characteristics	Frequency	Percent (%)	
Gender	Female	130	28.9
	Male	320	71.1
Birth year	1997 (~25 years old)	91	20.2
	1998 (~24 years old)	94	20.9
	1999 (~23 years old)	150	33.3
	2000 (~22 years old)	91	20.2
	2001 (~21 years old)	17	3.8
	2002 (~20 years old)	7	1.6

Table 4. (Continued).

Characteristics		Frequency	Percent (%)
Educational level	College	56	12.4
	University	384	85.3
	Master & Doctor	10	2.2
Tenure	Less than 3 years	409	90.9
	From 3–5 years	38	8.4
	More than 5 years	3	0.7
Remuneration	Less than 10 million VND	168	37.3
	From 10–15 million VND	180	40.0
	From 15–20 million VND	73	16.2
	More than 20 million VND	29	6.4

Next, we used SPSS 26.0 for analyzing our data. The correlation analysis was presented in **Table 5**.

Table 5. Correlation matrix.

	EC	RM	RW	WE	CO	DM	PR	JC	GI
EC	1	-	-	-	-	-	-	-	-
RM	0.427**	1	-	-	-	-	-	-	-
RW	0.429**	0.436**	1	-	-	-	-	-	-
WE	0.571**	0.331**	0.446**	1	-	-	-	-	-
CO	0.176**	0.063	-0.017	0.066	1	-	-	-	-
DM	0.613**	0.343**	0.319**	0.393**	0.074	1	-	-	-
PR	0.438**	0.215**	0.319**	0.348**	0.155**	0.452**	1	-	-
JC	0.135**	0.012	-0.081	-0.062	0.002	0.069	0.034	1	-
GI	0.125**	0.051	-0.056	-0.054	0.098*	0.055	-0.006	0.007	1

** : Correlation is significant at the 0.01 level (2-tailed).

* : Correlation is significant at the 0.05 level (2-tailed).

The Correlation Matrix shows that eight independent variables have relationships with the dependent variable at a 1% significance level. In addition, the correlation coefficients between the independent variables are not high and different from 1. It indicates that there is still discrimination between independent variables (Tho, 2011), and the possibility of multicollinearity between them is low. Hence, the research model and database are suitable for regression analysis. **Table 6** shows the results of our linear regression analyses.

Table 6. Results of regression analysis for factors influencing the organizational commitment of Generation Z employees.

Model	Unstandardized coefficients		Standardized coefficients		t	Sig.	Collinearity statistics	
	B	Std. error	Beta				Tolerance	VIF
(Constant)	-0.988	0.229			-4.307	0.000		
RM	0.113	0.034	0.119		3.350	0.001	0.747	1.338

Table 6. (Continued).

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
RW	0.113	0.037	0.114	3.033	0.003	0.672	1.489
WE	0.322	0.037	0.322	8.767	0.000	0.700	1.429
CO	0.100	0.032	0.099	3.140	0.002	0.957	1.045
DM	0.331	0.035	0.347	9.368	0.000	0.686	1.457
PR	0.085	0.035	0.088	2.449	0.015	0.728	1.373
JC	0.131	0.030	0.134	4.327	0.000	0.977	1.024
GI	0.106	0.029	0.113	3.635	0.000	0.973	1.028

Notes: Adjusted R-Square: 0.577; F-value from ANOVA: 77.471; Sig. value from ANOVA: 0.000; Durbin-Watson: 1.778

In this analysis, the adjusted R square coefficient is 0.577, which means that this model can explain 57.7% of the variation of the dependent variable through eight independent variables. The F value of the ANOVA method is 77.471 at a very small significance level of Sig = 0.000 (smaller than 0.05), which means that the proposed linear regression model is suitable for the collected database, and all variables included in the model are statistical at the 5% level of significance. In addition, the research model’s Durbin-Watson value is equal to 1.778 and is in the range of 1 and 3. So we can conclude that there is no autocorrelation between the residuals. Besides, the Variance Inflation factor (VIF) of the independent variables reached the maximum value of 1.489 and was still less than 10. This result shows that these independent variables are not closely related, so there is no multicollinearity occurs (Hair et al., 2010). Therefore, the relationship between the independent variables does not significantly influence the regression model’s explanatory results. The research’s normalized regression model as follows:

$$EC = 0.119 \times RM + 0.114 \times RW + 0.322 \times WE + 0.099 \times CO + 0.347 \times DM + 0.088 \times PR + 0.134 \times JC + 0.113 \times GI$$

Results of regression analysis indicates that DM, WE, JC, RM, RW, GI, CO, PR had a significant main effect on organizational commitment of Vietnamese Generation Z working at IT companies. Overall, these findings provide preliminary support for Hypotheses 1, 2, 3, 4, 5, 6, 7, 8 and suggest that, other things being equal, a management system focused on enhancing DM, WE, JC, RM, RW, GI, CO, PR is a valuable approach for strengthening organizational commitment of Vietnamese Generation Z working at IT companies. In addition, our regression analysis also shows that DM has the highest influence on EC in IT companies, while PR has the lowest effect on EC in IT companies.

5. Discussion and conclusions

In summary, this paper added evidence in providing seminal insights into the HR policies and practices that influence Generation Z employee commitment. Interestingly, our study shows that beside direct manager, work environment, job characteristics, remuneration, reward and welfare, colleagues, promotion has influence on employee commitment, Generation Z considered green initiatives is one

of the important reasons that make them commit to organization. Thus, to avoid high rates of turnover in IT sector, it is extremely important for IT employers to meet expectations of Generation Z by fostering green initiatives in their organization.

The paper analyzes the impact of 8 constructs (DM, WE, JC, RM, RW, GI, CO, PR) on Gen Z's Employee Commitment (EC), as an employee working in the IT industry of Vietnam. Interestingly, the strong impact that DM has on EC is in line with Chillakuri (2020), whereas the weak impact of CO on EC corroborates with Lazanyi and Bilan's (2017) findings in which Gen Z do not consider their coworkers as strong social relations. The former research was conducted in India and the latter in Hungary. Comparable to our findings with Gen Z, Teo and his coauthors (2020), in a study conducted with American hospitality staff, proved that a toxic Work Environment (WE) could greatly influence EC. As opposed to the conclusions of Konya and her coauthors (2016) where Job Characteristics (JC) was detected with strong impact on EC, in our study, JC was found as a weak predictor for EC.

We also identified that Remuneration (RM) had positive impact on Employee Commitment (EC), in consonance with Kapuściński's (2022) conclusion where salary is perceived as meaningful for Gen Z from the UK. While our findings shows that Reward and Welfare (RW) has positive impact on EC, Iorgulescu (2016) proved that the Romanian Gen Z pays the least attention to RW when it comes to full time job selection. Now, these findings seem not to be consistent with our previous research conclusions where Gen Z expressed low interest in monetary incentives (Nguyen et al., 2022). The explanation to this difference could be the Gen Z participants themselves in two different research processes. In the previous one, the targeted interviewees were students with little and no working experience while in this one, we surveyed Gen Z employees in IT companies who have officially entered the labor force. Vietnam is a collectivism culture country where a full time employed young Vietnamese is usually entitled for more independence which also means no more "subsidy" from his/her parents. That's why, at this stage, they pay more attention to RW and RM.

In terms of concerns toward the environment, the relationship between Green Initiative (GI) and EC found in this article strengthens previous arguments (Thang et al., 2022; Thomas, 2022). Curiously, previous researches considered PR as a strong predictor for EC (Ogini, 2020; Rubel and Kee, 2015; Shah, 2011), in our investigation, PR has the lowest impact on EC in our studies, indicating little interest in PR from our Gen Z participants. Unfortunately, within the scope of this research, we cannot provide explanation for this controversial result. An interview for further understanding of the matter would be interesting.

The study has significant theoretical implications. First, the purpose of this study was to examine factors influencing the employee commitment of Generation Z employees in IT companies. By examining the antecedents of Generation Z employee commitment, it contributes to both generational cohorts' literatures, which is still in nascent stages of development. In doing so, it also advances the understanding of Generation Z in the workplace. Second, by providing empirical evidence on factors influencing the organizational commitment of Generation Z employees, especially green initiative factor, this study does shed important light on the impact of the green and environmental management within organization on employee commitment. It

opens the avenues for exploring more specific green initiative within organizations through which it can influence prospective employees' behaviors. An improved understanding of motivational socio-psychological mechanisms of Generation Z employees provides the foundation for designing an effective management system for achieving long-term organizational outcomes (Ren et al., 2018). Finally, our study also provides an integrative framework that contributes to the understanding of how various factors, both hygiene and motivational factors, might combine to explain prospective employee outcomes.

The study also has some implications for managers. First, besides the current benefits and compensation programs, organizations need to establish an award related to green initiative. This award is given to those proposing ideas that help improve work performance, encourage, and motivate other employees to participate in "green" actions. Companies should invest more in organizing seminars on environmental protection issues, workshops on creating home decoration items by recycling products, etc., and rewards for those who contribute actively. Second, building an open, creative, and flexible working environment may make Generation Z employees happier. More specifically, organizations need give Generation Z employees the freedom to personalize the design of their office spaces, arranging a free space that allows employees to chat and interact besides providing additional private workspaces for group meetings and personal work. Third, managers can support Gen Zers' communication needs by establishing diverse communication channels. Organizations also need to create mentor programs and opportunities for cross-generational peer networking that can help them feel more meaningful in their work. At the same time, having a mentor also helps Gen Z feel less lost at work and creates the feeling that the company really has policies to help them in their career development.

Although the whole research process was carefully implemented, it has several limitations. First of all, the sample was collected in Hanoi, Vietnam, it does not fully represent Gen Z, more similar studies should be conducted in other countries, both developed and developing, to have a better understanding of this generation's employee commitment. Second of all, this research employed quantitative method, a qualitative approach, which would help us understand the phenomenon more profoundly with higher degree of detail (Ochieng, 2009), is recommended. The relationship between Promotion (PR) and Employee Commitment (EC) where our findings did not corroborate with previous research, for instance, requires further investigation. Thirdly, the data collected was only from the IT industry which has its own characteristics, similar projects should be taken place for other industries to widen our understanding of this generation's EC. Last but not least, Gen Z is relatively new to the job market, their point of view might change over time, therefore, a longitudinal study on the impact of the variables studied in this research on Employee Commitment is recommended to have a greater knowledge of the generation.

Author contributions: Conceptualization, TNN and ATV; methodology, TNN and ATV; software, ATV; validation, TNN, DVM and ATV; formal analysis, TNN and ATV; investigation, ATV; resources, TNN, DVM and ATV; data curation, TNN and DVM; writing—original draft preparation, TNN, DVM and ATV; writing—review and editing, TNN and DVM; visualization, TNN and DVM; supervision, TNN; project

administration, DVM; funding acquisition, TNN and DVM. All authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

References

- Aggarwal, A., Sadhna, P., Gupta, S., et al. (2020). Gen Z entering the workforce: Restructuring HR policies and practices for fostering the task performance and organizational commitment. *Journal of Public Affairs*, 22(3). Portico. <https://doi.org/10.1002/pa.2535>
- Ahmad Zawawi, A., & Nasurdin, A. Mohd. (2017). The impact of task characteristics on the performance of nursing teams. *International Journal of Nursing Sciences*, 4(3), 285–290. <https://doi.org/10.1016/j.ijnss.2017.03.009>
- Ahmad, M. R., & Raja, R. (2021). Employee Job Satisfaction and Business Performance: The Mediating Role of Organizational Commitment. *Vision: The Journal of Business Perspective*, 25(2), 168–179. <https://doi.org/10.1177/0972262920985949>
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. Portico. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
- Arasanmi, C. N., & Krishna, A. (2019). Employer branding: perceived organisational support and employee retention – the mediating role of organisational commitment. *Industrial and Commercial Training*, 51(3), 174–183. <https://doi.org/10.1108/ict-10-2018-0086>
- Beer, M., Boselie, P., & Brewster, C. (2015). Back to the Future: Implications for the Field of HRM of the Multistakeholder Perspective Proposed 30 Years Ago. *Human Resource Management*, 54(3), 427–438. Portico. <https://doi.org/10.1002/hrm.21726>
- Brammer, S., Millington, A., & Rayton, B. (2007). The contribution of corporate social responsibility to organizational commitment. *The International Journal of Human Resource Management*, 18(10), 1701–1719. <https://doi.org/10.1080/09585190701570866>
- Braun, V., Clarke, V., Boulton, E., et al. (2020). The online survey as a qualitative research tool. *International Journal of Social Research Methodology*, 24(6), 641–654. <https://doi.org/10.1080/13645579.2020.1805550>
- Chen, J. S. (2013). *Advances in hospitality and leisure*. Emerald Group Publishing. Available online: [https://doi.org/10.1108/S1745-3542\(2013\)0000009007](https://doi.org/10.1108/S1745-3542(2013)0000009007) (accessed on 10 January 2024).
- Chillakuri, B. (2020). Understanding Generation Z expectations for effective onboarding. *Journal of Organizational Change Management*, 33(7), 1277–1296. <https://doi.org/10.1108/jocm-02-2020-0058>
- Dalkrani, M., and Dimitriadis, E. (2018). The effect of job satisfaction on employee commitment. *International Journal of Business and Economic Sciences Applied Research*, 11(3).
- Emre, O., & De Spiegeleare, S. (2019). The role of work–life balance and autonomy in the relationship between commuting, employee commitment and well-being. *The International Journal of Human Resource Management*, 32(11), 2443–2467. <https://doi.org/10.1080/09585192.2019.1583270>
- Gabrielova, K., & Buchko, A. A. (2021). Here comes Generation Z: Millennials as managers. *Business Horizons*, 64(4), 489–499. <https://doi.org/10.1016/j.bushor.2021.02.013>
- General Statistics Office. (2022). *Population. Population and Labor (Vietnamese)* Available online: <https://www.gso.gov.vn/dan-so/> (accessed on 10 January 2024).
- Gollagari, R., Birega, T., & Mishra, S. S. (2024). Organizational justice, job satisfaction and academic rank: a moderating mediation study on employee commitment in Ethiopian public universities. *African Journal of Economic and Management Studies*. <https://doi.org/10.1108/ajems-02-2023-0047>
- Gorsuch, R. L. (1983). *Factor Analysis*. Hillsdale, NJ: L. Erlbaum Associates.
- Hair, J. F., Anderson, R. E., Tatham, R. L., et al. (1998). *Multivariate data analysis*. Upper Saddle River, NJ: Prentice Hall.
- Hill, N. S., Seo, M.-G., Kang, J. H., et al. (2012). Building Employee Commitment to Change Across Organizational Levels: The Influence of Hierarchical Distance and Direct Managers’ Transformational Leadership. *Organization Science*, 23(3), 758–777. <https://doi.org/10.1287/orsc.1110.0662>
- Iorgulescu, M.-C. (2016). Generation Z and its perception of work. *Cross-Cultural Management Journal*, 18(01), 47–54.
- Israel, G. D. (1992). Determining sample size. Available online: <https://www.tarleton.edu/academicassessment/wp-content/uploads/sites/119/2022/05/Samplesize.pdf> (accessed on 10 January 2024).

- Jiang, Y., Wang, Q., & Weng, Q. (2020). Job characteristics as drivers of occupational commitment: the mediating mechanisms. *Current Psychology*, 41(1), 18–28. <https://doi.org/10.1007/s12144-020-00755-8>
- Kapuściński, G., Zhang, N., & Wang, R. (2022). What makes hospitality employers attractive to Gen Z? A means-end-chain perspective. *Journal of Vacation Marketing*, 29(4), 602–616. <https://doi.org/10.1177/13567667221110234>
- Kim, H., Knight, D. K., & Crutsinger, C. (2009). Generation Y employees' retail work experience: The mediating effect of job characteristics. *Journal of Business Research*, 62(5), 548–556. <https://doi.org/10.1016/j.jbusres.2008.06.014>
- Kim, Y. J., Kim, W. G., Choi, H.-M., et al. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Kónya, V., Matic, D., & Pavlović, J. (2016). The Influence of Demographics, Job Characteristics and Characteristics of Organizations on Employee Commitment. *Acta Polytechnica Hungarica*, 13(3), 119–138. <https://doi.org/10.12700/aph.13.3.2016.3.7>
- Kumaran, C. M. (2013). A Study on Organisational Commitment with Special Reference to Neyveli Lignite Corporation. *IOSR Journal of Business and Management*, 13(4), 37–40. <https://doi.org/10.9790/487x-1343740>
- Kumari, S., & Saini, G. K. (2018). Do instrumental and symbolic factors interact in influencing employer attractiveness and job pursuit intention? *Career Development International*, 23(4), 444–462. <https://doi.org/10.1108/cdi-03-2018-0069>
- Lanier, K. (2017). 5 things HR professionals need to know about Generation Z. *Strategic HR Review*, 16(6), 288–290. <https://doi.org/10.1108/shr-08-2017-0051>
- Lazányi, K., & Bilan, Y. (2017). Generation Z On The Labour Market – Do They Trust Others Within Their Workplace? *Polish Journal of Management Studies*, 16(1), 78–93. <https://doi.org/10.17512/pjms.2017.16.1.07>
- Lemons, M. A., & Jones, C. A. (2001). Procedural justice in promotion decisions: using perceptions of fairness to build employee commitment. *Journal of Managerial Psychology*, 16(4), 268–281. <https://doi.org/10.1108/02683940110391517>
- Lu, Y., Li, G., Luo, Z., et al. (2021). Does Intellectual Capital Spur Sustainable Competitive Advantage and Sustainable Growth?: A Study of Chinese and Pakistani Firms. *SAGE Open*, 11(1), 215824402199670. <https://doi.org/10.1177/2158244021996702>
- McCrindle Research. (2019). Understanding Generation Z: Recruiting, Training and Leading The Next Generation. NSW: McCrindle Research. Available online: https://generationz.com.au/wp-content/uploads/2019/12/Understanding_Generation_Z_report_McCrindle.pdf (accessed on 10 January 2024).
- Meyer, J. P., & Maltin, E. R. (2010). Employee commitment and well-being: A critical review, theoretical framework and research agenda. *Journal of Vocational Behavior*, 77(2), 323–337. <https://doi.org/10.1016/j.jvb.2010.04.007>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., et al. (2002). Affective, Continuance, and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61(1), 20–52. <https://doi.org/10.1006/jvbe.2001.1842>
- Mitonga-Monga, J., & Hoole, C. (2018). Perceived corporate ethical values and organisational justice in relation to employee commitment at a manufacturing company. *Journal of Psychology in Africa*, 28(4), 298–302. <https://doi.org/10.1080/14330237.2018.1505242>
- Msengeti, D. M., Obwogi, J. (2015). Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County. *International Journal of Scientific and Research Publications*, 5(4), 1–10.
- Muhammad, L., & Habib, R. (2023). Green Marketing Is Not a Choice but a Pre-Requisite for Z Generation: A Case of Green Campus Initiative in Capital University of Science & Technology, Pakistan. *Sustainability and Social Marketing Issues in Asia*, 57–65. <https://doi.org/10.1108/978-1-80071-845-620231004>
- Mwanzu, A., Bosire-Ogechi, E., & Odero, D. (2023). Green initiatives towards environmental sustainability: Insights from libraries in Kenya. *IFLA Journal*, 49(2), 298–314. <https://doi.org/10.1177/03400352221135012>
- Ngoc Thang, N., Rowley, C., Mayrhofer, W., et al. (2022). Generation Z job seekers in Vietnam: CSR-based employer attractiveness and job pursuit intention. *Asia Pacific Business Review*, 29(3), 797–815. <https://doi.org/10.1080/13602381.2022.2058217>
- Nguyen, N. T., Mai, V. D., Rowley, C., et al. (2022). Generation Z job seekers' expectations and their job pursuit intention: Evidence from transition and emerging economy. *International Journal of Engineering Business Management*, 14. <https://doi.org/10.1177/18479790221112548>

- Nishanthi, H. M., & Kailasapathy, P. (2017). Employee Commitment: The Role of Organizational Socialization and Protean Career Orientation. *South Asian Journal of Human Resources Management*, 5(1), 1–27.
<https://doi.org/10.1177/2322093717739729>
- Ochieng, P. A. (2009). An analysis of the strengths and limitation of qualitative and quantitative research paradigms. *Problems of Education in the 21st Century*, 13, 13–18.
- Ogini, J. A. (2020). Job promotion and employee commitment of public hospitals in Rivers State, Nigeria. *International Journal of Economics and Business Management*, 6(1), 10–22.
- Palwasha Bibi, Hazrat Bilal, Ashfaq Ahmad, & Jawad Hussain. (2020). Effect of Remuneration on Employee Commitment: Empirical Evidence from Hotel Industry. *Journal of Accounting and Finance in Emerging Economies*, 6(4), 1069–1075.
<https://doi.org/10.26710/jafee.v6i4.1462>
- PGM market report: Feb 2021. (2021). Available online:
<https://www.sciencedirect.com/science/article/abs/pii/S1351418021001094> (accessed on 10 January 2024).
- PWC. (2019). Is Generation Z ready for the digital era? (Vietnamese). Available online:
<https://www.pwc.com/vn/vn/publications/2021/pwc-vietnam-digital-readiness-genz-vn.pdf> (accessed on 10 January 2024).
- Ren, S., Tang, G., & E. Jackson, S. (2017). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35(3), 769–803. <https://doi.org/10.1007/s10490-017-9532-1>
- Renwick, D. W. S., Redman, T., & Maguire, S. (2012). Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, 15(1), 1–14. Portico. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Reuter, K., Lösckke, J., & Betzler, M. (2020). What is a colleague? The descriptive and normative dimension of a dual character concept. *Philosophical Psychology*, 33(7), 997–1017. <https://doi.org/10.1080/09515089.2020.1817885>
- Rubel, M. R. B., & Kee, D. M. H. (2015). Perceived Fairness of Performance Appraisal, Promotion Opportunity and Nurses Turnover Intention: The Role of Organizational Commitment. *Asian Social Science*, 11(9).
<https://doi.org/10.5539/ass.v11n9p183>
- Schmitt, N. (1996). Uses and abuses of coefficient alpha. *Psychological Assessment*, 8(4), 350–353. <https://doi.org/10.1037/1040-3590.8.4.350>
- Schroth, H. (2019). Are You Ready for Gen Z in the Workplace? *California Management Review*, 61(3), 5–18.
<https://doi.org/10.1177/0008125619841006>
- Shah, N. (2011). Investigating employee career commitment factors in a public sector organisation of a developing country. *Journal of Enterprise Information Management*, 24(6), 534–546. <https://doi.org/10.1108/17410391111166567>
- Shoaib, M., Abbas, Z., Yousaf, M., et al. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, 8(1). <https://doi.org/10.1080/23311975.2020.1870798>
- Sonia, J. (2010). Organizational commitment and job satisfaction: a study of employees in the information technology industry in Bangalore, India [PhD thesis]. Christ University.
- Steve, H., Jeff, M. (2021). U.S. vaccine mandates are working, Biden says, but 66 million still don't have shot. Available online:
<https://www.reuters.com/world/us/biden-tout-jump-us-vaccination-rates-after-mandates-white-house-2021-10-14/> (accessed on 10 January 2024).
- Subyantoro, A., Hikmah, K., Puspitaningrum, D. A., et al. (2022). Effects of Green Human Resource Management on Participation of Farmer Group Members in Sleman Yogyakarta: Organizational Commitment as Mediation Variable. *International Journal of Sustainable Development and Planning*, 17(08), 2513–2521. <https://doi.org/10.18280/ijstdp.170819>
- Suma, S., and Lesha, J. (2013). Job Satisfaction and Organizational Commitment: The Case of Shkodra Municipality. *European Scientific Journal*, 9(17), 41-51.
- Taber, K. S. (2017). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, 48(6), 1273–1296. <https://doi.org/10.1007/s11165-016-9602-2>
- Teclmichael Tessema, M., Soeters, J. L. (2006). Challenges and prospects of HRM in developing countries: testing the HRM–performance link in the Eritrean civil service. *The International Journal of Human Resource Management*, 17(1), 86–105.
<https://doi.org/10.1080/09585190500366532>
- Teo, S. T. T., Bentley, T., & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, 88, 102415.
<https://doi.org/10.1016/j.ijhm.2019.102415>

- Thach, L., Riewe, S., Camillo, A. (2020). Generational cohort theory and wine: analyzing how gen Z differs from other American wine consuming generations. *International Journal of Wine Business Research*, 33(1), 1–27. <https://doi.org/10.1108/ijwbr-12-2019-0061>
- Thomas, G. (2022). Corporate Social Responsibility as a Sustainable Business Practice: A Study among Generation Z Customers of Indian Luxury Hotels. *Sustainability*, 14(24), 16813. <https://doi.org/10.3390/su142416813>
- Tuffour, J. K., Gali, A. M., & Tuffour, M. K. (2019). Managerial Leadership Style and Employee Commitment: Evidence from the Financial Sector. *Global Business Review*, 23(3), 543–560. <https://doi.org/10.1177/0972150919874170>
- Vuong, B. N., Duy Tung, D., Hoa, et al. (2020). An empirical assessment of organizational commitment and job performance: Vietnam small and medium-sized enterprises. *Journal of Asian Finance, Economics and Business*, 7(6), 277–286. <https://doi.org/10.13106/jafeb.2020.vol7.no6.277>
- Wangari, M. K., Were, S. (2014). Effect of total rewards on employee retention: A case study of Kenya Vision 2030 delivery. *The Strategic Journal of Business and Change Management*, 2(15), 280–299.
- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs and affective experiences. *Human Resource Management Review*, 12, 173–194. [https://doi.org/10.1016/S1053-4822\(02\)00045-1](https://doi.org/10.1016/S1053-4822(02)00045-1)
- Wu, M.-J., Zhao, K., & Fils-Aime, F. (2022). Response rates of online surveys in published research: A meta-analysis. *Computers in Human Behavior Reports*, 7, 100206. <https://doi.org/10.1016/j.chbr.2022.100206>