

Turnover intention among Vietnamese millennials in the workplace

ABSTRACT

Drawing upon the framework of social exchange theory, this study investigated the influence of work-life balance, procedural justice, and distributive justice on job satisfaction and turnover intention among Vietnamese millennials. Employing a quantitative research method, we collected sample of 258 millennial participants in Vietnam. Utilizing the method of multiple regression analysis, the collected data was rigorously examined. The results showed that job satisfaction is negatively related to turnover intention of the millennial generation in Vietnam. Distributive justice is a stronger predictor of job satisfaction than procedural justice. Of particular note, the study revealed an intriguing result: work-life balance does not have significant influence on job satisfaction among millennials. Leveraging insights from national cultural theories, our findings provide some insightful explanation of what drives millennials in Vietnam to considering leaving their organizations. The finding enriches the literature about millennials' turnover intention in a developing country.

Keywords: Millennials; Vietnam; work-life balance, procedural justice, distributive justice, job satisfaction, turnover intention

Introduction

Employees, especially the talented ones, are considered as one of the vital resources in maintaining the competitive advantages of organisations (Trevor and Nyberg 2008). However, due to the talent scarcity, maintaining talent employees is challenging (Varma & Chavan 2020). Turnover intention refers to the employee's willingness to leave an organisation (Ali 2008) and is commonly applied as a cognitive turnover predictor (Rhoades et al. 2001). Employee turnover occurs as staff quit their jobs after having the intention of leaving (Chen et al. 2019). High turnover rates can be expensive for businesses as costs are incurred due to the need to replace employees (Thompson et al. 2021) and the decreased productivity of organization (Lin & Liu, 2017). As the costs of voluntary turnover are high, it is important for organizations to improve their understanding of factors affecting employee turnover intentions, especially in the modern aggressive and fast changing business settings. Because of these negative impacts on organisations, turnover intention is considered as one of the important areas of literature which has been widely investigated in theory and practice.

Moreover, if organizations can recognize the early symptoms of employees' leaving behaviors, they will be able to take required remedial measures (Lin & Liu, 2017; Varma & Chavan 2020). Job satisfaction indicates an individual's positive or negative feelings about their job based on their understanding of the job (Varma & Chavan, 2020). Previous research pointed out that job satisfaction is a key factor determining the employees' rate of absenteeism and turnover intention in the literature (Chen & Wang, 2019). Yet, understanding job satisfaction can be challenging due to multiple generations working in the same organization with vastly different sets of values, beliefs, and expectations. Costanza et al (2012) carried out a meta-analysis and conclude that younger generations are less satisfied with their jobs and more likely to leave their jobs than older generations. This result was echoed by the findings of Smith (2023)'s

report based on the data from LinkedIn and CensusWide Smith (2023) - 30% of baby boomers think about leaving their current companies, but the percentage increased to 66% for Millennials. This problem leads to the question why millennials choose to leave.

This study focuses on assessing how employees' perceptions of the outcomes provided by organizations influence their intent to stay within their respective organizations. This dynamic reflects a reciprocal relationship between employees and employers. Therefore, applying social exchange theory, a framework commonly employed to study the relationship between employees' contributions and organizational outputs, is highly pertinent and fitting for the foundation of this study (e.g. Cohen et al. 2016; Kyeong and Kim, 2022; Knezovic and Neimarlija, 2022) . The current study aims to link work life balance and two aspects of organizational justices on job satisfaction of millennials. Millennials who are born between 1980s to 2000 make up a significant portion of the global workforce and have distinct work attitude and preferences that influence how organizations operate and how work is structured. Despite this influence, the existing body of research lacks a comprehensive analysis of the mediating role of job satisfaction in the interplay of factors – specifically, work-life balance, distributive justice, procedural justice. A scarce number of studies explored the impact of job satisfaction on millennials' turnover intention in the Vietnam context. This gap underscores the need for further investigation, presenting an opportunity for both academics and practitioners to gain insights into the work attitude of this main workforce and decipher the rationale behind millennials' tendency for job transitions.

By exploring the research topic in the context of a developing country among the targeted generational subjects, this study shed some light to the undiscovered aspects of knowledge about one of the dominant generations of the current labour forces in Vietnam. It also provides opportunities for researchers and practitioners to understand the behaviour and opinion of

millennials. Moreover, the study could provide some insights for policy makers in Vietnam and other similar developing countries to reform their approach at managing the millennial generation.

Social exchange theory

Social exchange involves an exchange between organizations and employees with the expectation that both of parties will reciprocate each other's cost at workplace (Gould-Williams and Davies 2005). The primary goal of social exchange theory is to encourage a mutually beneficial commitment (Blau 1964). Employees show positive attitude responding to a favourable work environment and desired benefits, also they can change their attitudes negatively in response to unfavourable work environments and treatment (Song et al. 2022). Grounded in social exchange theory, this paper posits that if organisations provide supportive policies that allow employees to achieve work-life balance and employees will respond by showing positive attitudes such as high job satisfaction and low turnover intention.

In the employee-employer relationship, employees exchange knowledge, skills, talents, and drive to gain benefits. These benefits can come in many forms; they might be monetary rewards, or intangible forms, such as respect, dignity, charisma, and fairness (Blau 1964). Many studies have shown perceived fairness is essential for all employees to be satisfied with their jobs (e.g. Blau 1964; George and Wallio, 2017; Kyeong and Kim 2022). Following the logic of social exchange theory, this paper posits that if distributive justice and procedural justice are perceived to be fair, employees feel satisfied with their jobs which lead to low turnover intention.

Millennials

There are four generations in the existing workforce, "Baby Boomers", "Generation X",

"Millennials" (or "Generation Y") and "Generation Z" (Wey Smola and Sutton 2002). Although scholars agree on generational classifications, there are no internationally acknowledged birth date borders. Previous studies defined Millennials as those born between 1981 and 2000 (Ozcelik 2015; Lamm and Meeks 2009). Millennials make up 32 percent of the global population and 35 percent of the Vietnamese population (World Bank 2021). According to the General Statistics Office of Vietnam (2020), millennials make up an estimated one-third of Vietnam's current workforce.

Millennials in Vietnam has experienced the significant economic structure shift from a centrally planned economy to a market-oriented economy in 1986 under the Doi-Moi policy. This economic transformation had a positive impact on economic development and integration to the rest of the world, which attracted a large number of FDI investments and expatriates working in the country (Tan and Fukushima, 2010). FDI not only bring the investments, but also utilize their way of managing people, which could transform people's traditional value. Whilst millennials enjoys the fast economic development, they also experienced ' a generation of identity crises' due to the family planning policy introduced in 1988 which recommends family to have up to two children. This social change together with improved people's living standard, many millennials received good education and grow up without many struggles like previous generation (Hong, 2018). Due to these two economic and social changes, the values millennials hold is apparently different (Hong, 2018). Nevertheless, understanding the work attitude among Vietnamese millennials is quite scarce in literature (Nguyen and Junaid, 2023). According to generational theory, generational imprinting results in patterns that are "powerful enough to maintain a measure of predictability" (Howe and Strauss 1992; Howe and Strauss 2007). Predictability may benefit organisations and employers in providing general knowledge about various groups of generations in the existing workforce.

Researchers found that millennial characteristics differentiate this generation from previous generations on various levels (Moreno et al. 2022; Kyeong and Kim, 2022). Millennials are identified by their belief that they are destined to accomplish great things and desire to make a difference in the world (Tulgan and Martin 2001). They are portrayed as well-educated, self-assured, passionate, socially conscious, autonomous, self-sufficient, honest, tech-savvy and good thinkers (Ozcelik 2015). However, millennials are also portrayed as having difficulty accepting criticism, and often blame others for their failures (Hannay and Fretwell 2011). According to previous research, millennials want the same spotlight when working as consistent instructions and managerial support as well as immediate and regular feedback on their job performance, but they also want responsibility and flexibility to complete tasks in their way (Hannay and Fretwell 2011). Millennials are driven by a desire to succeed in their careers and seek opportunities and responsibilities (Kerslake 2005). They have no allegiance to their employers ,but they expect fast advancement up the corporate ladder, raises in pay, and chances to learn new skills (Ng et al. 2010). Moreover, they value social interactions at work over ideals such as job autonomy (Macky et al. 2008), and they tend to job hopping (Smith, 2023).

Work-life balance and job satisfaction

Work-life balance describes the balance between an individual's work and personal life (Haar et al. 2014, Yang and Islam, 2020). Individuals who devote reasonable quantities of time and effectively allocate their resources to different domains perceive their lives to be in a satisfying state of balance (Arunika and Kottawatta, 2017). While millennials are eager to take on new challenges and duties, they are not ready to sacrifice their time to enjoy life like previous generations (Hannay and Fretwell 2011, Moreno et al. 2022). They have seen their boomer parents working long hours only to be laid off frequently due to corporate downsizing

(Loughlin and Barling 2001). As a result, they are wary of being put in similar situations and would instead "make a life" than "make a living" (Zhang et al. 2007).

Deery and Jago (2015) found that work-life balance is an essential variable for managing and retaining employees. Thus, it is crucial for organisations to provide schemes that encourage work-life balance which benefits both employee and employer. Work-life balance can be achieved through job flexibility, management, and supportive organisational culture (Maxwell 2005). The successful work-life balance initiatives reduce job turnover, stress levels, conflict and enhance job satisfaction and organisational commitment among individuals (Purohit and Patil 2013; Yang and Islam, 2020). To millennials, work-life balance and work flexibility are important factors to job satisfaction.

Researchers have associated work-life balance with outcomes such as job satisfaction, life satisfaction, individual competitiveness, health, and well-being (Haar et al. 2014; Lyness and Judiesch 2014). Job satisfaction is defined as employees' emotions about their jobs and other facets of their employment, such as the relationships with co-workers, nature of work, incentives, and promotions (Mas-Machuca et al. 2016). Most studies found that that high quality of work-life balance would positively improve job satisfaction of employees (Azeem and Akhtar 2014; Mas-Machuca et al. 2016, Haar et al. 2014). Lu et al. (2010) suggested that implementing strategies to address work-life balance such as flexible arrangement could help improve job satisfaction. Hence, the following hypothesis is proposed:

H1: Work-life balance is positively related to job satisfaction.

Procedural justice and distributive justice

Performance appraisals, work arrangements and promotions are all factors that may affect an employee's perception of fairness or treatment at work. Procedural justice, distributive justice,

and interactional justice are all aspects of organisational justice (Colquitt 2001) that represent an employee's view of fairness in the workplace (Parker et al. 2011). This paper will focus on procedural justice and distributive justice, which are two important predictors of employee attitudes and behaviours.

Distributive justice pertains to how employees perceptions the fairness of outcomes or incentives such as salary increases, bonuses, and recognition (DeConinck and Johnson 2009; Parker et al. 2011). The relationship between distributive justice and employees' attitude to work can be explained by social exchange theory and Adam's equity theory. Firstly, social exchange theory encourages mutual benefits for both organisations and employees. When employees are offered equitable reward for their contributions and their need for fair recognition is met, they typically respond positively, experiencing a sense of satisfaction(Lambert et al. 2020). Secondly, the relationship between distributive justice and intention to leave is based on Adam's equity theory which elucidates the psychological impact of an imbalance in the relationship between input and outcomes (DeConinck and Johnson 2009). Discrepancies in this input-outcome equilibrium create a sense of inequity, leading to tension (Goodman and Friedman 1971). The greater the feeling of inequity, the greater the drive to aggregate this tension (Goodman and Friedman 1971), consequently leading to turnover intention of employees. Previous research pointed out that distributive justice strongly affects employees' satisfaction with rewards and turnover intentions (Knezovic and Neimarlija, 2022). In comparison with other generations, millennials values more about salary and promotion than previous generations (Anderson et al. 2017). when organisations are transparent about the process of reward in relation to employees' contribution to workplace, employees more likely to maintain the social relationship with the organisation, staying committed and loyal to organisational goals, which benefits organizations especially in retaining talents.

Procedural justice refers to fairness in the decision-making process regarding organisational outcomes (Crawshaw et al. 2013). Other research has found that procedural justice strongly correlates with job satisfaction (Mossholder et al. 1998;). Procedural justice favorably affects employees' evaluations of organisations, authorities, and rules and positively impacts employees' attitude toward their job (Knezovic and Neimarlija, 2022; Sweeney and McFarlin 1993). Lambert et al. (2020) pointed out that if employees believe the process of providing reward is fair and consistent and transparent, they will see their contribution to work is recognised and they will respond the exchange positively, which will lead to positive attitude toward their job (Knezovic and Neimarlija, 2022)

H2: Distributive justice has a positive relationship with job satisfaction.

H3: Procedural justice has a positive relationship with job satisfaction.

Job satisfaction and turnover intention

Turnover could be conceptualized in many types and dimensions depends on voluntary or involuntary, dysfunctional or functional, and avoidable or unavoidable (Speer et al. 2019). Due to the negative impact of turnover in various organisational outcomes, some scholars such as Speer et al. (2019) who clearly summarised the types of turnover and used attrition modelling to predict turnover. This study focuses on turnover intention which refers to employees' predisposition to leave their current job and seek employment somewhere else. Turnover intention has been widely utilized as a proxy to measure actual turnover behaviour, and this direct link was empirically improved by (Harrison et al. 2006; Cohen et al. 2016).

A prior investigation demonstrated that dissatisfaction with one's job has a significant impact on an organization (Chen et al. 2019). This impact manifests in the form of heightened intentions among employees to leave their positions and decreased overall contributions to the

organisation (Cohen et al. 2016). These outcomes, in turn, directly influence the overall success of the organization (Chen et al. 2019). Consequently, identifying the underlying reasons for employee discontent can aid an organization in resolving issues that lead employees to contemplate quitting. Job satisfaction has been identified as the most common and a stronger predictor of turnover (e.g. Chen et al. 2019; Cegarra-Leiva et al. 2012, Le et al. 2022). Previous investigations consistently revealed a negative correlation between turnover intention and job satisfaction (e.g. Chen et al. 2019; Dale et al. 2015). Irrespective of the demographic group under examination, scholarly consensus underscores the positive impact of job satisfaction on employees (e.g. Chavadi et al. 2021; Lu and Gursoy, 2013; Moreno et al. 2022). Therefore, this paper proposes the following hypothesis:

H4: Job satisfaction is negatively related to turnover intention.

The mediating role of job satisfaction

Turnover emerges as a consequential decision, stemming either from a deliberate choice or an impulsive response to unfavorable outcomes or interpersonal treatment (Chen and Wang, 2019). Scholars have posited that the interplay between organizational justice and turnover intention warrants exploration through the intermediary mechanism of job satisfaction (Suifan et al., 2017). Although work-life balance has been observed to have no direct influence on individual job satisfaction, its impact extends to co-workers' satisfaction (Thompson et al., 2020; Al-Zu'bi, 2010). Procedural justice and distributive justice have been substantiated by prior research as precursors to job satisfaction (e.g., Haar et al., 2014; Lyness and Judiesch, 2014; Agha et al., 2017). Concurrently, turnover intention has been identified as an outcome of employees' job satisfaction (Chen et al. 2019; Le et al. 2022; Wan and Duffy, 2023). Grounded in social exchange theory, employees experiencing work-life conflict and perceiving unfair treatment at the workplace may sense their contributions to the organization as

undervalued, leading to dissatisfaction with the work environment and diminishing interest in their roles. Consequently, seeking equilibrium between their efforts and the outcomes provided by the organization, employees contemplate leaving the organization.

In a study undertaken by Chavadi et al. (2021), findings among Indian Millennials illuminated the pivotal role of job satisfaction as a mediating factor between job mismatch and the inclination to leave a job. Building on this insight, it is reasonable to speculate that job satisfaction could also serve as a mediating link between work-life balance and turnover intention, as well as between perceptions of justice and turnover intention.

H5: Job satisfaction mediates the relationship between work-life balance and turnover intention.

H6: Job satisfaction mediates the relationship between distributive justice turnover intention.

H7: Job satisfaction mediates the relationship between procedural justice and turnover intention.

Table 1 presents the latest studies about turnover intention among Millennials; Figure 1 and Figure 2 below presents the research models and hypotheses of this paper.

Author	turnover intention among Millennials
Costanza, Badger, Fraser, Severt, Gade, 2012	Younger generations are less satisfied with their jobs and more likely leave their jobs than older generations based on a meta-analysis
Lu and Gursoy, 2013	Millennials are more likely to leave the job in comparison with other generations in North America.
George and Wallio, 2017	Procedural justice might have a stronger relationship with turnover intentions than distributive justice for millennial accountants.

Chavadi, Sirothiya, MR,2021	Job satisfaction partially mediated the relationships between job mismatch and turnover intentions in Bengaluru.
Zhou and Yuan, 2021	Knowledge distance between individuals has a significant positive impact on the turnover intention of the millennial employees in China
Kyeong and Kim, 2022	Millennials in South Korea values procedural justice more than other generations
Moreno, Navarro and Fuentes-Lara, 2022	Compared to boomers and generation x, millennials reported lower levels of overall job satisfaction, work engagement and organizational trust in Latin America.
Wan and Duffy, 2023	Well-being at work mediates the relationship between decent work and turnover intentions among Chinese Millennials

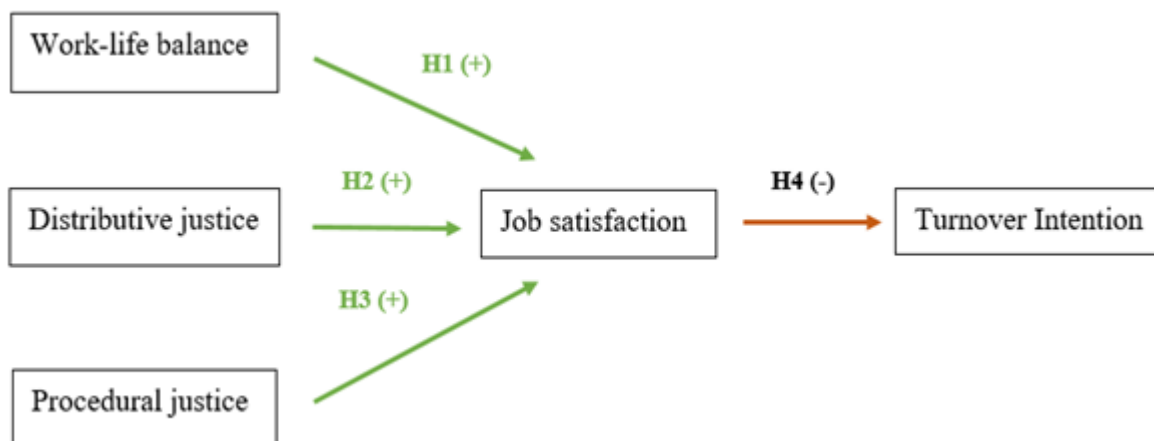


Figure 1: Proposed research model

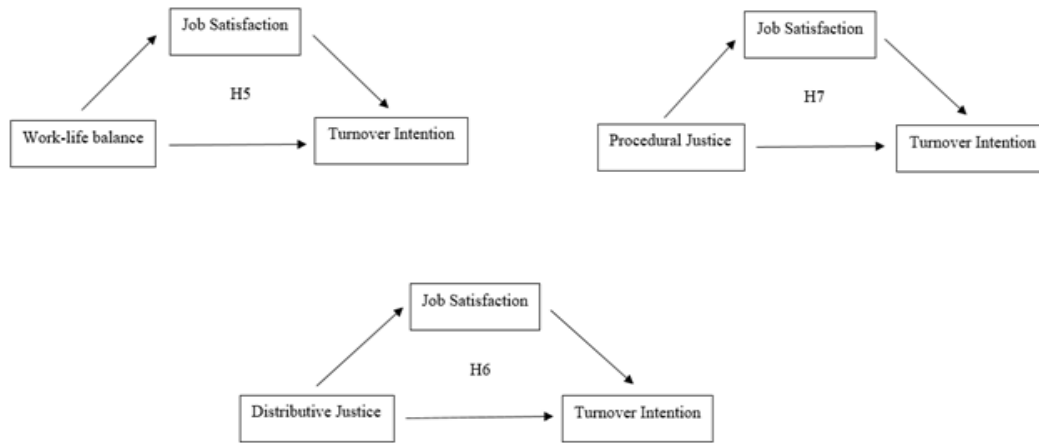


Figure 2: Mediation hypotheses model

Method

Data collection

The study focuses on Vietnamese individuals belonging to the millennial generation, born between 1980 and 2000. To ensure the validity of the questions, the questionnaires were translated into Vietnamese and then backtranslated into English. The survey was made available in both English and Vietnamese languages. This study used non-probability sampling technique. A web-link administered questionnaire was shared on social media platforms including Facebook and LinkedIn to invite participants from the target population. The online survey technique has been widely utilized nowadays for research due to its advantages of being simple, cheap and fast access to the large group of potential population (Bethlehem, 2010). However, population with limited internet access will be underrepresented, and there is a possibility of bias due to self-selection to the survey (Bethlehem, 2010). The decision to employ an online survey was driven by the extensive nationwide coverage of mobile broadband infrastructure reaching 99.73% in Vietnam (Vietnam,2022). This allows the study to encompass a more comprehensive sample in an efficient and cost-effective way. In addition, we restricted the participants according to the definition of millennials in our study, so participants

who did not meet this criterion was filtered out. Incomplete records were removed, resulting in a total of 258 usable data entries. Among the respondents, 79% were in the age group of 21-34, while the remaining were aged 35-41. Additionally, 98% of the respondents held a bachelor's degree from a university, and they were employed by various companies, earning an average salary of 7,800,000 VND per month, equal to 328 American Dollars (according to the Vietnam Ministry of Labour – Invalids and Social Affairs Portal 2018; Voice of Vietnam 2021). Among the respondents, 72% were female, and 61% of them had children, 67% of them had 1-5 year of work experience.

Measures

The control variables including gender, parental status, age, and service tenure, were adopted and amended from previous studies (Kowske et al. 2010). All the measures are rated on a 5-point-Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree.

Job satisfaction was measured by three items from Kowske et al. (2010), a sample item is “Overall, I feel satisfied with my current company,”. Work-life balance was measured by four items from Brough et al. (2014). Procedural justice is measured by seven items, distributive justice is measured by four items from Colquitt (2001). Turnover intention was measured by four items from McKnight et al. (2009).

Results

Descriptive information

Table 1 explains the correlations among the variables with the reliability indicated at diagonals.

The result indicates that older employees are more likely to feel satisfied with their job ($r = .28, p < .01$) and less likely to have an intention to leave their job ($r = -.22, p < .01$). Employees with high tenure are more likely to feel satisfied with their job ($r = -.22, p < .01$) and will not

choose to quit ($r = -.23, p < .01$). Employees who have children at home found it hard to achieve job satisfaction ($r = -.25, p < .01$) and there is a higher chance for these employees to have an intention to leave ($r = -.22, p < .01$). Other remaining control variables do not show any significant correlation with job satisfaction.

Interestingly, the result here shows that job satisfaction has no correlation with work-life balance, but it is significantly and positively related to the two aspects of organisational justice. The results indicate that job satisfaction has a significant positive correlation with procedural justice ($r = .56, p < .01$) and distributive justice ($r = .72, p < .01$). The mean value of work-life balance is 3.74, which indicates that participants manage to keep their lives balanced to some extent. As expected, the result shows that job satisfaction is negatively and significantly related to turnover intention ($r = -.22, p < .01$). All variables in the study demonstrate strong internal consistency, as indicated by their Cronbach's alpha values exceeding 0.7. Additionally, the validity of the measurements is supported by the binary correlation test results. The correlations within the construct range from 0.3 to 0.7, affirming convergent validity. Moreover, correlations between constructs are below 0.3, underscoring the distinctiveness of the measured constructs, in line with suggestions made by John and Benet-Martinez (2000) as well as Ratner (2009).

Insert table 1 here

Testing the hypotheses

The results of multiple regression analyses are presented in Table 2. Model 1 and Model 3 include control variables only. Adjusted R Square in the regression analysis represents the amount of difference in the dependent variable that can be explained by the independent variables (Field 2018). Model 1 shows that age is negatively and significantly related to job

satisfaction ($\beta = -.34, p < .001$). This result indicates that millennials seem to be satisfied more easily with their job when they get older.

Model 2 includes the main predictors, namely, work-life balance, procedural justice and distributive justice. Model 2 shows that $R^2 = .57$, which means that the independent variables on the model account for 57 percent of the variance in job satisfaction. The result shows that work-life balance is statistically non-significant with job satisfaction. Therefore, hypothesis H1 is rejected. Distributive justice is positively and significantly related to job satisfaction ($\beta = .53, p < .001$). Procedural justice is also positively and significantly related to job satisfaction ($\beta = .19, p < .01$). Hence, hypothesis H2 and H3 are supported. The result also indicates that distributive justice has more influential power on Vietnamese millennials' job satisfaction than procedural justice. Work-life balance does not have a significant influence on Vietnamese millennials' job satisfaction. In addition, job satisfaction has a significantly negative influence on turnover intention ($\beta = -.19, p < .01$). Hence, H4 is supported. Moreover, the result shows that female employees are less likely to have an intention to leave their job ($\beta = -.21, p < .05$)

Insert table 2 here

This study applied SPSS PROCESS for the mediation analyses. SPSS PROCESS uses bootstrapping, a resampling technique, to obtain confidence intervals of indirect effects. Table 3 displays the results of mediating effects of job satisfaction on the correlation between independent variables and dependent variables. With a confidence level of 95 percent, the results for the value below BootLLCI (Lower-Level Confidence Interval) is 0.00, and the value above BootULCI (Upper-Level Confidence Interval) is equal to 0.06. As work-life balance is

not significantly related to job satisfaction as it is indicated in the test of H1, hence job satisfaction does not mediate the relationship between work-life balance and turnover intention. Hence, hypothesis H5 is rejected. Furthermore, confidence interval [-.023, 0.02] and [-0.20, 0.05] both include the value 0, indicating there is no indirect effect from procedural justice and distributive justice to turnover intention through job satisfaction. However, The results indicate that there are not enough grounds to prove the mediating role of job satisfaction between the organisational justice dimensions and turnover intention. Hence, hypotheses H6 and H7 are rejected. It is worth of noting that though the mediating effect is not significant, the overall relationship between organisational justice on turnover intention is significant, which is in line with the H2 and H3. This means that other factors might be influencing the relationship.

Discussion

Work-life balance, justice and job satisfaction

In contrast with the theoretical deduction, the relationship between work-life balance and job satisfaction was not significant in this study. This result contradicts those of previous researches, which suggest that work-life balance has a positive association with job satisfaction (e.g. Agha et al. 2017; Arunika and Kottawatta 2017; Haar et al. 2014; Mas-Machuca et al. 2016). This dissimilarity could be due to the difference in culture. Vietnam is a collectivist society (Hofstede Insights 2023), indicating higher tolerance for spillover between the two life domains and less rigorous demarcation of the work-family boundary (Lu et al. 2010). Nearly half of the respondents reported having children at home. Therefore, it may be understandable that the interference of two domains of work and life, or the balance of work-life balance, may not affect their job satisfaction because working is considered a way to carry out family duties among collectivists (Aryee et al. 1999). Working long hours or bringing work tasks at home is acceptable when these activities contribute to family welfare (Thi Thuy Linh et al. 2016). A previous study by Thi Thuy Linh et al. (2016), conducted in the Vietnamese context, pointed out that the conflict in work and life domains that may cause the imbalance is not a significant predictor of employee job satisfaction.

Regarding the relationship between distributional justice and job satisfaction, the findings of this paper show that distributive justice is positively related to job satisfaction. The result indicates that the better people's perceptions of fairness in distribution, the more satisfied they will feel about their job. This finding is consistent with previous research findings of Al-Zu'bi (2010) and Lambert et al. (2020). The findings also reveal that distributive justice has more impact on job satisfaction of Vietnamese millennials compared to procedural justice. This finding is consistent with the findings of McFarlin and Sweeney (1992), Cohen-Charash and

Spector (2001). In addition, research shows that extrinsic rewards are more important to millennials than intrinsic rewards (Morrell and Abston 2018). Since millennials value extrinsic rewards more, they may pay more attention to fairness in distribution. Therefore, it could explain the finding that distributive justice has a bigger impact on job satisfaction of Vietnamese millennials. Hence, organisations should improve the fairness in the distribution process to increase job satisfaction of Vietnamese millennials.

Furthermore, the findings of this study show that procedural justice is positively related to job satisfaction. The result indicates that the better people's perceptions of fairness in procedure in their organisations, the higher chances that they will feel satisfied with their job. This is consistent with the findings of previous research of Al-Zu'bi (2010) and a recent study of Lambert et al. (2020). Therefore, organisations should pay attention to increasing the fairness in procedure to increase job satisfaction of millennials.

Turnover intention of millennials and job satisfaction in Vietnam

This study indicates that most of Vietnamese millennials are not willing to leave their current jobs. This disagreement could be explained by the effects of the covid 19 pandemic and uncertain economic situation. The pandemic threat has increased the unemployment rate (United Nations 2020). This threat may affect the intention to leave the current job of millennials since it seems to be better to stay with their jobs instead of taking risks to change jobs during the pandemic.

The finding of this paper shows that job satisfaction is negatively related to turnover intention, which is consistent with the findings of previous research by Chen et al. (2019), Dale et al. (2015) and Suifan et al. (2017). This provides evidence about the millennials' attitudes toward this matter, which may benefit organisations and managers in Vietnam to acknowledge and get to know more about a generation that accounts for one-third of the workforce nowadays. In

addition, the result indicates that millennials seem to be satisfied more easily with their job when they get older. It may be because, with years of contribution and the more experience they got, they expect to get what they deserve, such as a higher rate of pay, and the organisations have been able to satisfy their expectations. This logic seems to be reasonable according to Adam's theory of inequity and social exchange theory. When they have knowledge, skills, abilities and motivation to offer, they will expect to earn an equal amount as rewards (Phayoonpun and Mat 2014).

As concluded in previous research, one determining factor of turnover intention is gender (Carbery et al. 2003; Karatepe and Sokmen 2006). The result of this paper indicates that female millennials are like previous generations are less likely to consider leaving their job than male employees. Other researchers who studied turnover intention argue that this outcome is due to women's responsibilities in their families (Aboobaker and Edward, 2019), such as traditional household duties and child care, as well as childbirth. All of these responsibilities have an impact on women's access to opportunities for advancement (Maxwell, Connolly and Laoire, 2018)). In Vietnam, labor-employment census data shows that nearly half of women choose to be economically inactive for "personal or family-related reasons" (General Statistics Office of Vietnam 2018). Meanwhile, only 18.9 percent of men who did not participate in economic activities cited this reason (General Statistics Office of Vietnam 2018). This root cause of inequality in the labor market is the traditional roles that women are expected to play that are reinforced by social norms (ILO Vietnam 2021). These reasons may prevent women from having the idea of leaving their current job.

The mediating role of job satisfaction

In contrast with the theoretical assumption, job satisfaction does not mediate the correlation between procedural justice, distributive justice, and turnover intention. The unexpected result

could be explained from the aspect culture regarding the relationship between employees and their superiors. Vietnam has a high power distance index (Hofstede Insights 2017), which indicates the distance relationship between employees and their superiors (Begley et al. 2002). This distance relationship makes employees expect less in the fairness of procedure and distribution (Begley et al. 2002). It could explain the situation when employees choose to leave due to the unfairness in the organizations, employees acknowledge that there is a little chance that organization will change or improve the fairness of procedure or distribution. This situation then may become the cause of employees' turnover intention. Scholar claimed that fairness is an important factor for employees to be satisfied with their jobs (Blau 1964). Consequently, when the problems of unfairness remain unsolved for a period of time, employees may solve it themselves by choosing to leave even they feel satisfied with some other aspects of their job. This choice of employee is reasonable and understandable when studying through the lens of social exchange theory. Finally, the literature also had inconsistent findings about the mediating role of job satisfaction. For instance, Knezovic and Neimarlija's study (2022) also did not support the mediating effect of job satisfaction between procedure justice and employee's intention to stay. Hence, future studies should explore this area further.

Theoretical contributions

The current study makes a valuable contribution to the growing body of literature concerning Millennials' inclination to change jobs by examining its correlation. we enhance the understanding of Millennials' intention to change jobs by examining its correlation with three vital aspects highly valued by Millennials: work-life balance, fairness in organizational distribution, and procedural justice. Our findings indicated that distributive justice is more important for Millennials in Vietnam than procedural justice, which is different from (George and Wallio(2017)'s study about accountants working in public sector in US. This contrast

findings indicates the Millennials' work attitude varies across nations. Furthermore, we investigate the potential mediation of job satisfaction in this relationship. This work extends the existing literature by shedding light on the mediating role between Millennials' values and their intention to switch jobs, departing from the conventional approach of directly testing relationships (Chavadi et al., 2021; Zhou and Yan, 2021; Wan and Duffy, 2023). Despite an unexpected outcome that does not fully align with the theoretical deduction on mediation, we believe this outcome will stimulate future inquiries into alternative mediators.

Secondly, this is one of the first studies that investigate the factors driving Millennials' propensity for job hopping, particularly within the context of a rapidly developing nation like Vietnam. Table 1 illustrates that only a few recent studies have delved into the motivation behind job changes among Millennials in Asian cultures – for instance, Wan and Duffy (2023) in China; Chavadi et al (2021) in India; Kyeong and Kim (2022) in South Korea. This enriches the literature about millennials' work attitude and improves the generalisability of turnover intention among this specific generation in Asian cultures. However, future studies could conduct a cross-culture studies to compare the findings in multiple cultures.

Managerial implications

This study holds significant implications for organizations seeking to enhance the work attitudes of millennials within countries sharing a similar national culture to Vietnam. The study underscores the pivotal role of work-life balance, distributive justice, and procedural justice in achieving this objective. To retain millennials effectively, organizations must cultivate an environment that champions organizational justice, as underscored by Suifan et al. (2017) and Knezovic and Neimarlija (2022). Notably, distributive justice emerges as a potent predictor of millennials' job satisfaction, surpassing the influence of procedural justice within this study's context. To avert the potential consequences of negative perceptions of

organizational justice, particularly arising from performance appraisals, organizations, and especially line managers, must carefully manage the evaluation process. George and Wallio (2017) affirm that adverse perceptions can spur intentions to depart from the organization. In the backdrop of a collectivist culture like Vietnam, it becomes imperative for employers to foster fairness and transparency in the reward system.

Furthermore, acknowledging the significance of the extended family and familial support in this culture (Thi Thuy Linh et al., 2016), organizations should align HR strategies to accommodate employees' needs to harmonize work and personal life. While familial support is valuable, it is vital not to overlook millennials' requirement for work-life balance, as their non-work-related pursuits encompass not just family care responsibilities but also personal social engagements integral to their self-identity (Hong, 2018).

Limitations and future studies

As most of studies, this research is inevitable has some limitations. Firstly, since this study is cross-sectional in Vietnam. Changes over time that may arise due to unanticipated variables are not reported in a cross-sectional study. Therefore, longitudinal studies in the future for the same research topic would allow us to analyse the causal relationships between the variables of the study. Furthermore, national culture could potentially cause some bias in the data. Begley et al. (2002) pointed out there exists statistically significant correlations between power distance and distributive justice, procedural justice, job satisfaction (Begley et al. 2002). A high power distance index of Vietnam culture indicates a more distant relationship between employees with superiors which could reduce distributive justice expectations. Therefore, with a high power distance index (Hofstede Insights 2017), the characteristic of Vietnam culture may affect the perception of millennials toward organisational justice. Hence, future study should consider cultural factors when investigating the same research topic to understand this

matter more thoroughly.

Table 1: Correlation analysis

	1	2	3	4	5	6	7	8	9	10	11	
1. Age												
2. Tenure	.87**											
3. Gender ^a	-.05	-.07										
4. Education	-.11	-.06	.06									
5. Occupation	.11	.13*	.06	-.14*								
6. Salary	-.06	-.04	.11	.32**	.35**							
7. Parenthood ^b	-.60**	-.63**	.07	.13*	-.16*	.03						
8. Work-life balance	-.06	.01	.05	.11	.08	.03	-.12	.71				
9. Procedural	.36**	.30**	-.07	-.10	.00	-.12	-.27**	-.06	.85			
10. Distributive	.31**	.21**	.01	-.20**	.03	.00	-.21**	-.07	.60**	.90		
11. Job satisfaction	.28**	.22**	-.09	-.11	-.04	-.04	-.25**	-.11	.56**	.72**	.84	
12. Turnover intention	-.22**	-.23**	-.06	.05	-.04	.08	.20**	-.22**	-.20**	-.24**	-.22**	.71

Note: $N = 258$. ** $p < .01$; * $p < .05$

^a 0 = male; 1 = female; ^b 0 = no children; 1 = have children

Table 2: Result of the linear regression analysis

	Job satisfaction				Turnover Intention			
	Model 1		Model 2		Model 3		Model 4 (H4)	
	B	Sig	B	Sig	B	Sig	B	Sig
(Constant)	4.05	.00	1.55	.00	3.14	.00	3.86	.00
Age	.57	.01**	-.10	.54	-.01	.97	.09	.70
Tenure	-.12	.28	.03	.73	-.16	.21	-.18	.15
Gender	-.11	.23	-.11	.08	-.19	.07	-.21	.04*
Education	-.15	.16	.06	.43	-.02	.83	-.05	.66
Occupation	-.08	.12	-.04	.23	-.02	.75	-.03	.56
Salary	.05	.46	.00	.94	.11	.12	.12	.09
Parenthood	-.22	.07	-.15	.07	.10	.45	.06	.64
Work-life balance			-.06	.10				
Procedural justice			.19	.00***				
Distributive			.52	.00***				
Job satisfaction							-.18	.01**
R ²	0.11		0.57		0.06		0.09	
F	F (7) 4.61		F (10) 32.05		F (8) 2.432		F (7) 3.002	

Note: $N = 258$; unstandardized coefficients are reported; *** $p < .001$ ** $p < .01$; * $p < .05$

Table 3: Results of Mediation analysis

Correlation	Total effect	Direct effect	Indirect effect
Work-life balance - Job satisfaction - Turnover intention	$B = -.05$ $P = .45$	$B = -.07$ $P = .30$	Indirect effect = .02 95% CI = [.02, -.01]
Procedural justice - Job satisfaction - Turnover intention	$B = -.18$ $P < 0.05$	$B = -.08$ $P = .39$	Indirect effect = -.09 95% CI = [.06, -.22]
Distributive justice - Job satisfaction - Turnover intention	$B = -.17$ $P < 0.05$	$B = -.11$ $P = .22$	Indirect effect = -.07 95% CI = [.06, -.20]

Notes: CI: Confidence Interval

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