

Factors impact on Job satisfaction of Generation Z in Sport Businesses in Ho Chi Minh city, Vietnam

Huynh Ai Van
Department of Business Administration
FPT University, Vietnam
vanha4@fe.edu.vn

Vo Minh Hieu
Department of Business Administration
FPT University, Vietnam
hiemvm@fe.edu.vn

Abstract—This descriptive research aims to explain the characteristics of employees at generation Z (Gen Z) in Vietnam which influence on their interests and priorities towards their job satisfaction at sport businesses in Ho Chi Minh city. The survey research was designed based on the Job Descriptive Index (JDI) measure about job satisfaction and the sample used 480 respondents who are working in Ho Chi Minh city from January to April, 2022. The regression analysis results showed that there are five concerns for Gen Z to decide to join and stay in sport organizations. The leadership and salary factors take strongly influence to job satisfaction and the least influence is colleague factor. The findings show that the characteristics influence on job satisfaction of Gen Z which differ from previous generations. Human resource managers exploit the results to develop training courses for managers, competitive salary system, and working conditions to attract and retain Gen Z.

Index Terms—Generation Z, job satisfaction, Job Descriptive Index

I. INTRODUCTION

People at generation Z (Gen Zers), who are born after 1995 and the cutoff point is 2009 [43] or 2010 [14], are the youngest cohort contributing the generational diversification and different expectations towards the job in the workplace. According to the Vietnamese Statistics Office, Gen Zers are expected to occupy over 35% of the Vietnamese working age group in 2025 and rise their influences on the local labor market. They were born in the era of technology and raised in inheritance of the benefit of computer revolution and internet explosion which help them with being familiar with social web, digital devices, and network communication [61]. These characteristics have composed their different expectations from older generations' towards their job.

It is required to study the Gen Zers' characteristics and preferences as well as factors influence their job satisfaction at sport businesses today. The development of sport socialization causes sport business increase strongly in Vietnam [68], especially in Ho Chi Minh city where is the largest and modernest city in this country. This fact lead to the high demand on workforce for that kind of company which is considered to be for youths where Gen Zers should be majority because of mostly clients at Gen Z [54]. Gen Zers are both young, healthy and tremendous human resource but they are considered the "job hoppers" [10] who easily move job than previous generations. The understanding of factors impact Gen Zers' job satisfaction can help employers attract and retain these quality workforce who are considered more effective performance and less commitment.

There are many studies have been done to research the factors influence job satisfaction but researchers paid little

attention to affects of demographic variables on employees' expectations and demands towards their jobs. Ref. [4] claimed that the age and generational differences should be considered to explain the problems of human resource management confront. Previous studies of job satisfaction have produced inconsistent and contradictory results and empirical studies about Gen Z in VietNam recently lack of specific and theoretical basis so the conclusion was based on subjective assumption and quite similar to older generations.

In this research, the characteristics and preferences of Gen Zers are studied and explained based on previous works to find out factors affecting their job satisfaction. The implications from these results related to working condition and policy company are discussed to attract and retain employees at Gen Z for managers in Vietnam. The research question could be: "How does JDI reflect the job satisfaction of Gen Z in Vietnam? and "What lessons for human resource management should be considered to attract and retain employees at Gen Z?"

II. LITERATURE REVIEW

A. Job satisfaction

Job satisfaction which has been described in various theoretical points but consistently is individual's pleased feeling or state of mind towards their job. In the early days, Ref. [24] proposed a clear definition of job satisfaction that it requires a combination of many psychological, physical and environmental factors driving to an employee satisfied with his job. It is related to the emotional interaction between a worker and his job and his working condition which affected his well-being and health [38]; [17]; [72]. Job satisfaction is defined as a state which an employee had a clear effective orientation that can be done by his feelings, beliefs and behaviors towards the work in his organization [69]; [70]; [62]; [8]; [26]. Once employees perceive how well their jobs respond to their needs when they work hard and achieve good results, they have the positive emotional state towards the job, [39]; [40]; [55]; [34]; [52]. In other studies, researchers explained job satisfaction effected positively on work motivation [42]; [67]; [25]; [3], which causes their working harder and more creative [21]; [34]; [11]; [65]. They also have a harmonization between their life and their work [63]; [32]; [6].

B. Leadership

Leadership involves the relationship between employees and superiors and the leadership style of the leader to per-

form the functions of management in the organization. For Gen Zers who are technologically savvy and socially connection youths, the good relationship with their managers are important to feel comfortable to discuss and communicate [16]. They want to receive knowledge and experience which are helpful feedback to their personal development. For Gen Zers, the directed manager who provides worthy recognition and appropriate support to their team are also their desire model to become in the future [44]. They also trend to appreciate their leaders who respect and motivate their working [36]. It is said that:

H1: Leadership has positively influenced on the job satisfaction

C. Salary and benefit

Salary and benefit is a big concern of workers [62]. They also have positive motivation if they are paid an interesting salary [60];[71]. Gen Zers are too young to consider financial plans like getting married and having children [51] but they consider the salary and benefits if those commensurate with their effort put into their work or not [44]. Gen Zers also prefer a job with various benefits and extra money which provide a part from the leading salary [31]. They try their best in working and extra time for the higher payment and salary increasing opportunities which are worthy to their performance [16];[58];[12]. It is said that:

H2: Salary and benefits have positively influenced on job satisfaction

D. Nature of work

Nature of work refers to an intrinsic motivation of an employee towards her job which effect to decision of choosing the job. When employees are assigned jobs that require skills or abilities and clear requirements, they will feel the meaning of the work [22]. Employees realize that job results are highly dependent on their own efforts, initiatives, and decisions so they have more responsibility for work results. They also need to receive feedback from their work with clear information about the effectiveness of the work performed directly or indirectly. For the job, Gen Z preferred those which provided them flexibility and enjoyment [44], feeling of valuable, and feeling of pride with various tasks and skills required [16]. It is said that:

H3: Nature of work has positively influenced on the job satisfaction

E. Opportunities of training and promotion

Training and promotion opportunities relate to employees' perceptions of opportunities of training, personal development, and advancement within the organization and employees' targets during their work [62]; [64]; [28]; [18]. Compared to previous generations, Gen Z have more career options because they have more education [20] and more career information. Therefore, Gen Zers not only find their job for earning but for opportunities for developing also [5]; [44]. They would like to improve both technical knowledge and soft skills from their job [59]; [48]. Employee at Gen Z eager to be perfect, upgraded themselves and keep up with the development of society so employees want to gain experience from working to develop, dedicate and more associated with the company [31]; [27]. The effectiveness of train-

ing and the fairness of company promotion policies are consideration for Gen Zers about their job satisfaction [16]; [13]. It is said that:

H4: Opportunities of training and promotion have positively influenced on the job satisfaction

F. Colleague

Colleague relation or relationship with co-worker at work in the workplace such as coordination, cooperation, and helpfulness among staff is one of factors influence on job satisfaction [62]; [30]; [46]. At the age of younger than 27 years old, most of Gen Zers start working in a new environment – workplace and eager to learn new things and connect to new friends – coworkers. Although they can access the borderless information in internet to work individual, they appreciate teamwork which they can receive support from co-worker for higher productivity [31]. Therefore, they trends to collaborate well to their colleagues to accomplish the task better [30]. The good co-worker relationship is influenced on their job result as well as considered an expectation for Gen Zers towards their job [44]; [35]. It is said that:

H5: Colleague has positively influenced on the job satisfaction

III. RESEARCH METHODOLOGY

A. Questionnaire design

The JDI was applied as the proposed hypothesis to observe the factors affecting job satisfaction of Gen Zers in Vietnam because it comprehends the assessment each factors affecting job satisfaction and provide researchers flexible instruments in both reasoning and practical fields [53]; [1]; [56]; [15]. Based on other related studies of Gen Zers' job satisfaction, the measurements are adjusted into twenty one observation variables. While Opportunities of training and promotion (OP), Salary and Benefit (SA), Colleague (CO), Leadership (LE), and Nature of work (WO) were five independent variables, dependent variable was Job satisfaction (JS). The questionnaire was designed for the quantitative research to collect answers. The five-point Likert scale, with 1 being totally disagree to 5 being totally agree was used, is considered a common and basic tool to make questions in social science research [29].

B. Sample taking:

Ho Chi Minh city is one of the leading economic regions of Vietnam where concentrates both domestic and foreign businesses so it was chosen to conduct the survey. The survey was conducted on Gen Z staffs who are working at sport business in Ho Chi Minh city in from January to April, 2022. Convenience sampling method was used to collect data because of its quickness and easy accessibility to a large number of respondents. The survey was conducted cross over 24 districts in Ho Chi Minh city. The survey collected 20 samples at each districts. There were 75.6% answered by respondents who was born from 1995 to 2009 and the majority of respondents are full-time working (over 90%).

IV. RESULTS AND FINDINGS

A. Demographic statistic

There is diversification of gender participating the young workforce with male (46.2%), female (45.0%), and other (8.7%). Gen Zers who are from 13 to 27 years old are dominant in the survey (75.6%). Over 90% respondents having a bachelor degree and higher while 8.6% employees finished high school program. The majority of surveyors have been with their jobs from 1 to 3 years (74.7%) and in staff position (54.5%).

B. Reliability test

The results of the reliability assessment show that all groups of observed variables are achieved Cronbach's Alpha coefficient higher 0.7 and higher than the Cronbach's Alpha if Item deleted coefficient of each observed variable. Besides, the value of Corrected Item - Total Correlation of the observed variables is greater than 0.3. It can be said that the measurement used is appropriate [50].

C. Exploratory Factor Analysis (EFA)

The result of EFA shows that the observation variables can contribute to the research model because the satisfactory factor loading in the Rotated Component Matrix for each observed variable was higher than 0.5 [23]. They are grouped into five independent variables which are Leadership, Salary and Benefit, Opportunities of training and promotion, Nature of work, and Colleague. The dependent variable can be grouped into one factor of Job satisfaction. The result of Kaiser – Meyer – Olkin measure of sampling adequacy (KMO = 0.86 for independent variable and KMO = 0.716 for dependent variable) is greater than 0.5 and Bartlett's test of Sphericity is less than 0.05 demonstrates that the EFA is appropriate for all variables [9]. The Extraction Sums of Squared Loadings (Cumulative %) means that 71.9% of the variation in the research data explained by five factors.

D. Pearson correlation analysis

The result of Pearson correlation analysis shows there is a positive correlation between each independent variable and dependent one. Correlation coefficients of Leadership (LE) is 0.656 means the strongest positive correlation while the Opportunities of training and promotion (OP) is 0.405 means the weakest positive correlation to the Job satisfaction (JS) (Nettleton, 2014). The Salary and benefit (SA), Nature of work (WO), and Colleague (CO) are 0.589, 0.516, and 0.446 respectively.

E. Multivariate regression analysis

There are five factors affect the job satisfaction of Gen Z. The results of multivariate regression showed that all factors were accepted because their Sig value were less than 0.05. The VIF values are less than 5 so there is no multi-collinearity in the model [2]. The Leadership variable (LE) was the most significantly influenced (37.8%) on the Job satisfaction, the second was Salary and benefit (SA, 36.2%), the third was Nature of Work (WO, 23.2%), and 11.4%, 9.5% for Opportunities of training and promotion (OP) and Colleague (CO) in respectively.

Therefore, all hypotheses are accepted and the standard regression equation is written below:

$$JS = 0.378 * LE + 0.362 * SA + 0.232 * WO + 0.114 * OP + 0.095 * CO + e$$

F. One-way ANOVA

The result indicates that there is a difference in satisfaction among respondents of different ages because the Sig value of ANOVA is less than 0.05 at between groups. The Mean values in Descriptive statistic table show that respondents whose year of birth before 1995 is 3.7982 which is higher other groups so their level of satisfaction is higher than the rest of the groups.

For other demographic variables (gender, education, years of working, and position), the results show no significant differences among groups of respondents.

V. DISCUSSION

Generation Z contributes to the workforce of the future and plays a very important role in the business. In diversified human resource, Gen Zers are hired and considered an invaluable asset which ensure organization enough input to enter the operations effectively and sustainably. Once they dissatisfy towards their job and leave the organization, not only the hiring cost but other values of human capital, organizational knowledge, skills and know-how, relationships and customer resources also lose. When employees have job satisfaction, on the other hand, they will tend to stay with the company for a long time and contribute more to the organization [7]; [45]; [41].

The research results reflect the influence of each element of JDI and the reviewing the theoretical basis of JDI and previous empirical studies on job satisfaction. There is a similarity in factors but a difference in impact level for each element influencing on job satisfaction of Gen Zers in other countries. Comparing to the study of conducted in Australia (cf. McCrindle and Fell, 2019), Gen Zers there found interesting in challenge jobs with promotion opportunities rather than salary they received. The study of for Slovak Gen Zers (cf. Karacsony, 2019) provided quite similar results which showed both salary and wage and opportunities of training and development are the most concern. Gen Zers at Indonesia (cf. Dwidienawati and Gandasari, 2018) also preferred a job with competitive salary and personal development opportunities. In this study, level of positive impact of each job component is identified orderly Leadership, Salary and benefit, Nature of Work, Opportunities of training and promotion and Colleague from high to low.

The study provides understanding of expectation of Gen Zers towards their job in Ho Chi Minh City, Vietnam. The leadership variable has a significant influence on job satisfaction of Gen Zers. They expect to get helpful feedback from their direct manager (Mean = 3.45) and promotion to the position of their manager (Mean=3.42). The fair evaluation and appropriate support from the direct manager (Mean = 3.39) provides them chances to take progress and promote their performance. Their direct manager, therefore, should play a role as a tutor or a coacher who provides guidance and advices rather than orders to make Gen Z comfortable to communicate (Mean = 3.41). Salary and benefit is the sec-

ond concern. Respondents desire that they can earn more from their job from benefits and extra money (Mean = 3.33) and salary increasing opportunities (Mean = 3.34). They also expect to be paid fairly and received benefits commensurate with their efforts (Mean = 3.27). Unlike the previous generation, young Vietnamese people and newcomers at the company often accepted low wages to gain experience. More career information allows Gen Z flexible in leaving and jumping to different companies and positions. It can be said that Gen Zers find opportunities not jobs, fair evaluation and payment should be implemented clearly. Therefore, companies need to satisfy employees at Gen Z the monetary concerns to get them stay longer [66]. Third, Nature of work or Work itself is an intrinsic motivation which can make Gen Zers themselves satisfy with their jobs regardless outside effects. Gen Zers find a meaningful job which they can exploit their ability (Mean = 3.85) and they proud of their contributions to organization and society (Mean = 3.87). This is understandable and explained in terms of researches of Vietnamese Gen Z characteristics of their behavior consumption [19]; [37] and environmental issues responses [49]. It can be said that the intrinsic motivation for Gen Z in Vietnam come from meaningful activities which contribute to social development and environmental protection which cause their pride in their job (Mean = 3.82). Next, although the results show the Opportunities of training and promotion and Colleague are less important than other factors, they positively influence on job satisfaction for Gen Zers. Good colleague relationship, worthy recognition, and promised opportunities for development are considered as requirements and desires of employee towards working environment [64]; [57]. It can be said that employees would like to take progress in knowledge and position (opportunities of training and promotion), receive financial motives (salary and benefit), and feel comfortable when they work with their co-worker (colleague relation).

The lessons can be learnt for Vietnamese employers are training courses for managers, transparent and competitive salary system, open workspace, and diversified activities to satisfy and retain Gen Zers. Vietnamese managers should be trained to have understandings of Gen Z and appropriate methods to support their subordinates in onboarding and during they working in the workplace. Feedback in both positive and negative directions should be transferred from managers to staff in a friendly way. The better relationship between manager and staff, the more satisfactory for employees towards their job and managers are in charged of this relationship development. Next, pay range must be fair and enough room for different performance and effort of each individual. The employee competence must be assessed accurately and clearly to provide them satisfactory feeling in day-by-day working. Once benefits and extra money opportunities are transparent and competitive, Gen Zers satisfy with the payment and stay longer. Besides, diversifying activities and providing flexible working ways at the enterprise for employees to exploiting their ability are needed. Both clear job description and challenges compose a meaningful job for Gen Z. Enriching the social activities programs should also be applied in sport companies to provide them chances to contribute to community.

The limitation of research can be explained and conducted in future researches. There are other factors which were not mentioned in the research affect the job satisfaction of Gen Zers in Ho Chi Minh city. The respondents of the survey are from 22 to 27 years old and most of them evaluated their first job. The reputation and size of a company may be less important to them because they need to have experiences before applying to famous and big corporations. The operating procedures including companies regulations, facilities, and working procedures were not considered because Gen Z cannot compare with previous companies. Therefore, the results of this research can be applied to propose useful and meaningful solutions for human resource management in Vietnam. For the sample of respondent, future researches should be conducted in a larger number and compare the different results between other regions (if any). The post - Covid19 period is also taken account to evaluate the changes in the labor market including job satisfaction affect of Gen Z (e.g work-life balance, hybrid working, etc.)

REFERENCES

- [1] Abraham, A. (2018). Exploring Teacher-educators' Job Satisfaction Using Job Descriptive Index. *Horn of Africa Journal of Business and Economics*, 32-48.
- [2] Akinwande, M. O., Dikko, H. G., & Samson, A. (2015). Variance Inflation Factor: As a Condition for the Inclusion of Suppressor Variable(s) in Regression Analysis. *Open Journal of Statistics*, 05(07), 754-767.
- [3] Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. *International Journal of Engineering, Business and Management*, 5(2), 21-30.
- [4] Andrade, M. S., & Westover, J. H. (2018). Generational differences in work quality characteristics and job satisfaction. *Evidence-based HRM*, Vol. 6 No. 3, 287-304.
- [5] Arar, T., & Öneren, M. (2018). Role of Talent Management in Career Development of Generation Z: A Case Study of a Telecommunication Firm. *International Academic Journal of Social Sciences*, 28-44.
- [6] Aruldoss, A., Kowalski, K. B., & Parayitam, S. (2020). The relationship between quality of work life and work-life-balance mediating role of job stress, job satisfaction and job commitment: evidence from India. *Journal of Advances in Management Research*, 36-62.
- [7] Azeem, S. M. (2010). Job satisfaction and Organizational Commitment among Employees in the Sultanate of Oman. *Journal of Psychology*, Vol 1, No. 4.
- [8] Aziri, B. (2011). Job satisfaction: a literature review. *Management research and practice*, Vol. 3 Issue 4, 77-86.
- [9] Bartlett, M. (1995). Test of significance in factor analysis. *British journal statistical Psychology*, 77-85.
- [10] Bolden-Barrett, V. (2020, February 4). *Millennials, Gen Z are ditching the job-hopper label, study says*. From HR Drive: <https://www.hrdrive.com/news/millennials-gen-z-are-ditching-the-job-hopper-label-study-says/571533/>
- [11] Borisov, I., & Vinogradov, S. (2019). The Relationship among collaboration - oriented managerial environment, job satisfaction, and workplace creativity. *Social & Economic Review*, Vol. 17 Issue 3, 5-19.
- [12] Chan, S. H., & Ao, C. T. (2018). The Mediating Effects of Job Satisfaction and Organizational Commitment on Turnover Intention, in the Relationships Between Pay Satisfaction and Work-Family Conflict of Casino Employees. *Journal of Quality Assurance in Hospitality & Tourism*, 206-229.
- [13] Cho, M., Bonn, M. A., & Han, S. J. (2018). Generation Z's Sustainable Volunteering: Motivations, Attitudes and Job Performance. *Sustainability*.
- [14] Dimock, M. (2019, January 17). *Generations & Age*. From Pew Research Center: <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>
- [15] Duong, V. H., Nhung, D. T., & Linh, T. M. (2021). Identifying work-related factors influencing job satisfaction using job descriptive index questionnaire: a study of IT companies in Hanoi. *Journal of International Economics and Management*, Vol 21 No 1, 63-85.

- [16] Dwidienawati, D., & Gandasari, D. (2018). Understanding Indonesia's Generation Z. *International Journal of Engineering & Technology*, 245-252.
- [17] Faragher, E. B., Cass, M., & Cooper, C. L. (2013). The Relationship between Job Satisfaction and Health: A Meta-Analysis. In C. Cooper, *From Stress to Wellbeing Volume 1* (pp. 254-271). London: Palgrave Macmillan.
- [18] Fletcher, L., Alfes, K., & Robinson, D. (2018). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. *The International Journal of Human Resource Management*, Vol 29, 2701-2728.
- [19] Francis, T., & Hoefel, F. (2018, November 12). *True Gen: Generation Z and its implications for company*. From McKinsey & Company: <https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies>
- [20] Fry, R., & Paker, K. (2018, 11 15). *Early Benchmarks Show 'Post-Millennials' on Track to Be Most Diverse, Best-Educated Generation Yet*. From Pew Research center: <https://www.pewresearch.org/social-trends/2018/11/15/early-benchmarks-show-post-millennials-on-track-to-be-most-diverse-best-educated-generation-yet/>
- [21] George, J. M., & Jones, G. R. (2012). *Understanding and Managing Organizational Behavior, 6th Edition*. New Jersey: Pearson Education, Inc.
- [22] Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60(2), 159-170.
- [23] Hair JF, B. W. (2009). Multivariate data analysis. *Pearson Prentice Hall, Upper Saddle River, vol 7*.
- [24] Hoppock, R. (1937). *Job Satisfaction*. Harbour: Oxford.
- [25] Iman, N., & Lestari, W. (2019). The effect of leadership on job satisfaction, work motivation and performance of employees: Studies in AMIK Yapennas Kendari. *African Journal of Business Management*, 466-472.
- [26] Inuwa, M. (2016). Job Satisfaction and Employee Performance: An Empirical Approach. *The Millennium University Journal*, 90-103.
- [27] Jayathilake, H. D., Daud, D., Eaw, H. C., & Annuar, N. (2021). Employee development and retention of Generation-Z employees in the post-COVID-19 workplace: a conceptual framework. *Benchmarking: An International Journal*, 2343-2364.
- [28] Jehanzeb, K., & Mohanty, J. (2018). Impact of employee development on job satisfaction and organizational commitment: person-organization fit as moderator. *International journal of training and development*, Vol23 (3), 171-191.
- [29] Joshi, A., Kale, S., Chandel, S., & Pal, D. (2015). Likert Scale: Explored and Explained. *British Journal of Applied Science & Technology*, 396-403.
- [30] Kanapp, C. A., Christine, W., & Moellenkamp, S. (2017). Challenges and strategies for incorporating Generation Z into the workplace. *Corporate real estate journal*, Vol 7, 137-148.
- [31] Karacsony, P. (2019). Generational Differences in Motivation at Work in Slovakian Small and Medium Sized Companies. *Open Journal of Social Science*, Vol 7, 182-191.
- [32] Kasbuntoro, Irma, D., Maemunah, S., Mahfud, I., Fahlevi, M., & Parashakti, R. D. (2020). Work-Life Balance and Job Satisfaction: A Case Study of Employees on Banking Companies in Jakarta. *International Journal of Control and Automation Vol. 13, No. 4*, 439-451.
- [33] Khalil, S. H., Zada, S. S., Tariq, M., & Irshadullah, M. (2018). Impact of Intellectual Stimulation on Employees' Job Satisfaction. *Journal of Research in Social Sciences*, Vol: 6 Number 2, 152-167.
- [34] Kian, T. S., Rajah, S., & Yusoff, W. F. (2014). Job satisfaction and motivation: what are the differences among these two? *European journal of Business and Social Science*, Vol. 3 No.2, 94-102.
- [35] Kirchmayer, Z., & Fratričová, J. (2020). What Motivates Generation Z at Work? Insights into Motivation Drivers of Business Students in Slovakia. *Innovation Management and Education Excellence through Vision 2020*, 6019-6030.
- [36] Lazányi, K., & Bilan, Y. (2017). Generation z on the labour market – Do they trust others within their workplace? *Polish Journal of Management Studies*, Vol. 16, 78-93.
- [37] Le, T. D., Nguyen, P., & Kieu, T. (2020). Ethical Consumption in Vietnam: An Analysis of Generational Cohorts and Gender. *Journal of Distribution Science*, Vol.8, 37-48.
- [38] Lewig, K. A., & Dollard, M. F. (2003). Emotional dissonance, emotional exhaustion and job satisfaction in call centre workers. *European Journal of Work and Organizational Psychology*, 366-392.
- [39] Locke, E. (1976). The Nature and Causes of Job Satisfaction. In M. E. Dunnette, *Handbook of Industrial and Organizational Psychology* (pp. 1297-1343).
- [40] Lofquist, L., & Dawis, R. (1991). *Essentials of person environment correspondence counseling*. Minneapolis: University of Minnesota Press.
- [41] Luz, C. M., & Oliveira, S. L. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão, Vol. 25 No. 1*, 85-101.
- [42] Maslow, A. (1937). A theory of human motivation. *Psychological Review*, 50(4), 370-396.
- [43] McCrindle, M. (2014). *The ABC of XYZ: Understanding the Global Generations, 3rd edition*. Australia: Bella Vista: McCrindle Research Pty Ltd.
- [44] McCrindle, M., & Fell, A. (2019). *Understanding generation Z: recruiting, training, and leading the next generation*. Australia: Northwest NSW: McCrindle research Pty Ltd.
- [45] Mohammed, F., & Eleswed, M. (2013). Job satisfaction and Organizational Commitment: A Correlation study in Bahrain. *International Journal of Business, Humanities and Technology*, Vol. 3, No.5, 43-53.
- [46] Nabahani, P. R., & Riyanto, S. (2020). Job satisfaction and Work motivation in enhancing Generation Z's Organizational Commitment. *Journal of Social Science*, 234-240.
- [47] Nettleton, D. (2014). Selection of Variables and Factor Derivation. *Commercial Data Mining*, 79-104.
- [48] Nguyen, H. T. (2021). *Vietnamese Gen Z can be the most productive remote workforce, yet face uncertainty over skills gap*. Vietnam: PwC.
- [49] Nguyen, T., Huynh, M. K., Le, T., Ho, N., & Doan, N. (2022). Factors Affecting of Environmental Consciousness on Green Purchase Intention: An Empirical Study of Generation Z in Vietnam. *The Journal of Asian Finance, Economics and Business*, Vol 9, 333-343.
- [50] Nunnally, J., & Bernstein, I. (1994). *Psychometri theory*. NewYork: McGraw-Hill.
- [51] Paker, K., & Igielnik, R. (2020). *On the Cusp of Adulthood and Facing an Uncertain Future: What We know about Gen Z so far*. Washington DC: Pew Research Center.
- [52] Park, S., & Kim, S. (2017). The Linkage Between Work Unit Performance Perceptions of U.S. Federal Employees and Their Job Satisfaction: An Expectancy Theory. *Transylvanian Review of Administrative Sciences*.
- [53] Price, J. (1997). Handbook of organizational measurement. *International Journal of Manpower*, Vol. 18, 305-558.
- [54] Raggiotto, F., & Scarpi, D. (2021). *Generation Z Active Sports Tourism: A Conceptual Framework and Analysis of Intention to Revisit*. Springer Books
- [55] Ramlall, S. (2004). A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations. *The Journal of American Academy of Business*, Cambridge, 52-63.
- [56] Rawabdeh, M., & Nawafleh, S. (2018). Compensation system and job satisfaction: the application of the job descriptive index in the public-sector of Jordan. *International Journal of Productivity and Quality Management*, Vol 28 No 3, 299-317.
- [57] Raziq, A., & Maulabakhsh, R. (2014). The Impact of Working Environment on Job Satisfaction. *2nd Global Conference on Business, Economics, Management and Tourism 30-31 October 2014, at Top Hotel Prague* (pp. 717-725). Czech Republic: Procedia Economics and Finance, ELSEVIER.
- [58] Rue, P. (2018). Make Way, Millennials, Here comes gen Z. *Sage Journal*, Vol 23(3), 5-12.
- [59] Schawbel, D. (2014, 7 7). From <https://danschawbel.com/blog/5-predictions-for-generation-alpha/>
- [60] Silan, E., & Širok, K. (2018). The Importance of Employee Satisfaction: A Case Study of a Transportation and Logistics Service Company. *Management*, Vol. 13 Issue 2, 111-136.
- [61] Singh, A., & Dangmei, J. (2016). Understanding the Generation Z: The future workforce. *South-Asian Journal of Multidisciplinary Studies*, Volume 3, 1-5.
- [62] Smith, P., Kendall, L., & Hulin, C. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.
- [63] Soomro, A. A., Breitenecker, R. J., & Shah, S. A. (2018). Relation of work-life balance, work-family conflict, and family-work conflict with the employee performance-moderating role of job satisfaction. *South Asian Journal of Business Studies*, 129-146.
- [64] Spector, P. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Thousand Oaks CA: Sage Publication Inc.
- [65] Subekti, A. (2021). The Influence of Performance Appraisal System towards Job Satisfaction, Motivation, as well as Employee Performance. *International Journal of Economics, Business and Accounting Research*, Vol 5, No 2, 104-113.

- [66] Tarigan, J., Cahya, J., Valentine, A., Hatane, S., & Jie, F. (2022). Total reward system, job satisfaction and employee productivity on company financial performance: evidence from Indonesian generation z workers. *Journal of Asia Business Studies*.
- [67] Theresia, L., Lahuddin, A. H., & Ranti, G. (2018). The Influence of Culture, Job Satisfaction and Motivation on the Performance Lecturer / Employees. *International Conference on Industrial Engineering and Operations Management Bandung*. Indonesia.
- [68] Truong, T. H., Ngo, H. V., & Le, P. Q. (2021). Setting up the Socialization Solutions for Development of Futsal in Vietnam. *International Journal of Sports Science and Physical Education*, 6(2), 35-40.
- [69] Vroom, V. H. (1964). *Work and Motivation*. NewYork: John Willey and Sons.
- [70] Weiss, D. J., Dawis, R. V., England, G. W., & Lofquist, L. H. (1967). *Manual for Minnesota satisfaction questionnaire*. University of Minnesota.
- [71] Wolomasi, A. K., Asaloei, S. I., & Werang, B. R. (2019). Job Satisfaction and Performance of Elementary School Teachers. *International Journal of Evaluation and Research in Education*, Vol 8 No 4, 575-580..
- [72] Yu, J., Ariza-Montes, A., Hernández-Perlines, F., Vega-Muñoz, A., & Han, H. (2020). Hotels' Eco-Friendly Physical Environment as Nature-Based Solutions for Decreasing Burnout and Increasing Job Satisfaction and Performance. *Environmental research and Public Health*, 6357.

APPENDIX

A. Appendix 1

Questionnaire design

Variable	ID	Measure	Source
Independent variables			
Opportunities of training and promotion (OP)	OP 1	You satisfy with the fair opportunities of training and promotion	McCrindle and Fell, 2019; Dwidienawati and Gandasari, 2018; Karacsony, 2019
	OP2	You satisfy with technical knowledge improvement through training courses	
	OP3	You satisfy with soft skills improvement through training courses	
	OP4	You would like to get a higher position	
Salary and benefit (SA)	SA1	You satisfy with the fair salary payment for your effort	
	SA2	You satisfy with the benefits and extra money provided	
	SA3	You satisfy with salary increasing opportunities based on performance	
Colleague relation (CO)	CO1	You receive high productivities because of supporting from colleague	
	CO2	You feel comfortable when you work with your team	
	CO3	You can work better if you get along to your colleague	
	CO4	You cannot do job done if you conflict with your team	
Leadership (LE)	LE1	You feel comfortable with your direct manager	
	LE2	You receive helpful feedback from your direct manager to progress	
	LE3	You would like to get the position as your direct manager	
	LE4	Your direct manager provides fair evaluation and appropriate support to your team	
Nature of work (WO)	WO1	You love your job because it makes sense to you	
	WO2	You love your job because you can use your knowledge and skills studied	
	WO3	You proud of what you are working	
Dependent variable			
Job satisfaction	JS1	You feel excited when you go to work	Collected by author
	JS2	You think about making creative and new things when you are working	
	JS3	You have work-life balance and enough energy for working	

Source from Smith et al. (1969) and adjusted by Author (2022) from previous empirical studies

B. Appendix 2

Profile of respondents

Demographic variable		Frequency	Percent
Gender	Male	222	46.3
	Female	216	45.0
	Other	42	8.7
Year of birth	Before 1995	76	15.8
	From 1995 to 2009	363	75.6
	After 2009	41	8.5
Education	College	213	44.3
	University	184	38.3
	Postgraduate	41	8.5
	High school	42	8.8
Years of working	Less than 1 year	57	11.8
	From 1 to 3 years	359	74.7
	More than 3 years	64	13.3
Position	Staff	262	54.5
	Middle manager	97	20.2
	C-level	93	19.3
	Other	28	5.8

C. Appendix 3

Cronbach's Alpha

Items		Corrected Item – Total Correlation	Cronbach's Alpha if Item Deleted
Opportunities of training and promotion (OP) Cronbach's Alpha = 0.852	OP1	0.721	0.800
	OP2	0.678	0.819
	OP3	0.672	0.821
	OP4	0.701	0.809
Salary and benefit (SA) Cronbach's Alpha = 0.833	SA1	0.688	0.775
	SA2	0.687	0.777
	SA3	0.707	0.756
Colleague (CO) Cronbach's Alpha = 0.864	CO1	0.702	0.831
	CO2	0.731	0.819
	CO3	0.708	0.829
	CO4	0.710	0.828
Leadership (LE) Cronbach's Alpha = 0.851	LE1	0.662	0.823
	LE2	0.684	0.814
	LE3	0.712	0.802
	LE4	0.708	0.804
Nature of work (WO) Cronbach's Alpha = 0.835	WO1	0.659	0.808
	WO2	0.724	0.746
	WO3	0.709	0.760
Job satisfaction (JS) Cronbach's Alpha = 0.814	JS1	0.661	0.748
	JS2	0.680	0.729
	JS3	0.653	0.756

D. Appendix 4

Exploratory Factor Analysis

KMO and Bartlett's Test		Independent	Dependent
Kaiser – Meyer – Olkin Measure of Sampling Adequacy.		.864	.716
Bartlett's Test of Sphericity	Appro. Chi-Square	4109.422	494.660
	df	153	3
Sig.		.000	.000
Total Variance Explained			
Extraction Sums of Squared Loading (Cumulative %)		71.921	72.888

Rotated Component Matrix of 18 observed variables for five independent factors

	1	2	3	4	5
CO2	.825				
CO1	.814				
CO4	.808				
CO3	.804				
OP1		.832			
OP4		.815			
OP3		.802			
OP2		.797			
LE2			.795		
LE4			.790		
LE3			.787		
LE1			.761		
WO2				.848	
WO1				.829	
WO3				.828	
SA2					.844
SA3					.836
SA1					.812

Rotated Component Matrix of 3 observed variables for one dependent factor

	1
JS2	.863
JS1	.851
JS3	.847

E. Appendix 5

Correlations of each pair variables

	JS	LE	SA	WO	CO	OP
JS Pearson Correlation	1	.656	.589	.516	.446	.405
Sig. (2-tailed)		.000	.000	.000	.000	.000

F. Appendix 6

Regression analysis

Model	Standardize Coefficients Beta	Sig.	VIF
LE	.378	.000	1.487
OP	.114	.000	1.208
CO	.095	.002	1.289
SA	.362	.000	1.257
WO	.232	.000	1.257

G. Appendix 7

One-way ANOVA of Year of birth result

Test of Homogeneity of Variances				
	Levene statistic	df1	df2	Sig.
Based on Mean	.704	2	485	.495
Based on Median	.631	2	485	.532
Based on Median and with adjusted df	.631	2	482.330	.532
Based on trimmed mean	.747	2	485	.474

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.779	2	3.389	9.924	.000
Within Groups	165.644	485	.342		
Total	172.442	487			

H. Appendix 8

Descriptive statistic

		Minimum	Maximum	Mean	Std. Deviation
Opportunities of training and promotion (OP)					
OP1	You satisfy with the fair opportunities of training and promotion	1	5	3.30	.840
OP2	You satisfy with technical knowledge improvement through training courses	1	5	3.33	.816
OP3	You satisfy with soft skills improvement through training courses	1	5	3.32	.815
OP4	You would like to get a higher position	1	5	3.25	.839
Salary and Benefit (SA)					
SA1	You satisfy with the fair salary payment for your effort	1	5	3.27	.806
SA2	You satisfy with the benefits and extra money provided	1	5	3.33	.866
SA3	You satisfy with salary increasing opportunities based on performance	1	5	3.34	.829
Colleague (CO)					
CO1	You receive high productivities because of supporting from colleague	1	5	3.41	.863
CO2	You feel comfortable when you work with your team	1	5	3.44	.879
CO3	You can work better if you get along to your colleague	1	5	3.51	.881
CO4	You cannot do job done if you conflict with your team	1	5	3.42	.901
Leadership (LE)					
LE1	You feel comfortable with your direct manager	1	5	3.41	.884
LE2	You receive helpful feedback from your direct manager to progress	1	5	3.45	.927
LE3	You would like to get the position as your direct manager	1	5	3.42	.889
LE4	Your direct manager provides fair evaluation and appropriate support to your team	1	5	3.39	.889
Nature of work (WO)					
WO1	You love your job because it makes sense to you	1	5	3.82	.893
WO2	You love your job because you can use your knowledge and skills studied	1	5	3.85	.877
WO3	You proud of what you are working	1	5	3.87	.915
Valid N(list wise)		480			