

EXPLORING THE RELATIONSHIP BETWEEN RECRUITMENT PROCESS AND TURNOVER INTENTIONS WITH MEDIATING ROLE OF AFFECTIVE COMMITMENT: IMPLICATIONS FOR EUROPEAN ENTERPRISES

Yen, M. T. H., Thuy, N. T. L., Cuong, T. T., Minh, N. T. H.

Yen Mac Thi Hai / National Economics University, Faculty of Management Science, 207 Giai Phong Road, Hai Ba Trung District, Hanoi, Vietnam. Email: ynmh@neu.edu.vn

Thuy Nguyen Thi Le / National Economics University, Faculty of Management Science, Address: 207 Giai Phong Road, Hai Ba Trung District, Hanoi, Vietnam. Email: thuykhoahocquanly@neu.edu.vn (corresponding author)

Tran Thi Cuong / National Economics University, Faculty of Management Science, 207 Giai Phong Road, Hai Ba Trung District, Hanoi, Vietnam. Email: tranthicuonghr@gmail.com

Minh Nguyen Thi Hong / National Economics University, Faculty of Management Science, Address: 207 Giai Phong Road, Hai Ba Trung District, Hanoi, Vietnam. Email: ynmh@neu.edu.vn

Abstract

This research explores the relationship between the recruitment process and turnover intentions, with the mediating role of affective commitment among Generation Z working in European enterprises operating in Vietnam. Specifically, the study explores the relationship between job description, job evaluation, job specification, job analysis and affective commitment of Generation Z while also identifying the influence of affective commitment on turnover intentions. Based on the theoretical and literature summary, the research model is proposed. Accordingly, hypotheses are developed, and we apply a quantitative analysis with a research sample of 250 Generation Z respondents working for European businesses in Vietnam using the snowball sampling technique. Questionnaires were designed in the form of an online survey (using Google Forms) and sent privately via personal emails to respondents. The collected data were then processed and analysed by SPSS v.22 and AMOS software to estimate the research model, test hypotheses and evaluate the impact of variables on turnover intentions. The research results reveal that job description contributes to enhancing affective commitment (0.232), job evaluation positively influences affective commitment (0.283), job specification significantly affects affective commitment (0.184), job analysis has a strong and positive relationship with affective commitment (0.532) and affective commitment negatively influences turnover intentions (-0.433). Based on the research findings, we propose some managerial policy implications for Central European enterprises to increase the affective commitment of their employees, including (1) regularly reviewing and updating the requirements as well as job descriptions for each position, ensuring that they accurately reflect the tasks that employees need to perform. This helps the company provide clearer guidance on roles and expectations for employees from the

outset; (2) overcoming cultural barriers and fostering a sense of inclusion and respect for the unique values and work expectations of Vietnamese employees, which helps employees perform better in their jobs while also enhancing their commitment and expectations; (3) creating a flexible workplace that meets Generation Z employees' needs to attract and retain talent effectively; and (4) emphasizing a supportive team environment, job-life integration and meaningful work through recruitment marketing.

Implications for the Central European audience: The insights gained from the research are particularly relevant for Central European enterprises looking to navigate the challenges and opportunities of the Generation Z workforce in Vietnam. Our insights on managing new-generation workforces in a developing and emerging country context can guide Central European enterprises in tailoring their strategies when expanding their businesses into Southeast Asian countries that have some characteristics in common with Vietnam regarding economic development, culture, population, technology level, etc. It emphasizes the significance of comprehending local dynamics and meeting employees' needs to improve affective commitment through aspects of the recruitment process to reduce turnover intentions. The results can be used by companies in a variety of fields, sizes, regions, etc.

Keywords: Affective commitment; turnover intention; Generation Z; recruitment process

JEL Classification: J28, M54, O15

Introduction

Generation Z prioritizes experiences, seeking employment that offers positive and meaningful experiences and "job hopping" has become a problem for businesses (Vinh San, 2024). Job hopping, or short tenure at each company, is a trend across all generations, with Generation Z changing jobs relatively faster and more ambiguously, attracting more attention and discussion (Tien Phong, 2023). A high turnover intention rate not only leads to labour shortages but also disrupts workflow, affecting the overall productivity of a business, which can result in increased costs for the company to recruit and train new employees to replace those who have left. Additionally, a high turnover intention rate also leads to a shift in the company's culture, creating an unstable mindset for remaining employees and affecting their morale and commitment to the company. This poses a significant challenge for businesses in maintaining and developing a positive and stable work environment to attract and retain employees. In other words, organizational commitment, which considers factors such as an employee's links to the job and community and their fit within the organization, plays a significant role in reducing turnover intentions, which is essential for businesses in countries such as Austria, Czechia, Germany, Hungary and Poland to focus on creating roles that integrate deeply into an employee's life and offer satisfaction beyond monetary compensation (Tanova & Holtom, 2008). Therefore, businesses gradually have to focus on human resource policies before, during and after recruitment, especially optimizing the input recruitment process.

An effective approach to recruitment involves clearly communicating the values and culture of the organization, as these are significant factors for candidates. By making the process transparent and engaging, companies can significantly improve their attractiveness to potential Generation Z employees (Pandita, 2021). Besides, European enterprises have cultures different from Vietnamese employees', so it is necessary to pay more attention to the

recruitment process, especially for Generation Z, which has a special difference compared to previous generations. For example, Czech enterprises tend to appreciate direct communication and pragmatism but might find the hierarchical and group-oriented nature of Vietnamese culture challenging and integrate these cultural values into their recruitment strategies, which helps bridge the gap (Kampf et al., 2017).

Besides, for Generation Z, when economic factors are complete, non-economic factors are given priority, so, in terms of organizational commitment, affective commitment is chosen for research when the object of the research is Generation Z. Implementing mindfulness practices in the workplace can significantly increase the affective commitment of employees by improving their emotional attachment to the organization as this approach can be particularly effective with Generation Z, who value emotional well-being and a supportive work environment (Sopiansah et al., 2023).

Therefore, in the recruitment process, there are certain elements that need to be evaluated and studied comprehensively and objectively. With the objective of exploring the effect of the recruitment process on turnover intentions through affective commitment among Generation Z from Vietnam in European enterprises, this study aims to answer the following research question:

RQ1: How do factors relating to the recruitment process influence the affective commitment of Vietnam's Generation Z workforce to European enterprises?

RQ2: How does affective commitment influence the turnover intention of the Vietnamese Generation Z workforce in European enterprises?

We aim to explain the reasons for low commitment and high turnover intentions among Generation Z by controlling inputs through the recruitment process. Accordingly, we propose appropriate human resource management solutions for European businesses.

To properly meet this objective and address these two research questions, this introduction is followed by a theoretical background, including a review of the literature and prior studies on recruitment processes, turnover intentions and affective commitment. The following section describes the methodological path chosen in this study. This should lead to results that answer both research questions and bring a new perspective on the recruitment process and turnover intentions in the discussion section. Finally, the conclusion section summarizes key insights, theoretical and practical implications, limitations of the paper and suggestions for future research.

1 Literature Review and Theoretical Background

This section is divided into four parts: Generation Z, turnover intentions, recruitment process and affective commitment. These sections form the basis for generating hypotheses that we will test and discuss.

1.1 Generation Z

Generation Z, the generation of people born between 1997 and 2012 who grew up in an era of technological development, prefers to work in environments that support their personal

and professional growth. Therefore, when deciding where to work, they tend to consider the working environment, especially the development and implementation of technology at work (Souza-Leão et al., 2022). According to Fry and Parker (2018), Generation Z stands out in terms of a high level of education and creativity. Similarly, Rue (2018) indicated that people belonging to Generation Z are well-equipped with important personal skills such as communication, leadership, teamwork, etc. As a result, they desire to work in an environment that enhances their abilities and helps them develop themselves. Persada et al. (2019) emphasized that although Generation Z is passionate about learning and being trained, their decision to learn depends significantly on whether they have enough equipment and resources.

Generation Z is attracted to organizations that exhibit factors such as salary, benefits, work-life balance and corporate social responsibility (Nguyen et al., 2023). However, as the newest group enters the labour market, Generation Z is still in the stage of being discovered and studied (Chillakuri, 2020). Researchers have revealed that Generation Z has unique expectations for their jobs. They love experiences, so they do not hesitate to try new initiatives and participate in many diverse activities. This results in them not always prioritizing long-term commitment to an organization (Ma & Fang, 2023). In addition, Generation Z is also very independent, especially financially independent, and they are willing to change jobs if new job opportunities offer higher salaries and more flexible work environments (Lalic et al., 2019). In short, Generation Z's decision to work for an organization or quit an organization is affected by several factors supporting their personal and professional growth, including a flexible working environment, technology development, high salary and interesting work experiences.

1.2 Turnover intentions

Employee turnover intentions are defined as the voluntary intent of employees to leave their current jobs, which includes changing roles within the same company or leaving the organization altogether (Yasin et al., 2023). High turnover intentions can lead to actual employee turnover, which incurs costs related to recruitment, training and loss of productivity (Pham & Hoang, 2019). Higher turnover intention rates can also undermine team dynamics and morale, further affecting productivity and organizational climate (Skelton et al., 2019). When employees leave, organizations must invest in recruiting and training new staff, which is both costly and time-consuming. High turnover rates can lead to a cycle of recruitment that strains resources and diverts focus from strategic objectives (Skelton et al., 2019). Besides, turnover intentions lead to increased operational costs and workloads and affect sales, as continuous staff changes can disrupt service delivery and operational efficiency (Mohammed et al., 2020). The facts in some Austrian organizations operating in the field of information technology demonstrate that quality of working life mediates the relationship between job characteristics and turnover intentions by highlighting the negative impacts on employee morale and productivity (Korunka et al., 2008). Thus, turnover intentions mostly have a negative impact on the operations of businesses and it is essential to control or reduce employee turnover intentions. In terms of factors affecting employee turnover intentions, Lin et al. (2021) indicated that when employees are less satisfied and less committed, they are more likely to have high turnover intentions, affecting organizational stability and performance.

1.3 Recruitment process

According to Greenidge et al. (2012), the recruitment process includes four stages: evaluating open positions, job analysis, crafting job descriptions and specifications. In agreement with this, Ekwoaba et al. (2015) supposed that recruitment and selection refer to locating, attracting and choosing job candidates (Ekwoaba et al., 2015). Therefore, retention is more cost-effective than replacement hiring in volatile environments, as Greenidge & Baker (2012) discussed, and it is crucial for an organization to have a well-structured recruitment process that is not only for attracting the right talent but also for fostering a sense of commitment among employees.

Numerous studies have shown that recruitment procedures greatly improve organizational outcomes. Indeed, Alansaari et al. (2019) confirmed that recruitment processes that focus on the alignment of personal and organizational values tend to enhance employee commitment and, consequently, improve organizational performance, which means that they play a mediating role between recruitment practices and organizational outcomes. Similarly, Verwiebe et al. (2017) also pointed out for Hungary that recruitment strategies, particularly on transnational labour markets, focus on utilizing social networks and community ties, especially for cross-border commuters. This approach helps integrate the labour market across the Central European region, including neighbouring countries such as Slovakia and Czechia (Verwiebe et al., 2017). In comparison, in the context of manufacturing firms in the United Arab Emirates, recruitment processes that effectively communicate job roles and expectations have been shown to positively influence the performance of the internal supply chain. This indicates that clear and efficient recruitment strategies contribute to greater organizational coherence and performance (Alansaari et al., 2019).

Another perspective of the recruitment process has been investigated by a number of scholars, that is, the relationship between the recruitment process and employees' affective commitment. Gutierrez et al. (2012) found a positive association between person-organization fit and commitment among US nursing schools. Patrick and Sebastian (2012) also indicated that recruitment positively predicts faculty's affective commitment in Indian universities. In agreement with this, Warsame (2015) argued that thorough recruiting for organizational culture fit boosts affective commitment. Besides, broadly recruiting to ensure candidate-organization goal alignment can increase emotional attachment and retention (Warsame, 2015). Khatri and Gupta (2015) mentioned a highly significant and positive relationship between affective commitment and perceptions of staffing and resource management practices, including the recruitment process. In short, employee engagement and loyalty stem from the recruitment process (Khatri & Gupta, 2015; Patrick & Sebastian, 2012).

Supporting this, Atoko et al. (2019) engaged affective commitment with recruitment and confirmed that human resource practices (i.e., recruitment methods, training and development, performance appraisals and reward systems) had a significant influence on affective commitment. Therefore, it implies that recruitment strategies and policies that are formulated and adopted by organizations situated in Lusaka, Zambia, should be linked to the affective commitment of employees. For example, in Zambia, recruitment practices are closely linked to productivity through affective commitment and relational contracts, underscoring the

importance of understanding local cultural dynamics in recruitment strategies (Atoko et al., 2019). Organizational commitment intrinsically links with recruitment and selection strategies (Aladwan et al., 2023; Zaitouni et al., 2011; Atoko et al., 2019) because the early recruitment environment signals and instills dedication norms that new hires then reflect. The recruitment experience thus predicts and shapes subsequent retention.

In summary, the impact of recruitment on affective commitment can vary significantly across different cultural contexts. However, most research into recruitment and commitment is Western-focused (Gutierrez et al., 2012) and Asian-focused (Patrick & Sebastian, 2012; Khatri & Gupta, 2015), excluding emerging contexts. In reality, predominantly Western and Asian findings may not apply to emerging and developing countries. Thus, further exploring these predictive links in specific contexts would be valuable and more context-specific research is needed, especially in emerging economies.

Therefore, we hypothesize the following relationship between the recruitment process and affective commitment in the Vietnamese context of working environment with Generation Z workforce as follows:

H0a: Job description does not influence the affective commitment of Generation Z.

H1a: Job description influences the affective commitment of Generation Z.

H0b: Job evaluation does not influence the affective commitment of Generation Z.

H1b: Job evaluation influences the affective commitment of Generation Z.

H0c: Job specification does not influence the affective commitment of Generation Z.

H1c: Job specification influences the affective commitment of Generation Z.

H0d: Job analysis does not influence the affective commitment of Generation Z.

H1d: Job analysis influences the affective commitment of Generation Z.

1.4 Affective commitment

Research from a wide range of eras, nations and situations has indicated that affective commitment directly hurts employees' turnover intentions, as confirmed by Rawashdeh and Tamimi (2020), Elisabeth et al. (2021), Akinyemi et al. (2022), Sari and Anjaningrum (2023) and Muchtadin (2023). Rawashdeh and Tamimi (2020) argued that affective commitment is negatively associated with turnover intentions. Higher practical commitment directly reduces the likelihood of employees leaving the organization. Similarly, Elisabeth et al. (2021) indicated that affective commitment significantly influenced employee turnover in the shoe industry in Sidoarjo, Indonesia. In a study investigating the relationship between job satisfaction, pay, affective commitment and turnover intentions of public hospital-based registered nurses in Ondo State, Nigeria, Akinyemi et al. (2022), also showed that affective commitment has a negative relationship with turnover intentions. The negative relationship between affective commitment and turnover intention continues being proved by Sari and Anjaningrum (2023) by confirming that high affective commitment negatively influences turnover intentions, as employees with strong emotional ties feel part of the company and are reluctant to leave (Sari & Anjaningrum, 2023). Indeed, affective commitment has a negative effect on the turnover intentions of millennial workers. Interestingly, psychological

empowerment actually has a positive effect on turnover among millennial workers (Muchtadin, 2023).

In contrast to the above research results, affective commitment has been considered by Joarder and Sharif (2012), Zhao & Zeng (2012), A'yunnisa and Saptoto (2015), Lee et al. (2018), Ramalho et al. (2018) and DiPietro et al. (2019) to have an indirect negative influence on employees' turnover intentions through mediating the relationships between turnover intentions and other factors. Particularly, Joarder and Sharif (2012) revealed that affective commitment is significantly and negatively related to turnover intentions by fully and partially mediating the relationship between human resource practices and turnover intentions. In parallel, Zhao & Zeng (2012) showed that the high quality of work life perceived by nurses enhances their job embeddedness and affective commitment and thus reduces their intention to leave the job. Affective commitment, according to A'yunnisa and Saptoto (2015), is considered to play an effective role in mediating the relationship between pay satisfaction and turnover intention. Lee et al. (2018) reinforced these findings with the conclusion that in the United States, positive affect moderated the relationship between perceived human resource practices and affective commitment and turnover intentions. Ramalho et al. (2018) expanded the research results by mentioning that affective commitments and satisfaction with pay, satisfaction with promotions and satisfaction with the nature of the work are significantly correlated with the intention of negative turnover. Similarly, DiPietro et al. (2019) clarified that workplace well-being significantly influences turnover intentions when mediated by positive affective commitment, negative affective commitment and job satisfaction.

To put it simply, prior research has provided varying conclusions regarding the correlation between affective commitment and turnover intentions, such as a direct negative correlation or an indirect negative correlation as a mediating role. Consequently, the following hypothesis was developed to test the relationship between affective commitment and turnover intentions among the Generation Z workforce of European enterprises operating in Vietnam.

H02: Affective commitment does not influence the turnover intentions of Generation Z.

H2: Affective commitment influences the turnover intentions of Generation Z.

2 Research Methodology

In this section, we outline the procedures for data collection and processing to test the hypotheses presented.

2.1 Research methodology and data collection

Following the theory of Creswell (2014), we use a quantitative design to analyse and test hypotheses about the quantitative relationship of factors affecting turnover intentions with the influence of the recruitment process. This research applies the convenient sampling method. Therefore, a questionnaire is designed to gather information about Generation Z employees working in European businesses in Vietnam and their affective commitment and turnover intentions with regard to the influence of the recruitment process. We chose Generation Z as the survey subject for several reasons: (1) Currently, in Vietnam, Generation Z contributes to nearly one-third of the workforce. This means that every three employees includes one

Generation Z employee; (2) European companies in Vietnam are now trying to create competitive advantages by producing better products with higher value through technology. This is a strength of Generation Z, who was born and raised in the world of modern technologies; (3) for Generation Z employees, job hopping is now becoming a common thing as they can reach better jobs and higher-paying positions. Consequently, some business owners have to face nuisances when they spend time and money training their employees, only to lose them to another company.

To ensure a representative sample, the sample is estimated based on the following formula:

$$n = \frac{Z^2 \times p \times (1-p)}{E^2} \quad (1)$$

Where:

n = required sample size;

Z = Z-score corresponding to the desired confidence level (typically 1.96 for 95% confidence);

p = estimated proportion of the population with the characteristic of interest (if unknown, 0.5 is often used for maximum variability);

E = margin of error, expressing the acceptable deviation from the true population parameter.

To achieve a thorough analysis and improve the stability and representativeness of our survey results, we assume that a sample size of 240 with a 95% confidence level and an approximate margin of error of ± 0.05 is appropriate.

Accordingly, we initially chose 26 European businesses in Vietnam, varying in terms of the companies' sizes (small, medium and large), the regions of Europe (Central, Northern and Southern) and the industries in which they operated (technology, market research, insurance, education, fashion, textiles, engineering, etc.) to collect 262 observations. The next step was to collaborate with those European organizations' HR departments, explain the goal of the study and suggest that they provide access to their Generation Z employee list. We then divided the 262 observations into 26 groups equivalent to 26 companies and identified the number of members in each group corresponding with the ratio of the actual structure of Generation Z employees to the total number of employees of each company. We continued the process with encoding the information on Generation Z employees in the provided lists, then applied a simple random sampling method by employing the machine to randomly select the subjects that needed to collect information according to the assigned number from the previous step. To collect data, questionnaires were designed in the form of an online survey (using Google Forms) and sent privately via personal emails to respondents picked randomly in October and December 2023. The respondents were assured that their answers would be presented in an anonymized statistical form and that the data would only be used for research without being passed on to a third party. In case some of the randomly selected subjects were not willing to respond, we repeated the step of randomly selecting respondents and sending questionnaires until 262 observations were gathered.

We primarily use quantitative approaches, such as demographic and Likert-scale statement surveys, to fully capture factors associated with the affective commitment and recruitment process of employees who work in European businesses in Vietnam. The questionnaire is

designed based on five rating levels, including "strongly agree", "agree", "neutral", "disagree" and "strongly disagree". These rating levels were utilized to help respondents provide feedback conveniently.

Variables related to the recruitment process, affective commitment and turnover intentions are accompanied by a scale and its respective source. Specifically, the recruitment process variable includes four aspects: job description, job evaluation, job specification and job analysis, which are inherited from Yücel (2012) and Alansaari et al. (2019). (refer to Appendix A).

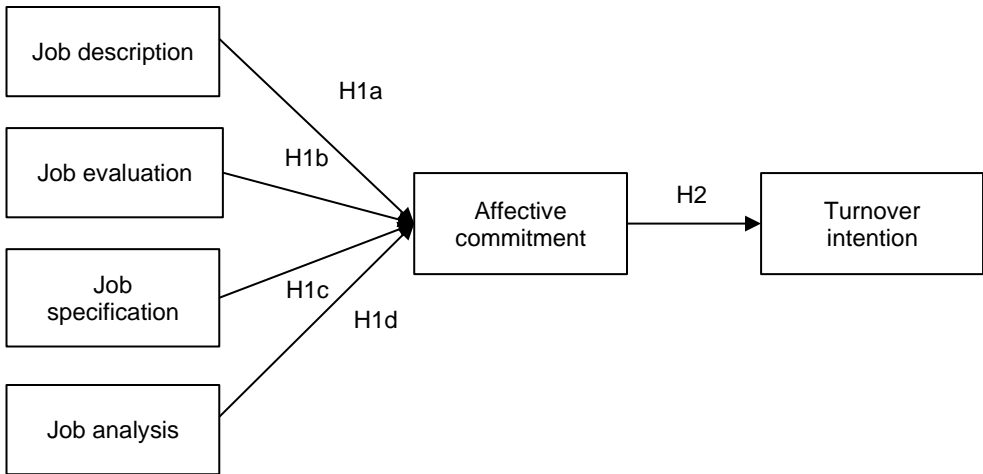
The content of the questionnaire was designed and refined based on previous research, and it was modified to be appropriate for the European enterprises in Vietnam. A comprehensive thematic analysis was conducted on the questionnaire, involving both deductive and inductive coding techniques to discover themes and patterns. This study provides valuable insights into the dynamics of affective commitment and recruitment processes among the Generation Z workforce in European enterprises in Vietnam.

Following the distribution of the questionnaires to 262 employees, 250 respondents completed them, with a response rate of 95.42%. Of the 250 respondents, 178 are working for Central European businesses. The others were employed by Northern and Southern European businesses. The final survey participants' demographic data are shown in Table 2. Purposive sampling was used to choose 250 employees from European enterprises operating in Vietnam for this sample, which included a range of different ages, work positions, company sizes and education.

2.2 Research analysis

The data collection process was carried out with precision and included careful checks for accuracy, cleansing and classification. The statistical analysis was carried out using SPSS (version 22) and AMOS software. Descriptive statistical techniques were used in this analysis to summarize the data, together with initial factor analysis (EFA), regression analysis and a reliability assessment of the questionnaire (Cronbach's alpha). Furthermore, assessment methods, including ANOVA and Levene's test, were utilized to investigate the differences in average values across groups and the uniformity of variances (see Figure 1).

Figure 1 | Theoretical framework



Source: Authors

3 Results and Discussion

3.1 Demographic statistics

We used both offline and online means to conduct questionnaires between October and December of 2023. The survey was conducted during this period with 250 Vietnamese respondents who are working for European enterprises.

Our demographic data provide an insightful overview of 250 Generation Z employees surveyed in Vietnam and reveals a youthful workforce taking part in the investigation, with a majority (64.8%) aged between 18 and 20 years and the remaining 35.2% aged between 21 and 25 years.

The gender distribution is predominantly male, comprising 71.2% of the respondents, while females account for 28.8%.

Most of the participants (67.6%) are interns with less than one year of experience, followed by specialists (3-5 years of experience) at 18% and employees (1-3 years of experience) at 13.6%. Only a small fraction (0.8%) are managers with 5-10 years of experience. Besides, when it comes to tenure, 45.2% have been with their current employer for three to six months, 26.8% for six to twelve months and smaller groups have been employed for less than three months (9.6%), one to three years (9.2%) and more than three years (9.2%).

In terms of company size, 56% of respondents work in small enterprises (10 to 50 employees), 26.8% in medium enterprises (50 to 200 employees) and smaller percentages in micro (8.8%) and large enterprises (8.4%).

This demographic profile also provides a snapshot of the young, predominantly male tech workforce in Vietnam, engaged primarily in small to medium-sized companies, with a majority belonging to Central European businesses with 71.2%, Northern European businesses account for 28.4% and a negligible 0.4% in Southern European businesses (see Table 1).

Table 1 | Demographics statistics

No	Item	Frequency (N = 250)	Percentage (total = 100%)
Age	18–20 years (2003–2005)	162	64.8
	21–25 years (1998–2002)	88	35.2
Work position	Intern (less than one year experience)	169	67.6
	Employee (1-3 years' experience)	34	13.6
	Specialist (3-5 years' experience)	45	18
	Manager (5-10 years' experience)	2	0.8
Gender	Male	178	71.2
	Female	72	28.8
	Other	0	0
Company size	Micro enterprise (less than ten employees)	22	8.8
	Small enterprise (10 to 50 employees)	140	56
	Medium enterprise (50 to 200 employees)	67	26.8
	Large enterprise (over 200 employees)	21	8.4
Region	Central Europe	178	71.2
	Northern Europe	71	28.4
	Southern Europe	1	0.4
Marital status	Single	178	71.2
	Married	70	28
	Divorced	2	0.8
Education	Intermediate, college	12	4.8
	University	234	93.6
	Postgraduate	4	1.6
Information technology skills	Basic	210	84
	Advanced	35	14
	Expert	5	2
Tenure	Less than three months	24	9.6
	Three to six months	113	45.2
	Six to twelve months	67	26.8
	One to three years	23	9.2

Source: Authors

3.2 Reliability analysis results

Based on the research results, the variables have a Cronbach's alpha coefficient of > 0.6 and the total variable correlation coefficients are > 0.3, indicating that the scales are eligible (see Table 2).

Table 2 | Cronbach's alpha coefficients

Factor	No. of items	Range	Cronbach's alpha
JD	5	1-5	0.882
JE	5	1-5	0.847
JSP	5	1-5	0.839
JAN	5	1-5	0.821
AC	4	1-5	0.936
TI	3	1-5	0.835

Source: Authors

We utilize several scales with strong reliability as indicated by Cronbach's alpha values: job description (0.882), job evaluation (0.847), job specification (0.839), job analysis (0.821), affective commitment (0.936) and turnover intentions (0.835). These values suggest that the scales are effectively measuring their respective constructs (see Table 2).

Our factor analysis categorizes observed variables into six distinct groups, each demonstrating a strong association with a specific factor. Job description (JD) variables such as JD2 (0.891) and JD4 (0.806) show high loadings on Factor 1. Job evaluation (JE) variables such as JE4 (0.886) load significantly on Factor 2. Job specification (JSP) variables, with JSP2 (0.873) leading, are primarily associated with Factor 3. Job analysis (JAN) variables such as JAN4 (0.847) correlate with Factor 4. Affective commitment (AC) variables, e.g., AC4 (0.797), are linked to Factor 5. Lastly, turnover intention (TI) variables such as TI1 (0.908) are aligned with Factor 6, indicating clear, distinct constructs within the dataset (refer to Appendix A).

Table 3 | KMO and Bartlett's test for factor analysis

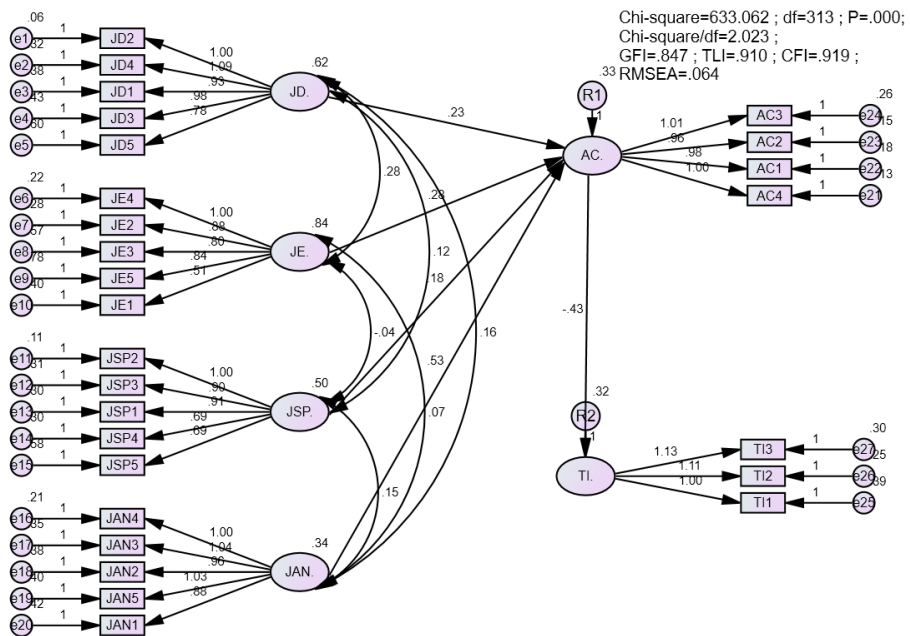
KMO and Bartlett's test		
Kaiser–Meyer–Olkin measure of sampling adequacy		0.871
	Approx. chi-square	4155.610
Bartlett's test of sphericity	Df	351
	Sig	0.000

Source: Authors

Table 3 presents the findings of the factor analysis Bartlett's test of sphericity and Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. The Kaiser-Meyer-Olkin measure of sampling adequacy is 0.871, indicating good sampling adequacy. Bartlett's test of sphericity yields an approximate chi-square value of 4155.610 with 351 degrees of freedom and a significance level of 0.000, suggesting that the correlation matrix is significantly different from an identity matrix.

Six variables were used in the structural equation model (SEM): job description (JD), job evaluation (JE), job specification (JSP), job analysis (JAN), affective commitment (AC) and turnover intentions (TI). The following indices are suitable for the model: chi-square/df = 2.023, GFI = 0.847, CFI = 0.919, TLI = 0.910 and RMSEA = 0.064. All fit indices meet the thresholds. Specifically, p-values below 0.05 were found for all the variables significant in Figure 2. This indicates there is clear evidence against the hypotheses. Therefore, the relationships in the model are theoretically meaningful and the initial hypotheses are accepted (see Table 4).

Figure 2 | Results of SEM analysis



Source: Authors

Table 4 | Results of SEM framework test

Hypothesis	Variable relationships			Estimate	SE	CR	P	Label
H1	AC	←	JD	0.232	0.064	3.646	***	Accepted
H2	AC	←	JE	0.283	0.053	5.296	***	Accepted
H3	AC	←	JSP	0.184	0.067	2.736	0.006	Accepted
H4	AC	←	JAN	0.532	0.092	5.803	***	Accepted
H5	TI	←	AC	-0.433	0.059	-7.374	***	Accepted

Source: Authors

The sequence of standardized regression coefficients indicates the order of the independent variables on dependent variables (see Table 4). A larger absolute coefficient value denotes a stronger influence. Consequently, all the results align with the initial hypotheses put forth, and the research model is deemed fitting and applicable for market information.

Table 5 | Standardized regression weights

Relationship between variables	Estimate
AC ← JD	0.232
AC ← JE	0.283
AC ← JSP	0.184
AC ← JAN	0.532
TI ← AC	-0.433

Source: Authors

The statistical analysis reveals several key relationships between the recruitment process and affective commitment, as well as between affective commitment and turnover intentions. Specifically, job analysis shows the strongest positive influence on affective commitment, with an estimate of 0.532, suggesting that thorough understanding and detailing of job roles significantly boost affective commitment. This is followed by job evaluation, which also positively influences affective commitment with an estimate of 0.283. Conversely, job description and job specification have more moderate but still positive effects, with estimates of 0.232 and 0.184, respectively, highlighting the importance of clarity and comprehensiveness in job roles and expectations. Most importantly, the analysis underscores a strong negative relationship between affective commitment and turnover intentions, with an estimate of -0.433 (see Table 5). These insights are instrumental for organizations looking to improve job satisfaction and retention through strategic human resource practices.

3.3 Discussion

The study mainly aims to investigate the relationship between the recruitment process and turnover intentions with the mediating role of affective commitment. According to the results,

job description, job evaluation, job specification, job analysis and affective commitment are positively and significantly correlated, and the empirical findings confirm the hypotheses and largely accept this strong and positive relationship. The findings also indicate that affective commitment plays a mediating role in the association between the recruitment process and turnover intentions by negatively influencing turnover intentions.

Regarding hypothesis H1a, "Job description influences the affective commitment of Generation Z", with an impact coefficient of 0.232 and a p-value < 0.001 , H1a is accepted; it indicates that the job description contributes to enhancing affective commitment. Therefore, careful recruitment and selection based on a detailed job description can enhance effective commitment, as it could ensure that only those who are suitable for the job, as well as the organization's goals and culture, are recruited (Warsame, 2015). The research result is also similar to Verwiebe et al. (2017), who showed that while cross-border employees working in both Austria and Vietnam face significant labour market challenges, providing clear and detailed job descriptions that match the actual job demands can improve employee retention; in other words, it can reduce the probability of turnover intentions. From a practical perspective, for Generation Z, especially job seekers in Vietnam, a meaningful job description highlighting how the role contributes value to society fulfils their desire for purposeful work. When Generation Z feels that their work has meaning, their contributions are valued and they are treated fairly, their sense of belonging and loyalty to the organization grows. In short, putting care into recruitment communications such as job descriptions can enhance affective commitment from the Generation Z workforce in Vietnam by meeting their needs for purposeful work and organizational transparency, which reduces turnover intentions. Thus, companies need to regularly review and update the requirements as well as job descriptions for each position, ensuring that they accurately reflect the tasks that employees need to perform. Job descriptions should include responsibilities, tasks, skills, experience requirements and expected outcomes for each position. Particularly, companies from Central European countries such as Austria, Czechia and Poland must adapt their compensation systems to be competitive and culturally aligned when managing employees in Vietnam, ensuring that rewards and recognition resonate with the value-driven outlook of Generation Z. This involves not just monetary compensation but also recognition and career development opportunities that align with their need for meaningful work (Festing & Sahakiant, 2013). This helps the company provide clearer guidance on roles and expectations for employees from the outset. Additionally, when managing Vietnamese employees, particularly those from Generation Z, it is essential for managers from Central European countries to possess strong cross-cultural communication and management skills. This is important for overcoming cultural barriers and fostering a sense of inclusion and respect for the unique values and work expectations of Vietnamese employees, which helps employees perform better in their jobs while also enhancing their commitment and expectations. As a result, it will improve affective commitment and reduce turnover intentions.

Concerning hypothesis H1b, "Job evaluation influences the affective commitment of Generation Z", with an impact coefficient of 0.283 and a p-value < 0.001 , H1b is accepted. This means that job evaluation also positively influences employee affective commitment. In agreement with this, Lee (2017) mentioned that Generation Z desires rapid personal and professional growth, which could be nurtured from the basis of job evaluation. Therefore, job

evaluation will influence employees' affective commitment and reduce turnover intentions (Lee, 2017). Practically in Vietnam, since Generation Z values personal growth, regular feedback and performance reviews help identify their strengths and areas for improvement, guiding their professional development. This investment in their growth enhances their loyalty and emotional attachment to the organization. By creating opportunities such as training programmes, mentorships and advancement prospects, organizations demonstrate care for employees' progress. When members of Generation Z see that their personal development is valued, they feel motivated and committed to the organization's success. In short, job evaluation mechanisms that focus on regular feedback, performance reviews and clear opportunities for personal growth make Generation Z feel invested in and fulfil their desire for purposeful work that aids their self-improvement. This boosts their affective commitment to the organization, increasing retention. The key is that Central European companies operating in Vietnam should ensure clear and accessible career paths for their employees. Companies need to have regular survey plans, for example, every six months or annually, to listen to employees' feedback about their work experience and commitment to the company. The survey questions should focus on aspects such as the work environment, career advancement opportunities, salary and benefits, relationships with colleagues and superiors, company direction and values. Survey results will reveal why employees feel dissatisfied, lack commitment or intend to leave the company. Moreover, understanding and integrating into the local culture, including respecting Vietnamese values and work ethics, are crucial for managing a diverse workforce. Training programmes that consider cultural nuances can enhance effectiveness and cohesion within the workplace (Hüwelmeier, 2015).

As for hypothesis H1c, "Job specification influences the affective commitment of Generation Z", with an impact coefficient of 0.184 and a p-value < 0.005, H1c is accepted. This means that job specification also significantly influences employees' affective commitment. This result is strongly supported by Khatri and Gupta (2015) and Nguyen Ngoc et al. (2022). While Khatri and Gupta (2015) discovered a positive link between job specification and affective commitment in retail, Nguyen Ngoc et al. (2022) revealed that job specification is not only the functional aspects of a job but also the social environment and work-life balance, which includes flexible working conditions, a collaborative atmosphere and opportunities for professional growth and personal development, which will positively influence affective commitment, leading to higher ability of retention. For Vietnamese Generation Z, accustomed to technological clarity and directness, opaque job descriptions are dissatisfying. When tasks, expectations and responsibilities are outlined clearly, Generation Z feels confident in completing assignments and can focus their skills efficiently. In short, transparent descriptions allow Generation Z to perform well, feel valued and find purpose in their work, fostering commitment. Central European companies must adapt their human resource strategies to fit the cultural context of Vietnam, especially when dealing with Generation Z employees. Understanding and integrating into the local cultural norms can enhance the effectiveness of HR policies and practices, which includes adapting leadership styles and communication methods that resonate with Generation Z's values and work preferences (Zehetner-Hirtenlehner, 2023). Besides, Central European firms should also focus on creating a flexible workplace that meets Generation Z employees' needs to attract and retain talent effectively.

Concerning hypothesis H1d, "Job analysis does not influence the affective commitment of Generation Z", with an impact coefficient of 0.532 and a p-value < 0.001, H1d is accepted. Thus, job analysis has a strong and positive relationship with affective commitment. Similarly,

Zehetner and Zehetner (2019) confirmed that companies should focus on the "how" aspects of the job, such as team dynamics and the day-to-day work environment, rather than just the "what" or the tasks involved, which helps Generation Z realize the important role of their job within the organization. This helps them be engaged with the job, motivated to contribute and increase affective commitment. In the Vietnamese context, job analysis provides Generation Z with detailed information about tasks, responsibilities, skills and knowledge required for the job. Understanding the job, Generation Z feels more confident in their ability to complete tasks and can focus on utilizing their skills. For Austrian companies and others from Central Europe, understanding what Generation Z expects from their employers is essential. Recruitment marketing that emphasizes a supportive team environment, job-life integration and meaningful work can make job offers more attractive to this generation.

Lastly, regarding hypothesis H2, "Affective commitment influences the turnover intentions of Generation Z", with an impact coefficient of -0.433 and a p-value < 0.001, H2 is accepted. Affective commitment has been proven to decrease turnover intentions significantly. This finding is consistent with many previous scholars such as Rawashdeh and Tamimi (2020), Elisabeth et al. (2021), Akinyemi et al. (2022), Sari and Anjaningrum (2023) and Muchtadin (2023). Besides, the mediating role of affective commitment that is affirmed in this study is also supported by Joarder and Sharif (2012), Zhao & Zeng (2012), A'yunnisa and Saptoto (2015), Lee et al. (2018), Ramalho et al. (2018) and DiPietro et al. (2019). In the same circumstances, Joarder et al. (2011), with a study conducted in a developing context, found that affective commitment mediates the proposed relationship between human resource management practices and turnover intention. Sanders et al. (2011) conducted a study in 345 supermarkets in Czechia, Poland and Slovakia and revealed that the higher the level of affective commitment, the lower the level of turnover intention. In comparison, the study of El Akremi et al. (2013) involving 945 Italian nurses from 60 work units explored the mediation role of affective commitment between perceived organizational support and turnover behaviour at both individual and work-unit levels. Hadziahmetovic and Dinc (2023) also demonstrated on Central and Eastern European universities that affective commitment is a predictor of organizational performance. They also showed that affective commitment is an important mediating factor that affects organizational performance at public and private universities in Central and Eastern European countries. For Vietnamese Generation Z specifically, affective commitment meets their key needs. Their desire for autonomy and personal growth means high affective commitment, which gives confidence that the organization will support development goals and reduce the likelihood of turnover. Organizations wishing to retain Generation Z employees must purposefully foster affective commitment by crafting a supportive, collaborative environment and demonstrating care for employees' aspirations. When businesses enable the autonomy, development and work relationships valued by Generation Z, affective commitment follows, translating to reduced turnover intentions of this generation. The key ingredients are trusting Generation Z's ambitions and nurturing their workplace community.

Conclusion, Implications and Limitations

We investigated the relationship between the recruitment process and turnover intentions with the mediating role of affective commitment. Our objectives were achieved and the findings

addressed the initial research questions. Specifically, we explored the relationship between job description, job evaluation, job specification, job analysis and affective commitment of Generation Z while also identifying the influence of affective commitment on turnover intentions. The data obtained from an online survey among 250 Generation Z respondents working for European businesses in Vietnam using the snowball sampling technique were processed by SPSS (version 22) and AMOS software to test the proposed hypotheses. Interestingly, the research hypotheses were all tested and accepted, whereby the job description contributes to enhancing affective commitment, job evaluation also positively influences employee affective commitment, job specification significantly affects employee affective commitment, job analysis has a strong and positive relationship with affective commitment and affective commitment was proven to strongly decrease turnover intentions.

These significant findings contribute to explaining the factors influencing the affective commitment and turnover intentions of Generation Z working in Central European enterprises operating in Vietnam as, firstly, this generation currently contributes to nearly one-third of the Vietnamese workforce; secondly, members of this generation were born and raised in a world of modern technologies which are used to create competitive advantages by producing better products with higher value by Central European companies in Vietnam; thirdly, for Generation Z employees, job hopping is now becoming a common thing as they can reach better jobs and higher-paying positions. Thereby, Central European enterprises can make use of insights and managerial implications from this research to create comprehensive policies that prioritize employee support to reduce turnover intentions among Generation Z working in Central European enterprises operating in Vietnam.

The study has a few theoretical implications. Firstly, it is insightful and contributes to enhancing research associated with turnover intentions, especially exploring the relationship between recruitment processes and turnover intentions with the mediating role of affective commitment. Secondly, the novelty of the research is that it focuses on the subject of Generation Z, who are typical and represent the Vietnamese workforce with unique characteristics analysed and clarified within the study. Besides, the study was conducted within the conditions of the transitional economy in Vietnam, where there were only a few studies regarding how recruitment processes and turnover intentions are related.

In terms of practical implications, given the significance of affective commitment in reducing employees' turnover intentions, managerial policies in Central European enterprises should try to find ways to increase the affective commitment of their employees, including (1) regularly reviewing and updating the requirements as well as job descriptions for each position, ensuring that they accurately reflect the tasks that employees need to perform. This helps the company provide clearer guidance on roles and expectations for employees from the outset; (2) overcoming cultural barriers and fostering a sense of inclusion and respect for the unique values and work expectations of Vietnamese employees, which helps employees perform better in their jobs while also enhancing their commitment and expectations; (3) creating a flexible workplace that meets Generation Z employees' needs to attract and retain talent effectively; (4) emphasizing a supportive team environment, job-life integration and meaningful work through recruitment marketing.

However, this study has limitations similar to those of other related studies. The first limitation is related to the sample size. For the purpose of this study, 250 Generation Z respondents were collected. In order to analyse a multiple-factor model more accurately, a larger sample

size is needed, especially not only Generation Z but also all of the workforce in Central European enterprises operating in Vietnam. Further research is needed to determine whether the findings generalize to other generations, industry sectors and cultural contexts to test the generalizability of the model across different cultures and industry contexts.

Acknowledgement

Funding: This research is funded by the National Economics University, Vietnam.

Conflict of interest: The authors hereby declare that this article was neither submitted nor published elsewhere. The authors do not have any conflict of interest.

References

- Akinyemi, B., George, B., & Ogundele, A. (2022). Relationship between job satisfaction, pay, affective commitment and turnover intention among registered nurses in Nigeria. *Global Journal of Health Science*, 14(2), 37–51. <https://doi.org/10.5539/gjhs.v14n2p37>.
- Aladwan, S. I., Alshami, A. O., Mohammad, A. A. S., Al-Husban, D. A. A. O., Al-Husban, N. A., Hunitie, M. F. A., Alqahtani, M. M., & Al-Hawary, S. I. S. (2023). Impact of electronic human resources management practices on employee commitment in five stars' hotels in Jordan. In *Emerging Trends and Innovation in Business and Finance* (pp. 405–421). Singapore: Springer Nature Singapore. https://doi.org/10.1007/978-981-99-6101-6_29.
- Alansaari, O., Yusoff, R. B. M. D., & Ismail, F. (2019). The mediating effect of employee commitment on recruitment process towards organizational performance in UAE organizations. *Management Science Letters*, 9(1), 169–182. <https://doi.org/10.5267/j.msl.2018.10.007>.
- Atoko, S., Taylor, T., & Sichinsambwe, C. (2019). The Relationship between recruitment, affective commitment, relational contract and productivity in organizations in Lusaka-Zambia. *International Journal of Human and Behavioral Science*, 5(1), 29–47. <https://doi.org/10.19148/ijhbs.482373>.
- A'yunnisa, R. N. A., & Saptoto, R. (2015). The effects of pay satisfaction and affective commitment on turnover intention. *International Journal of Research Studies in Psychology*, 4(2), 57–70. <https://doi.org/10.5861/ijrsp.2015.1055>.
- Creswell, J. W. (2014). *Research design: qualitative, quantitative, and mixed methods approaches*. Sage.
- DiPietro, R. B., Moreo, A., & Cain, L. (2019). Well-being, affective commitment and job satisfaction: influences on turnover intentions in casual dining employees. *Journal of Hospitality Marketing & Management*, 29(2), 139–163. <https://doi.org/10.1080/19368623.2019.1605956>.
- Ekwoaba, J. O., Ikeije, U. U., & Ufoma, N. (2015). The impact of recruitment and selection criteria on organizational performance. *Global Journal of Human Resource Management*, 3(2), 22–33.
- Elisabeth, D. R., Yulianti, R., Suyono, J., Chauhan, R., & Thakar, I. (2021). Affective commitment, continuance commitment, normative commitment, and turnover intention in shoes industry. *Annals of the Romanian society for Cell Biology*, 25(3), 1937–1945.
- El Akremi, A., Colaianni, G., Portoghese, I., Galletta, M., & Battistelli, A. (2014). How organizational support impacts affective commitment and turnover among Italian nurses: A multilevel

mediation model. *The International Journal of Human Resource Management*, 25(9), 1185-1207. <https://doi.org/10.1080/09585192.2013.826713>

- Festing, M., & Sahakiants, I. (2013). Path-dependent evolution of compensation systems in Central and Eastern Europe: A case study of multinational corporation subsidiaries in the Czech Republic, Poland and Hungary. *European Management Journal*, 31(4), 373–389. <https://doi.org/10.1016/j.emj.2013.01.005>.
- Fry, R., & Parker, K. (2018). *Early benchmarks show 'Post-Millennials' on track to be most diverse, best-educated generation yet*. Pew Research Center. Retrieved May 2024 from <https://www.pewsocialtrends.org/2018/11/15/early-benchmarks-show-post-millennials-on-track-to-be-most-diverse-best-educated-generation-yet/>.
- Greenidge, D., Alleyne, P., Parris, B., & Grant, S. (2012). A comparative study of recruitment and training practices between small and large businesses in an emerging market economy: The case of Barbados. *Journal of Small Business and Enterprise Development*, 19(1), 164–182. <https://doi.org/10.1108/14626001211196460>.
- Greenidge, S., & Baker, M. (2012). Why do committed Christian clients seek counselling with Christian therapists? *Counselling Psychology Quarterly*, 25(3), 211–222. <https://doi.org/10.1080/09515070.2012.673273>.
- Gutierrez, A. P., Candela, L. L., & Carver, L. (2012). The structural relationships between organizational commitment, global job satisfaction, developmental experiences, work values, organizational support, and person-organization fit among nursing faculty. *Journal of Advanced Nursing*, 68(7), 1601–1614. <https://doi.org/10.1111/j.1365-2648.2012.05990.x>.
- Hadziahmetovic, N., & Dinc, M. S. (2023). Fostering organizational performance at Central and Eastern European Universities: The Impact of Knowledge Creation and Affective Commitment. *Eurasian Journal of Business and Economics*, 16(31), 1–21. <https://doi.org/10.17015/ejbe.2023.031.01>.
- Hüwelmeier, G. (2015). Mobile entrepreneurs: Transnational Vietnamese in the Czech Republic. In *Rethinking ethnography in Central Europe* (pp. 59-73). New York: Palgrave Macmillan US. https://doi.org/10.1057/9781137524492_4.
- 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>.
- Joarder, M. H., & Sharif, M. Y. (2012). The intervening effects of affective commitment on HRM practices and turnover intention relationship: an evidence from non-Western context. *ABAC Journal*, 32(1), 16–32.
- Joarder, M. H., Sharif, M. Y., & Ahmmed, K. (2011). Mediating role of affective commitment in HRM practices and turnover intention relationship: A study in a developing context. *Business & Economics Research Journal*, 2(4), 135–135.
- Kampf, R., Lorincova, S., Hitka, M., & Stopka, O. (2017). Generational differences in the perception of corporate culture in European transport enterprises. *Sustainability*, 9(9), 1561. <https://doi.org/10.3390/su9091561>.
- Khatri, P., & Gupta, P. (2015). Correlates of HRM practices and organisational commitment of retail employees in Delhi-NCR. *Asia-Pacific Journal of Management Research and Innovation*, 11(2), 95–107. <https://doi.org/10.1177/2319510X155761>.

- Korunka, C., Hoonakker, P., & Carayon, P. (2008). Quality of working life and turnover intention in information technology work. *Human Factors and Ergonomics in Manufacturing & Service Industries*, 18(4), 409–423. <https://doi.org/10.1002/hfm.20099>.
- Lalic, B., Rakic, S., & Marjanovic, U. (2019). Use of industry 4.0 and organisational innovation concepts in the Serbian textile and apparel industry. *Fibres & Textiles in Eastern Europe*, 3(135), 10–18. <https://doi.org/10.5604/01.3001.0013.0737>.
- Lee, P. L. (2017). The Perception of Nursing Leaders' Behavior on Staff Nurses' Organizational Commitment and Desire to Pursue Professional Development and Academic Growth. William Carey University.
- Lee, Y. H., Woo, B., & Kim, Y. (2018). Transformational leadership and organizational citizenship behavior: Mediating role of affective commitment. *International Journal of Sports Science & Coaching*, 13(3), 373–382. <https://doi.org/10.1177/1747954117725286>.
- Lin, C. Y., & Huang, C. K. (2021). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*, 42(3), 409–423. <https://doi.org/10.1108/IJM-08-2018-0281>.
- Ma, K., & Fang, B. (2023). Exploring Generation Z's expectations at future work: the impact of digital technology on job searching. *European Journal of Training and Development*. <https://doi.org/10.1108/EJTD-05-2023-0076>.
- Mohammed, A., & Al-Swidi, A. (2020). The mediating role of affective commitment between corporate social responsibility and eWOM in the hospitality industry. *Journal of Sustainable Tourism*, 29(4), 570–594. <https://doi.org/10.1080/09669582.2020.1818086>.
- Muchtadin, M. (2023). Pengaruh kepuasan kerja dan makna kerja terhadap komitmen afektif dimoderasi resiliensi pada pekerja milenial. *Jurnal DIALOGIKA: Manajemen dan Administrasi*, 5(1), 10–17. <https://doi.org/10.31949/dialogika.v5i1.7513>.
- Nguyen Ngoc, T., Viet Dung, M., Rowley, C., & Pejić Bach, M. (2022). Generation Z job seekers' expectations and their job pursuit intention: Evidence from transition and emerging economy. *International Journal of Engineering Business Management*, 14, 18479790221112548. <https://doi.org/10.1177/18479790221112548>.
- Nguyen, L. T., Dwivedi, Y. K., Tan, G. W. H., Aw, E. C. X., Lo, P. S., & Ooi, K. B. (2023). Unlocking pathways to mobile payment satisfaction and commitment. *Journal of Computer Information Systems*, 63(4), 998–1015. <https://doi.org/10.1080/08874417.2022.2119444>.
- Pandita, D. (2021). Turning commitment to actions: Women entrepreneurs and the maze of empowerment and inclusion. *Prestige International Journal of Management and Research*, 14(1/2), 45–51.
- Patrick, H. A., & Sebastian, S. (2012). Human resources management practices' influence on faculty commitment in higher educational institutions. *Asian Journal of Management Research*, 3(1), 125–138.
- Persada, S. F., Miraja, B. A., & Nadlifatin, R. (2019). Understanding the generation Z behavior on D-Learning: A unified theory of acceptance and use of technology (UTAUT) Approach. *International Journal of Emerging Technologies in Learning*, 14(5), 20–33. <https://doi.org/10.3991/ijet.v14i05.9993>.

- Pham, L. T., & Hoang, H. V. (2019). The relationship between organizational learning capability and business performance: The case of Vietnam firms. *Journal of Economics and Development*, 21(2), 259–269. <https://doi.org/10.1108/JED-10-2019-0041>.
- Ramvalho Luz, C. M. D., Luiz de Paula, S., & de Oliveira, L. M. B. (2018). Organizational commitment, job satisfaction and their possible influences on intent to turnover. *Revista de Gestão*, 25(1), 84–101. <https://doi.org/10.1108/REGE-12-2017-008>.
- Rawashdeh, A. M., & Tamimi, S. A. (2020). The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals. *European Journal of Training and Development*, 44(2/3), 191–207. <https://doi.org/10.1108/EJTD-07-2019-0112>.
- Rue, P. (2018). Make way, millennials, here comes Gen Z. *About Campus*, 23(3), 5–12. <https://doi.org/10.1177/10864822188042>.
- Sanders, K., Geurts, P., & van Riemsdijk, M. (2011). Considering leadership climate strength: Affective commitment within supermarkets in central Europe. *Small Group Research*, 42(1), 103–123. <https://doi.org/10.1177/1046496410378894>.
- Sari, N. R., & Anjaningrum, W. D. (2023). Can the affective commitment and job satisfaction mediate the impact of job embeddedness on turnover intention? *Jurnal Ilmiah Universitas Batanghari Jambi*, 23(1), 47–54. <http://dx.doi.org/10.33087/jiubj.v23i1.2619>.
- Skelton, A. R., Nattress, D., & Dwyer, R. J. (2019). Predicting manufacturing employee turnover intentions. *Journal of Economics, Finance and Administrative Science*, 25(49), 101–117. <http://dx.doi.org/10.1108/JEFAS-07-2018-0069>.
- Sopiansah, V. A., Riani, D., Maryani, L., & Almujaab, S. (2023). The role of affective commitment, competence, and organizational culture on employee performance windows, 95–99. <https://doi.org/10.1201/9781003303336-10>.
- Souza-Leão, A. L. M. D., Ferreira, B. R. T., & Moura, B. M. (2022). Commitment to Freedom: A Fannish Struggle for the Representativeness of Political Identities. *Revista Brasileira de Gestão de Negócios*, 24, 638–654. <https://doi.org/10.7819/rbgn.v24i4.4202>.
- Tanova, C., & Holtom, B. C. (2008). Using job embeddedness factors to explain voluntary turnover in four European countries. *The International Journal of Human Resource Management*, 19(9), 1553–1568. <https://doi.org/10.1080/09585190802294820>.
- Tien Phong. (2023). *Gen Z 'jumping jobs'*. Retrieved 15 May 2024 from <https://tienphong.vn/gen-z-nhay-viec-post1532598.tpo>.
- Verwiebe, R., Reinprecht, C., Haindorfer, R., & Wiesboeck, L. (2017). How to succeed in a transnational labor market: Job search and wages among Hungarian, Slovak, and Czech commuters in Austria. *International Migration Review*, 51(1), 251–286. <https://doi.org/10.1111/imre.12193>.
- Vinh San. (2024). *Gen Z likes to change jobs, or is it because they haven't been 'retained' properly?* Retrieved May 2024 from <https://tuoitre.vn/gen-z-thich-nhay-viec-hay-do-chua-duoc-giu-chan-dung-cach-2023123110230956.htm>.
- Warsame, A. S. (2015). Human resource management practices and organizational commitment [Master's thesis, Sosyal Bilimler Enstitüsü].
- Yasin, R., Jan, G., Huseynova, A., & Atif, M. (2023). Inclusive leadership and turnover intention: the role of follower–leader goal congruence and organizational commitment. *Management Decision*, 61(3), 589–609. <https://doi.org/10.1108/MD-07-2021-0925>.

- Yücel, İ. (2012). Examining the relationships among job satisfaction, organizational commitment, and turnover intention: An empirical study. *International Journal of Business and Management*, 7(20), 44–58. <http://dx.doi.org/10.5539/ijbm.v7n20p44>.
- Zaitouni, M., Sawalha, N. N., & El Sharif, A. (2011). The impact of human resource management practices on organizational commitment in the banking sector in Kuwait. *International Journal of Business and management*, 6(6), 108. <https://doi.org/10.5539/ijbm.v6n6p108>.
- Zehetner, A., & Zehetner, D. (2019). Complement or compensate? Interaction of IQ and job experience with emotional intelligence in marketing exchanges. *Journal of Marketing Development and Competitiveness*, 13(4). Retrieved May 2024 from <https://articlearchives.co/index.php/JMDC/article/view/4542>.
- Zehetner-Hirtenlehner, D. (2023). Formation of leadership style of Generation Z. <https://doi.org/10.36887/2524-0455-2023-3-12>.
- Zhao, L., & Zeng, B. (2012). Robust unit commitment problem with demand response and wind energy. In 2012 *IEEE power and energy society general meeting* (pp. 1–8). San Diego, CA, USA. <https://doi.org/10.1109/PESGM.2012.6344860>.

The research article passed the double-blind review process. | Received: 30 April 2024; **Revised:** 19 June 2024; **Accepted:** 25 June 2024; **Available online:** 30 September 2024; **Published in the regular issue:** 30 May 2025.

APPENDIX

Appendix A | Factor analysis pattern matrix

		Pattern matrix ^a					
Variable	Scale	Factor					
		1	2	3	4	5	6
All vacant positions should be described clearly.	JD2	0.891					
I need to know the job description during my present responsibilities at the workplace.	JD4	0.806					
The recruitment strategy at my organization needs to describe the job very well.	JD1	0.749					
Job description increases the performance of employees.	JD3	0.741					
My organization must use job feedback on the standard of performance based on the job description.	JD5	0.710					
I used to ask many times what was required of me by the recruitment and selection policy.	JE4		0.886				
I must understand how the job can be fulfilled accurately to perform the work very well.	JE2		0.826				
I have received a few training sessions in the recruitment and selection department.	JE3		0.750				
Before recruiting new employees, I remind myself about the requirements of the job.	JE5		0.730				
All business units at my organization use the same recruitment and selection policy.	JE1		0.606				
Employees at my organization who score high during assessment perform well in their work and then stay.	JSP2			0.873			
I was asked to answer interview questions but I still need to know what exactly my duties are after the interview.	JSP3			0.818			
The proper implementation of a recruitment and selection process improves the performance of employees.	JSP1			0.815			
Before a post is evaluated, interviews must be conducted with the immediate supervisor.	JSP4			0.731			
Before a post is evaluated, interviews must be conducted with the incumbent of the post.	JSP5						

All employees involved with the writing of job descriptions need training.	JAN4				0.847		
The communication process is critical to the successful implementation of the job evaluation system.	JAN3				0.755		
The best way to ensure awareness at all levels of the organization is to conduct briefing sessions with groups of employees on the essence of the job evaluation system.	JAN2				0.724		
The analysis of the job still needs to be done completely.	JAN5				0.654		
It is necessary to conduct briefing sessions before an interview on the job.	JAN1				0.640		
I feel "emotionally attached" to this organization.	AC4					0.797	
I would happily spend the rest of my career with this organization.	AC1					0.794	
I feel as if this organization's problems are my own.	AC2					0.773	
I feel like a "part of the family" at my organization.	AC3					0.751	
I intend to leave the organization.	TI1						0.908
I intend to make a genuine effort to find another job over the next few months.	TI2						0.808
I often think about quitting.	TI3						0.740

Source: Authors