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Understanding the Current Situation of Gen Z's Intention to Quit their Jobs: Research in Vietnam

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Abstract

This study assesses Gen Z's intention to quit their jobs in Hanoi (the capital of Vietnam), focusing on the impact of commitment to the organization, authentic leadership style, and perception of behavioral control. The results showed that the intention to leave was average, influenced by employees' level of commitment to the organization, their perception of their ability to control the factors that hinder

the job transition, and the manager's leadership style. Specifically, research shows that, when employees feel support from the organization, have confidence in their ability to find new jobs, and work under the guidance of transparent and ethical leaders, their intention to leave their jobs tends to change.

Keywords: Leadership Style, Leadership, Commitment, Perception of Behavior Control, Intention to Quit

1. Introduction

The trend of quitting is not only taking place in developed countries in the world but also in Vietnam, which is also an issue of special concern after the Covid-19 pandemic. "According to a survey by Anphabe, a company specializing in providing data and statistics on the job market in Vietnam, 62% of Gen Z young people (15 to 25 years old) in Vietnam change jobs in the first year" entering the labor market, many even change jobs several times in 1 year right after graduating. This poses a big alarm for businesses when the wave of job hopping in young personnel is increasing. The cost of cultural and professional training for new employees may become a big burden for businesses facing a strong trend of job hopping. (Anphabe, 2024)^[6]. Gen Z is showing signs of becoming a generation of personnel with the highest tendency to shift in the current labor market. Generation Z (also known as Gen Z) is a group of people who fall between the Millennials and the Alpha generation. Gen Z's birth year is determined in a variety of ways in various studies, and there is no exact birth year; However, among the milestones considered the birth year of Generation Z, the view that this generation was born between 1997-2012 is the most prominent. This is a generation characterized by optimistic but realistic career expectations, expressing a strong desire for rapid career advancement. This group tends to place less emphasis on career stability and increasingly prioritize frequent job changes in search of diverse experiences and an enjoyable work environment. This trend is reflected in the empirical data, with a significant percentage of Gen Z and Millennials expressing an intention to change jobs within the next two years. (Holopainen & Suslova, 2019)^[17] (Nabahani & Riyanto, 2020)^[22] (Gaidhani, *et al.*, 2019)^[13] (Zahari & Puteh, 2023)^[29] (Deloitte, 2022)^[12].

The fact that many young people are willing to give up their jobs after only a short time shows that the intention to quit is no longer too strange and new to Gen Z, but on the contrary, it is gradually becoming a part of how they build and shape their careers. This phenomenon poses an urgent requirement to find out the main reasons for this intention to quit to help businesses build solutions to their HR problems.

There are many previous researchers who have learned about the reasons for the tendency to quit their jobs. However, the alarming turnover of the Gen Z workforce in the context of Vietnam, specifically in the capital Hanoi, the cultural, economic and political center of the country, has not been really well studied. Therefore, the authors carried out this research topic to learn about the current situation of this problem, thereby giving appropriate solutions and suggestions for businesses to build their talent retention plans. (Skelton, *et al.*, 2020)^[24] (Abet, *et al.*, 2024)^[1] (Mohammad & Borkoski, 2024)^[20].

2. Theoretical

Turnover Intention

The concept of "intention to leave" refers to an employee's desire to leave their current workplace in the near future, often due to a lack of cohesion or a sense of burnout. Furthermore, when an employee's perspective does not align with the workplace, this disharmony can lead to the intention to leave. As described by, the intention to quit a job is a conscious and active willingness to leave a job. (Kang & Sung, 2017)^[18] (Tett & Meyer, 1993)^[26].

(Sousa-Poza & Henneberger, 2004)^[25] has shown that the intention to quit refers to the likelihood that an individual will change jobs within a certain period of time. For psychologists, the intention to quit their job is a direct precursor to quitting their job. Some of the reasons for the intention to quit include: Job (job nature, requirements, or job structure), organizational (salary, managers, co-workers), or personal (demographic or personality factors). (Ghosh, *et al.*, 2015)^[15].

According to, the intention to quit is the intention to leave the current work environment to move to a new work environment. Some previous studies have shown that employees in organizations often quit their jobs for reasons such as: Changing their place of residence, retirement, wanting to change the working environment, etc. However, the most common reasons are usually when employees feel that salaries, bonuses, and benefits are not commensurate with their workload or when promotion opportunities are unclear. (Chew, 2004)^[11].

Intention to quit is considered to be the strongest predictor of actual quitting behavior in studies, suggesting that it is a reliable predictor of the likelihood of a real job change. Scholars suggest that employees who experience job dissatisfaction will often express their intention to quit before actually leaving; When employees intend to leave, they are likely to be lazy at work, which manifests itself in impatience, inefficiency, and even absenteeism. These attitudes and behaviors will have a high risk of reducing the performance and effectiveness of the organization, as well as the quality of service. (Alexander, *et al.*, 1998)^[3] (Griffeth, *et al.*, 2000)^[16] (Gara Bach Ouerdian, *et al.*, 2021)^[14] (Porter & Steers, 1973)^[23] (Alilyani, *et al.*, 2022)^[4].

Contrary to the actual act of quitting, the intention to quit is uncertain. While the intention to quit is often associated with the act of looking for a job, this is not always the case. The intention to quit is only formed in the mind, which may not have been implemented by clear action. This makes it difficult for managers to recognize employees' intention to quit their jobs and thereby find preventive measures. (Sousa-Poza & Henneberger, 2004)^[25].

Factors influencing the intention to quit

Behavioral Control Cognition: Based on the Theory of Planned Behaviour or Theory of Planned Behaviour (TPB) developed by Icek Ajzen in 1991 and widely applied in predicting and explaining an individual's behavior in a given context. Behavioral control cognition describes the simple or complex perception of performing a particular behavior. In the context of declining human resources, cognitive behavioral control includes employees' perceptions of leaving their current jobs. An employee's ability to be aware of their level of control over their obstacles and confidence in their own abilities will reduce their intention to quit their job and make them decide to stay at the company. It shows people's ability to self-evaluate their chances of success by

overcoming barriers to leave their jobs. Studies in this area show that high awareness of behavioral control leads to greater confidence in employees' ability to find another job and increases their intention to leave. (Ajzen, 1991)^[2] (Ajzen, 1991)^[2] (Torlak, *et al.*, 2021)^[27].

Commitment to the organization: Commitment to organizational engagement has been a particularly important issue for administrators and behavioral researchers over the past five decades. It can make predictions about organizational outcomes such as performance, organizational HR behavior, revenue, and resignation intentions. Based on the theory of Social Exchange Theory (SET - Social Exchange Theory). Commitment in the business is formed when employees feel positive signals from the business, such as social support, fairness in the reward system, fairness in work relationships. On the other hand, if the rule of social exchange only occurs on one side of the organization, when employees make efforts to work and dedicate themselves and recognize the same value, it will happen that the needs of employees are not met by the organization. This will lead to conflicts between employees and the organization. If this conflict is not resolved, employees will tend to choose to leave their jobs. (Colquitt, *et al.*, 2001)^[10].

Leadership Style: Authentic leadership is a form of leadership that encourages clear and ethical leadership behavior, promoting openness to others to bring about self-awareness and self-development. True leadership is an essential role in an organization, leaders are seen as a bridge between employees and the organization, and are decision-makers in the organization, have a more significant influence on subordinates than others, and can have an impact on employee attitudes and behaviors; Based on Authentic Leadership Theory, authentic leadership creates a positive environment, encourages self-awareness of intrinsic ethical perspectives, processes information in a balanced and transparent manner in the relationship, and increases employee satisfaction and engagement. Authentic leaders drive employee retention;. (Avolio, *et al.*, 2004)^[8] (Amundsen & Martinsen, 2014)^[5] (Breevaart, *et al.*, 2016)^[9] (Montano, *et al.*, 2017)^[21] (Liu & Wong, 2023)^[19] (Avolio & Gardner, 2005)^[7] (Wong & Cummings, 2009)^[28].

3. Research methods

Based on the TPB theory, the SET social exchange theory, and the true leadership theory to identify 3 factors affecting the intention to quit the job of GenZ generation employees to analyze and learn about the current situation of this problem in Vietnam's job market, including: Behavioral control awareness, commitment to the organization, and leadership style.

The study uses a survey questionnaire with questions using Likert's 5-level survey scale, assessing the current situation through a dataset conducted by the team itself for Gen Z in Hanoi, the capital of Vietnam. The survey sample was selected according to a convenient method, reaching up to 400 Gen Z youth according to the author's relationship. During the period from January to March 2025, the research team obtained a total of 339 responses, after cleaning and removing invalid votes, the number of votes retained for analysis was 310.

The scale for research variables is inherited from previous studies. Resignation Intention Scale with 4 observation

variables, Behavior Control Perception Scale with 3 observation variables, commitment to the organization inherited from the research of (Abet, *et al.*, 2024) [1]. The scale for true leadership variables with 4 observed variables inherited from the study of (Liu & Wong, 2023) [19].

The data analysis method performs descriptive statistics based on the average value of observed variables to assess the current situation of Gen Z's intention to quit and understand the causes through the current situation of influencing factors..

3.1 The current situation of Gen Z's intention to quit their jobs in Hanoi, Vietnam

Intention to quit was assessed through 4 main aspects, with an overall average score of 3,283. This result shows that the level of intention to quit the job of Generation Z individuals is at an average level. The scale's observational variables reflect factors that influence job turnover trends, including personal needs satisfaction, opportunities for goal development, negative emotions in the workplace, and willingness to change jobs under comparable conditions.

Table 1: Average statistics of the Leave Intent variable

Items	N	Minimum	Maximum	Mean	Std. Deviation
NV1	310	1	5	3.052	1.043
NV2	310	1	5	3.400	0.965
NV3	310	1	5	3.265	1.087
NV4	310	1	5	3.413	1.002
Valid N (listwise)	310				

Source: Extracted from SPSS software

The results from Table 3.5 show that the intention to quit is evaluated through 4 main aspects, with an overall average score of 3,283. This result shows that the level of intention to quit the job of Generation Z individuals is at an average level. The scale's observational variables reflect factors that influence job turnover trends, including personal needs satisfaction, opportunities for goal development, negative emotions in the workplace, and willingness to change jobs under comparable conditions.

Among the survey variables, the variable "NV4: You are willing to accept another job with a similar salary if offered to you" had the highest average score, reaching 3,413, reflecting the willingness to leave the organization when there is a financially comparable opportunity. This suggests that engagement with the organization is not entirely sustainable, and employees tend to be more susceptible to alternatives, even if physical conditions do not change. This is a typical manifestation of opportunistic resignation, often stemming from a lack of emotional engagement or dissatisfaction with the current work environment.

The second highest score variable is "NV2: Your current job does not meet your personal needs" with a score of 3,400, indicating that the level of dissatisfaction in terms of personal needs at work is relatively high. This reflects the gap between the individual's expectations and what the current job offers, which in turn increases the risk of employees leaving the organization if these needs are not met appropriately.

This was followed by "NV3: You often feel frustrated when you are not given the opportunity to achieve your work-related personal goals at work" with an average score of 3,265, reflecting the dissatisfaction of feeling limited, unsupported, or facilitated for growth. A lack of opportunities for advancement or not being recognized for

personal goals in the work environment can contribute to increased intention to leave. This is a manifestation of the imbalance between the desire for self-development and the environmental reality of the organization.

Finally, the variable "NV1: You often consider leaving your job" has the lowest average score of 3,052, but is still above average. This shows that although Gen Z individuals have dissatisfaction and are willing to change jobs when the opportunity arises, the majority of them have not taken concrete action or made a clear decision about quitting their jobs at the present time. However, with a score that is not too low, this is still a sign that HR managers should pay attention to, especially when combined with factors such as lack of personal satisfaction or attraction from external opportunities.

Thus, it can be seen that the intention to quit the job of Generation Z individuals is at a relatively clear level, reflected in the willingness to leave the job if there is a suitable choice, along with the feeling of not meeting personal needs and lack of opportunities for development. Although resignation considerations have not occurred on a regular basis, the underlying factors driving this behavior have been evident. This result is a warning for organizations to maintain employee engagement, focus on improving the experience, and build appropriate compensation and development mechanisms to retain employees in an increasingly competitive landscape.

3.2 The current situation of factors affecting GenZ's intention to quit their jobs in Hanoi, Vietnam

The current situation of cognition controlling behavior affects Gen Z's intention to quit their jobs in Hanoi, Vietnam. With 3 main aspects, the overall GPA of the scale reaches 3,738, it can be seen that Gen Z has a high level of awareness of their ability to self-control and decide their professional behavior. This scale reflects the individual's belief in having the capacity, conditions, and initiative to perform or change work-related behaviors, especially in making decisions to stay with or leave the current organization.

Table 2: Average statistics of the Behavioral Control Cognition variable

Items	N	Minimum	Maximum	Mean	Std. Deviation
HV1	310	1	5	3.929	0.851
HV2	310	1	5	3.661	0.904
HV3	310	1	5	3.623	0.889
Valid N (listwise)	310				

Source: Extracted from SPSS software

With 3 main aspects, the overall GPA of the scale reaches 3,738, it can be seen that Gen Z has a high level of awareness of their ability to self-control and decide their professional behavior. This scale reflects the individual's belief in having the capacity, conditions, and initiative to perform or change work-related behaviors, especially in making decisions to stay with or leave the current organization.

The variable "HV1: Whether you choose to move to another job or continue at your current job is entirely up to you" had the highest average score, reaching 3,929, reflecting a strong belief in personal initiative and the ability to control professional behavior. This shows that the individual believes that the decision to change jobs is not dominated by

external factors but is completely within his or her control, demonstrating a high level of initiative and autonomy in career selection and decision-making. This is a fundamental factor for behavior change at work, especially in the context of a flexible and competitive labor market.

Next is the variable "HV2: You are confident that if you want, you can switch to another work environment that is more suitable for you" with a score of 3,661, showing a relatively high level of confidence in finding and accessing more suitable job opportunities in the labor market. Gen Z individuals think that they have the ability and opportunity to choose in changing the work environment when they feel that the current organization is no longer suitable. This is an important indicator that shows the willingness and initiative to adapt to fluctuations in the labor market.

The variable with the lowest average score on the Behavioral Control Cognition scale was "HV3: You have the capacity, time, and opportunity to move on to another job better," with a score of 3,623. Although this is the lowest score on this scale, it is still relatively high, indicating that individuals have a fairly positive view of resource factors such as skills, time, and opportunities to make career changes. However, compared to the subjective level of control of HV1, this variable reflects a more realistic perception of the conditions that support the behavior of leaving work. This disparity may be due to some individuals feeling inexperienced, lacking time, or bound by personal factors such as finances, family, etc.

Overall, the perception of controlling the behavior of Gen Z individuals is high, as shown by a belief in autonomy, the ability to find the right environment, and an awareness of personal resources. These factors play an important role in the formation and implementation of intentional behavior related to career change. This result also shows that individuals, especially in young workers such as Gen Z, are becoming more and more proactive in managing and orienting their career paths in the context of digital transformation and modern labor market fluctuations.

The reality of commitment to stick with the organization affects Gen Z's intention to quit their jobs in Hanoi, Vietnam. The Commitment to Organisation scale reflects an individual's level of loyalty, pride, and desire to contribute to the current organisation. With an overall GPA of 3,561, the level of engagement is rated at an average – decent level, indicating that individuals tend to maintain a relatively positive relationship with the organization but still have doubts or are not really wholehearted.

Table 3: Average statistics of the Commitment to Organisation variable

Items	N	Minimum	Maximum	Mean	Std. Deviation
CK1	310	1	5	3.729	0.852
CK2	310	1	5	3.723	0.749
CK3	310	1	5	3.232	0.953
Valid N (listwise)	310				

Source: Extracted from SPSS software

The two variables with the highest and equivalent GPAs were "CK1: You are willing to go above and beyond to help the organization/company succeed" with a score of 3,729, and "CK2: You are proud to tell others that you are part of this organization" with a score of 3,723. High scores in both of these variables reflect a clear level of behavioral commitment and emotional commitment from Generation Z

individuals. Specifically, they not only show initiative and willingness to contribute more than usual to support and contribute to the development of the organization, but also feel proud to be a part of the organization. This shows that engagement comes not only from responsibility but also from affection and belief in the organization's values, thereby creating a solid foundation for the long-term work motivation of Generation Z employees.

The variable with the lowest GPA is "CK3: For you, this is the best organization of all the organizations you can work for" with a significantly lower GPA, reaching only 3,232. This result shows that although individuals still maintain a positive attitude towards the current organization, they do not really see this as the most ideal working environment among the possible options. This reflects the existence of unmet expectations, a lack of complete alignment of values and orientation or a perception of more attractive career opportunities in other organizations. This is a sign that this attachment is conditional and that Gen Z individuals are willing to leave their current job if there is a better opportunity.

Overall, the Commitment to Organisation scale reflects a relatively high level of engagement on an emotional and behavioural level, as reflected in an individual's dedication and pride in the organisation. However, absolute confidence in the organization as the best choice is still limited, suggesting that the current level of engagement is flexible and can change if working conditions or external opportunities become more attractive. This result sets a requirement for the organization to strengthen loyalty building through improved employee experience, growth opportunities, and corporate culture to retain and enhance the comprehensive, long-term engagement of employees.

The reality of authentic leadership affects Gen Z's intention to quit their jobs in Hanoi, Vietnam

Based on the average values collected from the 4 aspects of the True Leadership scale, the overall GPA of the scale reached 3,566, indicating that Gen Z individuals rate the current leadership style quite positively. The variables on the scale reflect the core aspects of authentic leadership, including honesty, encouraging openness, multi-dimensional listening, and receiving feedback to build effective relationships.

Table 4: Average statistics of the True Leader variable

Items	N	Minimum	Maximum	Mean	Std. Deviation
LD1	310	1	5	3.423	0.940
LD2	310	1	5	3.665	0.935
LD3	310	1	5	3.574	0.912
LD4	310	1	5	3.600	0.927
Valid N (listwise)	310				

Source: Extracted from SPSS software

The variable with the highest average score was "LD2: Leaders encourage people to speak their minds" with 3,665, indicating that the leader is seen as the facilitator for members of the organization to express their opinions. This reflects a democratic work environment where each individual's voice is heard and valued, which in turn fosters participation and creativity.

The variable "LD4: Leaders are willing to listen to feedback to improve relationships with people" reached a score of 3,600, indicating that leaders have a spirit of inquiry and are willing to receive feedback to adjust behavior and improve

the quality of relationships with employees. This is a positive sign of the development of a culture of continuous feedback and improvement in the organization.

The variable "LD3: Leaders always listen carefully to different viewpoints before making conclusions" has a score of 3,574. That reflects the high level of listening and considering different perspectives of leaders before making decisions. This is an important trait, demonstrating comprehensive, fair thinking and prudence in leadership.

Finally, the variable "LD1: Your leaders are willing to admit mistakes when they're wrong" has the lowest score at 3,423. Although it is still within the threshold of a good score, this shows that there is still a certain gap in showing honesty and transparency of leaders in the face of mistakes. Admitting mistakes is not only a sign of integrity, but also contributes to strengthening trust and respect from employees. This is a point that needs to be improved so that the true leadership style is more fully expressed and has a positive view from Generation Z employees.

Thus, the variables in the True Leadership scale all have a relatively high average score, reflecting the individual's positive perception of the current leader. Openness, listening, and inquisition are highly valued, while a willingness to admit mistakes remains a relative limitation. Continuing to foster these qualities will contribute to improving leadership effectiveness, thereby creating a positive and sustainable working environment.

4. Conclusion

Research shows that the intention to quit is a concern for the Gen Z workforce in Hanoi. Although the current level of intention to quit is average, factors such as personal satisfaction and opportunities for career development play a significant role in shaping this trend. The study affirms the important role of commitment, authentic leadership, and behavioral control awareness in shaping Gen Z's intention to quit their jobs in Hanoi. To minimize the intention to leave, organizations need to focus on building a work environment that promotes employee commitment through fair remuneration policies and organizational support. At the same time, develop an authentic leadership style, create conditions for employees to improve their awareness of controlling their behavior, thereby increasing confidence and reducing the tendency to seek new job opportunities. Businesses need to focus on creating a positive work environment, supporting career development and meeting the needs of employees to minimize turnover and retain Gen Z talent.

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