
**The Role of Work-life Balance to the Youth's Organizational Commitment
after Covid-19: Evidence from Vietnam**

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Abstract

This study is to examine and identify the balance between work and personal life, which is one of the most major contributors to the tendency of Generation Z and Y to change jobs in the post COVID-19. By combining both the Social Cognitive Career Theory Model (SCCT) and The Social Exchange Theory Model (SET), which was used by Siew et al. (2021) and Hassan et al. (2020), the authors made certain adjustments to create a research model that is appropriate for the context and objectives of this study. Data analysis was based on 320 questionnaires that were collected from employees of generation Y and Z from the age of 18-41 and met the requirements of the research. The variables' consistency and validity were evaluated using SPSS 23, and a regression model was employed to test the hypotheses. The study indicated that Work-life balance is negatively related with organizational commitment. Moreover, Organizational commitment has a clear correlation with Job-hopping behavior of young people. The results showed that the correlation between independent and dependent variables, namely Work-Life balance, Self-efficacy and Emotional Intelligence, are very clear. In the context of the labor market in the post pandemic, Work-life Balance plays a crucial role in affecting the extent of organizational commitment of young workers. Human resources managers, human resources policy manners and organizations need to take this into consideration while implementing the strategies to retain the workers and mitigate the turnover risks.

Keywords: Generation Y, Generation Z, Social Exchange Theory, Work-life Balance, Organizational Commitment, Job-hopping.

1. Introduction

The COVID-19 pandemic has had a profound impact on various aspects of society, including the workforce and organizational dynamics. Young laborers, in particular, have experienced significant disruptions to their work-life balance as they navigate the challenges of remote work, increased responsibilities, and blurred boundaries between professional and personal life. Understanding the relationship between work-life balance and organizational commitment among this demographic in the post-COVID-19 era is crucial for organizations seeking to foster a committed and engaged workforce.

This study investigates the influence of work-life balance, which is one of the key factors in Generation Z and Y's organizational commitment and job hopping, the most current employee trends in the general labor market and specifically in Human Resource Management. Previous research on the impact of a pandemic has focused on Work-life balance is a state of equilibrium in which the demands of both a person's job and personal life are equal (Lockwood, 2003). Work-life balance serves as a valuable tool to assist individual workers in managing their responsibilities and, in turn, contributes to organizational performance and employee commitment. The complex and diverse pressures arising from balancing work and personal life have gained increasing significance in today's evolving landscape, characterized by demographic shifts, workplace transformations, and societal changes. Factors such as the increased presence of women in the workforce, changing family structures, a desire for reduced working hours, and advancements in technology have underscored the importance of addressing the intricate challenges associated with achieving a satisfactory work-life balance.

The COVID-19 pandemic has caused a sudden disruption to the work-life balance of many individuals (Thomason & Williams, 2020). Specifically, the demands placed on individuals in their work domain deplete personal resources such as physical energy, focus, and time, leaving them with insufficient resources to effectively manage their responsibilities in the family domain (Brough et al, 2020). Over time, individuals experience varying levels of conflict between their work and personal lives, and they adapt their lifestyles to utilize the available resources in order to fulfill their work and non-work obligations (Chan & Tay, 2022). Consequently, they must adjust and reorient themselves to new routines that prioritize and address the challenges brought about by the pandemic (Caringal-Go et al., 2021).

In the context of the increasingly harsh labor market under the influence of COVID-19 pandemic, competing in human resources has become a really hard matter for leaders. Employees' organizational commitment is an essential factor to maintain and develop businesses. Nowadays, young people become more and more active, they are confident, they want to advance quickly and have high expectations in work. However, balancing between work and personal life is also one of their goals. Thus, researchers and leaders pay more attention to young people's organizational commitment in the labor market, specifically their ability to spend sufficient time for both their workplace and their personal activities.

Therefore, this research aims to examine the association between work-life balance and organizational commitment of young professionals in the post-COVID-19 era, shedding light on the implications for both individuals and organizations. By uncovering these insights, organizations can better design policies and interventions that promote work-life balance, enhance commitment, and facilitate the professional growth and well-being of their young workforce in the new normal.

2. Literature Review

2.1. Social Exchange Theory (SET)

The origins of social exchange theory can be traced back to 1958, when American sociologist George Homans wrote an article entitled "Social Behavior as Exchange". The concept of social exchange theory is founded on the idea that a relationship between two individuals is formed through a cost-benefit analysis. In other words, it's a metric designed to determine the effort poured in by an individual in a person-to-person relationship. Based on SET, a person will assess the cost of a social interaction (negative outcome) against the reward of that social interaction (positive outcome). These costs and rewards might be money, time....They can also be intangible, like social approval, love, pride, shame, respect, opportunity.

Social exchange theory is the most dominant theoretical paradigms used in identifying employee working behavior in today's workplace (Cropanzano & Mitchell, 2005). When employees perceive that the organization creates value for them or gives something that is of value to them, the employees will have positive behavior to the organization. This theory has been widely applied to explain the relationships among members in an organization. Additionally, Cropanzano et al. (2017) contend that (SET) holds a significant position among the key theoretical frameworks in the field of management and enjoys extensive utilization in the realms of sociology, social psychology, and anthropology. SET is also known as a mechanism that benefits individuals within a company and contributes to social interactions (Blau, 2017).

SET is known as a mechanism that benefits the individual in the organization and contributes to social interactions (Blau, 1986). This theory is one the most influential conceptual paradigms in organizational behavior (Cropanzano & Mitchell, 2005). According to SET, employees determine their level of commitment to the organization based on their perceived support and community from their employer (Turk & Krastev, 2022). This paper will utilize SET to examine the organizational commitment of young employees to their organization in the specific context of Vietnamese labor market post COVID-19. Work-life Balance will be used as a factor determining the organizational commitment of Vietnamese young employees, combining with SET. Noting this approach, the connection between human resources structures and corporate efficiency will be examined, in the context of Vietnamese labor market post COVID-19. Moreover, the question whether employees will stay with the business for a longer period of time and work passionately towards accomplishing the firm's goals is assessed, which assists company leaders and human resources policy makers in developing human resources post COVID-19.

2.2. Social Cognitive Career Theory and Organizational Commitment

Organizational commitment can be defined as the emotional and psychological connection between an employee and their organization, which motivates the employee to stay and remain loyal to the organization (Meyer et al., 2012). Organizational commitment can be understood through three theoretical perspectives: affective, continuance, and normative. Affective commitment refers to an individual's emotional attachment, identification, and involvement in an organization. The strength of this commitment is based on positive feelings toward the organization and the willingness to strengthen one's emotional connection with it (Manion, 2004; Mowday et al., 1979). This type of commitment is often fostered by the organization's events, actions, and policies that create positive emotional connections with its members. Employees who have a strong affective commitment work in the organization because they want to (Meyer & Allen, 1997), and they are intrinsically motivated to exert significant effort on behalf of the organization. Normative commitment is derived from an individual's sense of duty and obligation to the organization. It indicates the extent to which an individual's values and beliefs align with those of the organization (Manion, 2004; Meyer & Allen, 1997). When there is a shared sense of goals and values, individuals are more likely to view obedience to group norms and authority as appropriate. Normative commitment is positively related to performance, although not as strongly as affective commitment (Karrasch, 2003). Continuance commitment, also known as calculative commitment, is influenced by socioeconomic factors and pertains to employees' perception of the costs and benefits associated with staying or leaving an organization (Swales, 2002). Employees with continuance commitment may only perform the necessary tasks to maintain their employment. Interestingly, there is no significant relationship between continuance commitment and job performance (Meyer & Allen, 1997). In 1994, the Social Cognitive Career Model was developed by Lent and colleagues based on the Social Cognitive Career Theory (SCCT), which further researched and explained the link between workers and the organization.

Social Cognitive Career Theory (SCCT) is a vocational psychology theory based on Social Cognitive Theory (SCT) of Bandura (1986). This theory has been widely applied in vocational psychology to help explain the development of one individual's career interests, the career choice and determine one's level of performance at work (Jane & Fouad, 2015). The SCCT model focuses on the interrelated impact of personal inputs, contextual variables, and learning experiences on individual self-efficacy, outcome expectations, and goal mechanisms (Siew et al., 2021). Individuals then engage in certain behaviors and actions in order to achieve their career objectives (Lent et al., 1994). Individuals prefer to act and behave in order to achieve their performance and vicarious learning when exposed to environmental factors. Individuals' physiological characteristics reactions are particularly evident during their career decision-making and job-hopping processes (Lent et al., 1994). Such career activity can be thought of as proactive behavior (i.e. job hopping behavior) in career management (Lent et al., 1994).

In 2006, Lent and Brown introduced the extended SCCT model by including work conditions and outcomes. They explained that work conditions are more likely to influence an individual's engagement in/progress toward a goal-directed activity (e.g., a career objective) and to increase job satisfaction. Lent and Brown (2006) added that a career is a series of jobs or positions held

by an individual over a period of time. A career is a specialty in a profession that continues to progress despite job changes in one's working life (i.e. job hopping).

In this research, SCCT will be applied to examine the influence of Work-life Balance (work conditions), Self-Efficacy, Emotional Intelligence (personal inputs) on Organizational Commitment and Job-hopping behavior (career choice) of young employees in Vietnamese labor market post COVID-19. In other words, SCCT elements will be considered when analyzing factors of Organizational Commitment, which directly affects Job-hopping behavior (career choice) of employees.

2.3. Job Hopping

Job-hopping refers to the frequent and voluntary practice of employees switching jobs within relatively short periods, typically every one to two years (Pranaya, 2014). Individuals who engage in job-hopping are often referred to as job hoppers. Additionally, the term can also be applied to employees who work in their current job for less than one year (Yuen & Thai, 2015).

Numerous models rooted in Social Cognitive Career Theory (SCCT), such as those developed by Lent et al. (1994), have emphasized that individual characteristics and external environmental factors play a significant role in shaping individuals' career choices, particularly their job-hopping behavior. Bandura's (1986) social cognitive theory serves as a prominent foundation for these models. Lent et al. (1994) further expanded on this theory to create the SCCT career choice model, which incorporates factors like self-efficacy, outcome expectations, and personal goal orientation that greatly influence job-hopping behavior. Research conducted using the SCCT model reveals that the factors affecting job-hopping behavior and the extent of their influence vary across different labor markets. Consequently, job-hopping behavior becomes an important element for predicting trends within a specific labor market and assists businesses in formulating plans and strategies for future workforce development.

The emergence of the pandemic has led to a significant shift in the job market, which has in turn affected the perspective of the younger generation, Generation Z, towards work. As compared to older generations, Generation Z has exhibited a higher tendency to switch jobs frequently. According to LinkedIn data, the rate of job-hopping among Generation Z has increased by 134% from post 2019. Various factors contribute to job-hopping, including lack of motivation, job satisfaction, job demands, stress, emotional exhaustion, organizational fairness, organizational commitment, poor psychological contracts, burnout, gender, and tenure. These reasons vary based on individuals' professional needs and their capacity to cope with these factors (George & Wallio, 2017; Yucel & Bektas, 2012).

Extensive research has been conducted on the relationship between organizational commitment and job hopping behavior. When employees experience satisfaction in their work, it is often accompanied by factors such as active participation, dedication, rates, competitiveness, and a strong commitment to the organization. The significance of individuals within a company cannot be overstated, leading to an increased focus on employee-related matters, particularly in recent decades (Krishnan, 2012). Furthermore, organizations have placed greater emphasis on human resources, resulting in a shift of attention towards addressing employee issues. Understanding an

individual's work values is crucial for organizations to comprehend their roles and behaviors in the workplace. It is rare to find organizations where employees remain in the same position throughout their careers. Instead, many individuals switch occupations and workplaces due to a variety of factors, with diverse reasons underlying these decisions (Kirschenbaum & Mano-Negrin, 1999). This study aims to investigate the impact of organizational commitment on job-hopping behavior of the youth in the Vietnamese labor market after Covid-19 by utilizing the SCCT model. Noting this approach, this research suggests that the impact of Covid-19 on job choices of employees will be clarified, as well as the connection between human resource structures and corporate efficiency. According to Lancaster and Stillman (2003), organizations are advised to gain insight into the motivational factors influencing young individuals and adapt them within the workplace. By doing so, organizations can potentially reduce turnover rates and enhance employee commitment.

2.4. Work-life balance

Greenhaus and Beutell (1985) conducted research that expanded on the concept of work-life balance by examining the notion of equality in time or satisfaction across an individual's various life roles. On the other hand, other researchers have primarily emphasized the importance of individual satisfaction in multiple roles. Kirchmeyer (2000) defined work-life balance as the achievement of fulfilling experiences in all areas of life, which necessitates the equitable distribution of personal resources such as energy, time, and commitment across these domains. Clark (2000) focused on individual satisfaction within the framework of work-life border theory and defined work-life balance as the attainment of satisfaction and effective functioning both at work and at home, while minimizing conflicts between these roles.

In addition to the focus on work-life balance, researchers have also examined the psychological aspects that contribute to this construct, particularly conflict and facilitation. Work-life balance has been defined as the absence of conflict and the presence of facilitation. It is characterized by low levels of inter-role conflict and high levels of inter-role facilitation (Frone, 2003). Grzywacz and Bass (2003) assessed four bidirectional constructs of conflict and facilitation and formulated a measure of balance by subtracting work-life conflict from work-life facilitation and life-work conflict from life-work facilitation. Additionally, work-life balance has been conceptualized as the perceived degree of autonomy individuals have in managing their multiple role demands. Fleetwood (2007) suggests that work-life balance is about individuals having a sense of control over when, where, and how they work.

Work-life balance is considered the most influential factor among all independent factors affecting workplace engagement. This research paper has found that this will be a potential factor in Vietnam, given the post COVID-19 context where employees need to reassess their priorities in work as well as the workplace in order to achieve a balance with their personal lives. Under the impact of the post-pandemic era, workers have been affected in various aspects of social life, particularly young workers who have higher expectations for work-life balance and personal happiness. This has prompted changes in their perception of their current level of attachment to the workplace.

2.5. The context of the Labor market and its common issues after COVID-19

In the last quarter of 2020 compared to the third quarter, Vietnam had approximately 400,000 more manufacturing jobs and over 360,000 more positions in the service sector. In the final quarter of 2020, there were 55.1 million people in the Vietnamese labor force. This increases economic activity in Vietnam by 564,000 persons compared to the previous three months, however, the GSO data reveals that there were still 860,000 fewer people in the labor force in December 2020 than there were in December 2019. Under the impact of the COVID-19 epidemic, people have changed in terms of their mindset, awareness, habits and lifestyle in order to adapt to new situations. The pandemic does not only affect the human state of well-being, but also causes the global economy to fall into crisis. Workers in industrial zones have to face the situation of losing their jobs, being laid off. They have to change their routines when having problems with their health, job turnover, reduced income and comply with epidemic prevention measures. About 17.6 million Vietnamese people are dealing with income decreases as a result of the COVID-19 crisis, which has a significant impact on household living standards. The typical salary of the average wage of workers in the fourth quarter of 2020 is only 5.95 million Vietnam dong, 11.3% less than in the corresponding period of 2019, and this is the first time this has happened since 2005. The average wage for workers was, however, much lower in the fourth quarter of 2021, coming in at only 5.33 million Vietnam dong, down 10.42% from the same period in 2020 and even 20.6% from the same period in 2019. This fact demonstrates the striking drop in Vietnam's standard of living. Additionally, when their monthly income dropped by 8.4% as opposed to only 4.7% for formal workers, people with less training or experience were far more negatively impacted.

According to a report by the Ministry of Labor, Invalids, and Social Affairs, the COVID-19 pandemic has directly and severely impacted approximately 50-60% of the workforce. Over 50% of working-age individuals face the risk of unemployment and income reduction. Particularly, in the third quarter of 2021, the high infection rate of the disease resulted in a significant shortage of job opportunities during the period of social distancing. The average income of urban workers is approximately 40% lower than the national average. Given these circumstances and the post-pandemic difficulties, work-related issues among the youth are becoming increasingly prevalent. The COVID-19 had a detrimental impact on 32.1 million persons nationwide who were 15 or older in 2020, including through unemployment, shifted hours, decreased income, and less working hours, among other things. With over 70% of workers affected, the worst-affected industries were services, followed by industry and construction, where around two thirds of people were affected.

Several analyses have been conducted regarding the employment situation of the youth in the context of inflation and post-COVID-19 difficulties. According to brand-new data released by the General Statistics Office (GSO) on January 6th, while the labor market in Viet Nam experienced significant recovery trends in the last quarter of 2020, it was still well behind pre-COVID levels in terms of employment, job quality, and labor force participation. Especially the employee's work-life balance has been severely impacted. A study published in the Journal of Education and Work also found that the COVID-19 pandemic has had a significant impact on the work-life balance of university students, with many reporting increased stress and a lack of

work-life balance. Employees experienced burnout and increasing workload: During the pandemic, many young professionals have been expected to assume more responsibility, such as covering for colleagues who have been furloughed or fired. As a result, there is now a greater burden and risk of burnout. According to research by the Society for Human Resource Management, workload was the main reason why 40% of workers said they felt burned out at work during the epidemic. The effects of the pandemic on mental health were also highlighted in a report by the World Health Organization (WHO), particularly for healthcare personnel who experienced increased strain and stress as a result of the pandemic. Furthermore, it is a matter of the challenges of remote work that young generation workers have to face. During the pandemic, remote work was linked to increased work-family conflict and decreased job satisfaction, according to a study published in the *Journal of Occupational Health Psychology*. Moreover, based on a survey by the Society for Human Resource Management, working remotely during the pandemic led to burnout for 65% of employees, with the lack of separation between work and home life noted as a major difficulty. Although it has given some young workers more flexibility, working remotely has also made the distinction between work and personal life more hazy. Because of this, maintaining boundaries and a good work-life balance may be challenging. Another effect of the epidemic is financial insecurity: The epidemic has made many young employees' financial situations more precarious, especially those who work in sectors that have been particularly hard struck by the disease. According to a poll by the National Endowment for Financial Education, 59% of young individuals (ages 18 to 34) said they felt financially insecure during the pandemic, and 70% said it had a negative impact on their income, which proved that the need to work more hours or take on several jobs as a result may make it difficult to maintain a healthy work-life balance. All in all, the COVID-19 pandemic has had a significant impact on the work-life balance for young workers in the labor market, which strengthens the study's proposal of work-life balance and the organizational commitment of young people in the labor market in the context of post-COVID-19, on the basis of previous research materials.

3. Research Model and Hypothesis Development

3.1. Research Model

The research model was built based on the Social Exchange Theory Model (SET) and Social Cognitive Career Theory Model (SCCT), which were applied by Hassan et al. (2020) and Siew et al. (2021). Three independent variables and two dependent variables are included in the conceptual framework of the research. In which, Work-Life Balance (WLB) was derived from the original study of Hassan et al. (2020). The research framework was built based on the combination of Social Exchange Theory (SET) and Social Cognitive Career Theory Model (SCCT), which were previously applied by Hassan et al. (2020) and Siew et al. (2021). Elements of SET and SCCT model, including Work-Life Balance (WLB), Emotional Intelligence (EI) and Self-Efficacy (SE), will be used as the determinants of Organizational Commitment (OC), which has an existing relationship with Job Hopping Behavior (JH). In which, WLB, EI and SE will be the three independent variables; while OC and JH will act as two dependents variables. **Figure 1** shows the conceptual model, which has been formulated with hypotheses, as mentioned later:



Figure 1. Research framework

Source: The authors

3.2. Hypothesis Development

Work-Life Balance

Parkes & Langford (2008) defined work-life balance as an individual’s ability to meet both their work and family commitments, as well as other non-work responsibilities and activities. Work–life balance is related to reduced stress and greater life satisfaction, with some indication that the relationship is strengthening over time (Allen et al., 2000).

Two studies conducted by Harrington & Ladge (2009) and Parkes & Langford (2008) have indicated that work-life balance has a positive relationship to employees’ performance and organizational performance. Young employees can find the right balance between work and productive family commitments to an organization.

For this research purpose, work-life balance is defined as the ability to balance the work and life of employees. In the context of the post COVID-19 pandemic, many countries as well as Vietnam have to address the issue of high unemployment and inflation. The youth, who were mostly affected by COVID-19, may have experienced work–life balance difficulties. After the pandemic, nearly three-quarters (73%) of workers rate work-life balance as the most important factor when deciding to take on a new job (Insider, 2022). Base on this situation, we proposed the first hypothesis:

H1: “Work-Life Balance” has a negative impact on “Organizational Commitment”.

Emotional Intelligence

Mayer et al. (2002) stated that emotional intelligence is the ability to access and generate emotions, recognition for emotional appreciation and emotional understanding, and control of emotions to encourage emotional and rational growth. Goleman et al. (2001) have presented an elaborate and complete definition of emotional intelligence by stating that emotional intelligence is the ability of knowing one’s self-feelings and then controlling and motivating those feelings accordingly. Emotional intelligence also includes the ability of understanding others emotions and then managing those emotions to perform the job effectively.

Based on the theory of emotional intelligence, some researches have shown that a person who is able to understand and is aware of someone's own feelings, and can control stress or negative

emotions (Kafetsios and Zampetakis, 2008), and feeling of frustration, can certainly have better relationships with colleagues and supervisors, which ends in increasing organizational commitment (Sy et al., 2006) and better job performance (Kafetsios & Zampetakis, 2008).

In this research, emotional intelligence is understood as the ability to perceive, understand and control the emotions of oneself and others, then direct them to positive thoughts and actions. Vietnamese youth tend to have relatively high emotional intelligence, with good ability in well-being, self-controlling emotions, and building relationships with others. The second hypothesis will be formulated as follows:

H2: “Emotional Intelligence” has a positive impact on “Organizational Commitment”.

Self-Efficacy

The concept of self-efficacy was first introduced by Bandura in 1977. Self-efficacy represents the belief in one’s capability to organize and execute the courses of action required to produce given attainments (Bandura, 1997). He also argued that self-efficacy focuses on the judgments of what an individual can do in some situations or domains with the skills that he/she possesses. A personal belief of self-efficacy can influence one’s behavior, way of thinking and emotional reactions in a difficult situation (Bandura, 1986). Furthermore, self efficacy as a domain-specific construct has been understood as the belief of an individual about his/her competence in a particular domain or context.

The association between self-efficacy and organizational commitment has been studied by various studies in industrial/organizational psychology. A meta-analytic study by Meyer et al. (2002) observed a positive correlation between self-efficacy and organizational commitment. Employees with a high level of general self efficacy and job satisfaction are more likely to be committed to their organization and have a lower intention to turnover than the employees with a low level of self-efficacy (Luthans et al., 2006). Moreover, the study of Schyns and von Collani (2002) also found that occupational self-efficacy has a significantly positive relationship with job satisfaction and organizational commitment. To investigate the influence of self-efficacy on organizational commitment of employees, the third hypothesis is proposed as follows.

In this paper, we perceive self-efficacy as the belief about one’s ability and capacity to accomplish a task or to deal with the challenges of life. As young Vietnamese employees, they may not have prior job experience, and their self-efficacy is solely dependent on their high educational degrees or qualifications. This fact is justified by the importance of academic qualifications in Vietnamese society, where educational degree determines recruitment, income level, and professional progress. Based on this information, we develop the third hypothesis as follows:

H3: “Self-Efficacy” has a positive impact on “Organizational Commitment”.

Organizational Commitment

Numerous definitions for the concept of organizational commitment have been offered by Meyer & Allen (1997); Morrow (1983) and O’Reilly & Chatman (1986). However, all the definitions

agreed that organizational commitment is the emotional bond or attachment between the employees and their organization. Among these proposed definitions, the most commonly used definition of organizational commitment is proposed by Mowday et al. (1979). They defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization. According to this definition, organizational commitment can be characterized by three factors: (1) a strong belief in and acceptance of the organization's goals and values; (2) a willingness to exert considerable effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization.

The influence of organizational commitment on job-hopping behavior has been studied in some previous empirical research. Meyer et. al. (1993) cited that employees with strong organizational commitment will keep working for the organization voluntarily and eagerly not only because they feel they need the job, but also they want to work. Organizational commitment can help organizations retain a talented workforce (Islam et al., 2014). Some researchers believe organizational commitment best predicts intention to leave (Randall & O'driscoll, 1997; Masud et al., 2018). As a variable of employees' attitudes toward the organization, organizational commitment is a core predictor of job hopping behavior, exit tendency and organizational citizenship behavior (Mathieu & Zajac, 1990).

This study will define organizational commitment as the attachment, continued work and dedication to the organization of employees. COVID-19 has strongly negatively affected the whole economy of Vietnam. Firms were under a loss of pressure to maintain their profitability, which directly affected the payment of wages/salaries for their employees.

Employees also faced difficulties due to the disruption in their work. Uncertainty at work and negative psychology due to COVID-19 affected their organizational commitment. The possibility that employees will leave and find a new job is predictable. An online survey by Anphabe shows that in the current Vietnamese labor market, 6 out of 10 people are actively looking for new jobs. The percentage of people who have quit their jobs and want to switch to another industry is very high. On average, for every 10 people who quit their jobs, 4 people want to move to another industry (accounting for 40%). In which, the highest comes from the telecommunications industry (66%); tourism (54%); electronics (53%); materials (53%); advertising (51%). The reason for the massive layoffs and the lack of interest in "keeping a good relationship" with the old company is the unprecedented low level of commitment among Vietnamese workers. Hence, this study will examine the influence of organizational commitment on job hopping behavior and proposes that:

H4: "Organizational Commitment" has a negative impact on "Job-Hopping".

3.3. Research Methodology

The authors have conducted a quantitative survey to test the research framework based on five variables: Work-Life Balance (WLB), Emotional Intelligence (EI), Self Efficacy (SE), Organizational Commitment (OC) and Job-hopping (JH). In this study, the questionnaire was divided into only 2 sections, the demographic information of the interviewees and the

measurement items of the exogenous and endogenous variables. All the measures rely on 5-point Likert response formats (1 = “Strongly Disagree” to 5 = “Strongly Agree”).

The current research was carried out mainly in Hanoi, the capital of Vietnam. Basic random sampling was used to conduct the surveys in two different ways: offline at offices, colleges, universities, and online approach using social media. The research group handed out 332 questionnaires, of which 320 were considered valid and in line with the requirements that were originally set. All respondents were employees of generation Y and generation Z at the age of from 18 to 41, and they varied in terms of Education level, Working position, Monthly personal income and Work Experience.

Table 1. Detailed demographic information of participants

Variables	Demographic categories	Frequency	%
Gender	Male	149	46.6
	Female	171	53.4
Education level	Unskilled workers	17	5.3
	Upper secondary	97	30.3
	Intermediate/Vocational College	17	5.3
	Bachelor	125	39.1
	Master and above	64	20
Industry	Public sector	56	17.5
	Private sector	185	57.8
	Foreign sector	34	10.6
	Self-employed	45	14.1
Working position	Worker	23	7.2
	Staff/Specialist	206	64.4
	Public employee	29	9.1
	Manager	32	10.0
	Freelancer	29	9.1
	Others	1	0.3
Monthly Personal Income	Less than 200 USD	6	1.9
	200 USD – less than 400 USD	85	26.6
	400 USD – less than 800 USD	96	30.0
	800 USD – less than 1200 USD	94	29.4
	1200 USD – less than 2000 USD	33	10.3
	2000 USD and above	6	1.9
Work Experience (in years)	Less than 1 year	71	22.2
	1 – 5 years	168	52.5
	More than 5 years	45	14.1
	More than 10 years	28	8.8
	More than 20 years	8	2.5

Source: The authors

Regarding quantitative analysis, the research group utilized SPSS (Statistical Package for the Social Sciences) 23 to assess the consistency and validity of all variables, test the hypotheses using a regression model, and evaluate the results based on certain standards. All details of the applied quantitative method are mentioned in the results section below.

4. Analysis Result

4.1. Measure Reliability

Reliability analysis was conducted for all the variables in the questionnaire. The goal was to measure the relationship of each independent variable – WLB (Work-Life Balance), EI (Emotional Intelligence), SE (Self-Efficacy) – with the dependent variable OC (Organizational Commitment), as well as the relationship between OC and JH (Job-Hopping).

Table 2: Reliability analysis results

Factor code	Construct	Number of observed items		Cronbach's Alpha	Corrected Item - Total Correlation Minimum
		Before	After		
<i>Independent Variables</i>					
WLB	Work-Life Balance	5	5	0.827	0.563
EI	Emotional Intelligence	5	5	0.828	0.587
SE	Self-Efficacy	5	5	0.818	0.585
<i>Dependent Variables</i>					
OC	Organizational Commitment	6	6	0.843	0.549
JH	Job Hopping	6	6	0.825	0.548

Source: Quantitative research results

The results show that the Cronbach's alpha coefficient of the scales has the following values, as shown in Table 1: WLB (0.827), EI (0.828), SE (0.818), OC (0.843), JH (0.825). Considering a factor's Cronbach's alpha value is equal to or greater than 0.6 and each item's Corrected Item – Total Correlation is greater than 0.3. Thus, there is no variable to be eliminated and the measurement scales are appropriate for EFA analysis.

4.2. Measure Validity

After running Cronbach's Alpha test, the second assessment to test the validity of all variables is exploratory factor analysis (EFA), choosing the principal components with the varimax rotation method. The research group conducted two separate EFA evaluations. In one evaluation, their objective was to identify three potential factors as independent variables, while in the other

evaluation, they focused on finding two factors presumed to be dependent variables in the regression model. For each factor, they retained the items that had loading factors exceeding 0.5.

In the first analysis, the EFA results indicated that the observed variables EI3 were excluded due to their loading coefficient's standard deviation being less than 0.2. With inspection results KMO (Kaiser-Meyer-Olkin) = 0.852 and Bartlett's results having Sig. = 0.000, the number of factors extracted was 3, with a total variance extracted of 59.918%. The outcomes of the second EFA analysis represent the results related to the two dependent variables. During the analysis, the researchers discovered that the observed variable JH5 and the variables OC1 to OC6 all converged into the same factor. It was determined that these observed variables shared a common content related to organizational commitment. However, JH5 exhibited a negative loading coefficient (-0.640) due to its contrasting nature compared to the other variables in the group. To ensure the measurement scale's unidimensionality, the JH5 variable was excluded from the analysis. The Kaiser-Meyer-Olkin (KMO) measure yielded a result of 0.926, and Bartlett's test indicated a significance value of 0.000 (<0.05), suggesting that the data was suitable for factor analysis. Two factors were extracted, accounting for a total variance of 56.401%. Consequently, through the two analyses, the authors identified three primary groups of factors as independent variables and two groups of factors as dependent variables.

4.3. Hypothesis testing

Pearson's correlation analysis was conducted and revealed that the relationship between the two dependent variables – OC (Organizational Commitment) and JH (Job Hopping) – and the 3 independent factors WLB (Work-Life Balance), EI (Emotional Intelligence), SE (Self-Efficacy), was linear (Sig. < 0.05). This regression model was then applied to examine the effects of the 3 independent variables on the dependent variable, Organizational Commitment, **see Table 3**. The coefficients of variance exaggeration VIF of the variables are from 1.170 to 1.319 less than 2, showing that the regression model does not have multicollinearity. In addition, the value of adjusted R² was 0.544, indicating that the linear regression model was created using the data set at 54.4%. A second regression model was then run to examine the linear correlation between the 2 factors of Organizational Commitment and Job Hopping. The outcome demonstrated that OC had an impact on JH (Sig. < 0.05). In addition, the coefficient of R² adjusted was 0.353, meaning that 35.3% of the data set was used to create the linear regression model.

Table 3. The regression results

Variables	B	Beta	t	Sig	P significance level	Decision
Constant	2.437		7.766	.00		
Work-life balance (H ₀₁)	-.399	-.444	-10.221	.00	P<0.05	Supported
Emotional Intelligence (H ₀₂)	.320	.267	6.531	.00	P<0.05	Supported
Self – Efficacy (H ₀₃)	.267	.247	5.714	.00	P<0.05	Supported
Dependent variable: OC – Organizational Commitment						
Constant	5.427		36.701	.00		
Organizational Commitment	-.291	-.596	-13.240	.00	P<0.05	Supported

Source: *Quantitative research results*

The first model shows four factors affecting the organizational commitment of young laborers in the Vietnamese's labor market in descending order is Work-Life Balance (WLB) ($\beta = -0.444$), Emotional Intelligence (EI) ($\beta = 0.267$), Self-Efficacy (SE) ($\beta = 0.247$). Based on the normalized β values, the independent variables had a positive impact, except for the variable Work-Life Balance (WLB), which has the strongest effect on Organizational Commitment.

In the second model, the variable Organizational Commitment (OC) had a negative impact on Job Hopping (JH) with the coefficient $\beta = -0.596$. Therefore, the research group finalized two regression models to measure the effects of the independent factors on the two dependent variables, and they are as follows (with a 10% significance level):

Model 1: $OC = -0.444(WLB) + 0.267(EI) + 0.247(SE)$

Model 2: $JH = -0.596 (OC)$

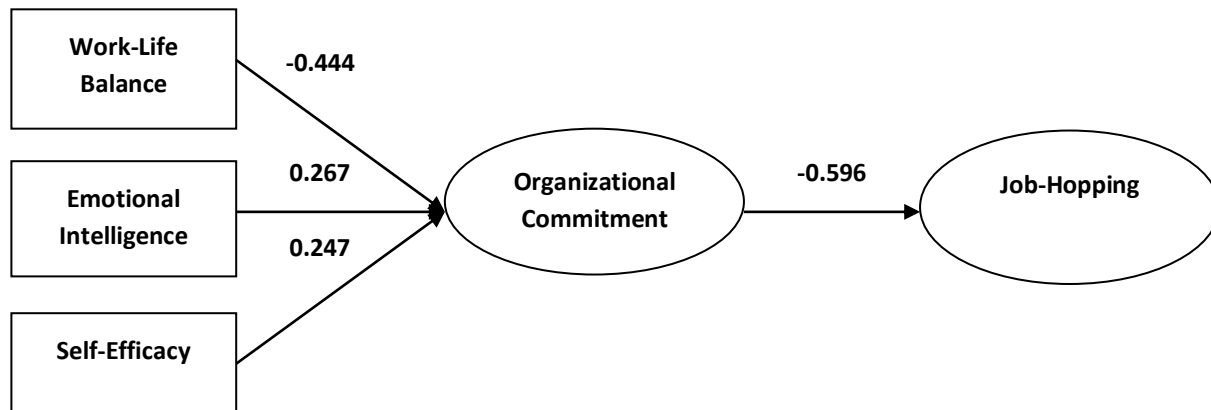


Figure 2: Research Results
Source: *Quantitative research results*

Hypothesis 1 proposes that work-life balance is significantly related with the organizational commitment among Generation Z and Generation Y employees, found support and obtained the second highest Beta value in the model (-0.444). This study is consistent with previous literature of Aisyah et al (2021) that have proven the work-life balance had strong negative association with the organizational commitment.

Hypothesis 2 which points that emotional intelligence is significantly related with the Youth laborers's organizational commitment. Results revealed support for this hypothesis and the finding is in line with study done by previous researchers (Sharfras Navas & Vijayakumar, 2018; Güleriyüz et al., 2008) have indicated that organizational commitment among the workers will be impacted positively by emotional intelligence.

Hypothesis 3 suggests that self-efficacy is significantly related with organizational commitment and is found to significantly and positively influence the Generation Z and Y employees' commitment. This finding shows that the hypothesis is supported and confirms previous studies of Akhter et al. (2012) and Hameli and Ordun (2022)

Finally, as predicted, hypothesis 4 is found accepted where organizational commitment is significantly related with job hopping behavior and had the second highest Beta value (-0.596) in the model. This means that the OC is the best predictor in the context of this study. Result indicates a negative and significant relationship between these two constructs. Align with the fact established by Williams and Hazer (1986) showing that the employees who are satisfied with the concerns of their jobs are expected to show better commitment than those who are not which eventually results in the results of turnover intention and job hopping behavior of the employees.

5. Discussion and Findings

In the context of the post COVID-19 pandemic, one of the top priorities at present is to identify the factors impacting the level of job commitment among young individuals. This is crucial for enhancing human resource management quality and retaining young talent in the current job market. This holds significant importance as we continue to adapt to the transformations caused by the COVID-19 pandemic. By gaining a deeper understanding of the factors influencing the job commitment of young individuals, the human resource manager or the human resource policy planner can build an attractive and supportive work environment that meets their needs. It not only enhances employee engagement and loyalty but also contributes to the sustainable development of organizations in the post-COVID-19 era. The study aimed to clarify whether the factors identified by the research group really influence young laborers Organizational Commitment and Job Hopping on the labor market in Vietnam. To examine these factors, the research group applied Social Exchange Theory Model (SET) by Hassan et al. (2020) to structure the independent variables. The research group then evaluated the effect of the independent factors on the dependent factors based on a significance level of 10%.

The results showed that (EI) Emotional Intelligence had a significant and positive influence on young workers toward on committing in the organization on the labor market ($\beta = 0.267$, $p = 0.000 < 0.1$). These results are consistent with the previous research conducted by (Gardner, 2003). This study shows that individuals who score high in emotional intelligence are more

committed to their organizations. Additionally, Güteryüz et al. (2008) propose the need for additional research to explore the connection between emotional intelligence (EI) and organizational commitment. They argue that their study addresses a significant gap in the existing nursing literature. The findings of Khalili (2011) also shows that emotional intelligence and organizational commitment are correlated for employees in small and medium enterprises in the private sector in Iran. It implies that there is a significant influence of an overall emotional intelligence on organizational commitment, and organizational commitment is higher among employees with greater emotional intelligence, making it a vital factor that organizations should assess, particularly when evaluating the strengths and weaknesses of their workforce during times of change.

(SE) Self-Efficacy was also revealed to have a significant impact on Organizational Commitment ($\beta = 0.247$, $p = 0.000 < 0.1$). In relation to the correlation between emotional intelligence and organizational commitment, several studies have presented varying findings. One study conducted by Booth-Kewley et al. (2017) indicates a strong association between emotional intelligence and organizational commitment. Similarly, Mohamadkhani and Nasiri Lalardi (2012) found a positive link between emotional intelligence and the components of organizational commitment among hotel staff in Iran. However, a different perspective is presented by Aghdasi et al. (2011), who concluded that emotional intelligence does not have a direct or indirect impact on organizational commitment in relation to job stress and job satisfaction. The results of the correlation coefficient when examining the Y and Z generations in the Vietnamese job market indicate that there is an impact, but it is not significant as previous studies have suggested. This trend can be explained by the fact that young Vietnamese individuals are more concerned about other factors such as work-life balance and emotional intelligence after the pandemic.

Organizational Commitment was found to have a significant negative effect on Job Hopping Behaviour on the labor market ($\beta = -0.596$, $p = 0.000 < 0.1$). There are few previous studies that have examined the relationship between JH and OC, but a study of Iftakhar (2022) found that affective commitment has a negative and significant impact on job-hopping behavior, implying that employees who have a positive attitude toward their job are less likely to want to leave. The current study draws the same conclusion: young workers have a higher extent of organizational commitment on the labor market if they have a negative attitude toward job hopping behavior.

It is interesting to note that Work-Life Balance (WLB) was found to have a negative and the strongest of all the independent factors affecting Organizational Commitment ($\beta = -0.444$, $p = 0.000 < 0.1$). This finding supports the result of Rana & Waheed, 2012 that Work-Life Balance directly impacts on Organizational Commitment. This is a potential variable considered by the research team in this study, based on previous research by Hassan et al. (2020). The authors recognize that this will be a potential factor in Vietnam in the post-COVID-19 context, as workers need to reassess their priorities in work and the workplace to achieve a better work-life balance. To explain this unexpected result more clearly, it is necessary to look at the current situation in the Vietnamese labor market following the impact of the COVID-19 pandemic. The labor market landscape has undergone significant transformations, driven by advancements in

technology, changing work patterns, and the influence of the COVID-19. Workers have been affected in various aspects of social life, particularly young workers who have higher expectations for work-life balance and personal happiness. With a strong desire for personal fulfillment, these generations Z and Y prioritize a healthy work-life integration that allows them to pursue their passions, maintain meaningful relationships, and engage in activities outside of work. When organizations are able to provide an environment that supports and encourages WLB, employees feel valued, respected, and motivated. This, in turn, fosters higher levels of organizational commitment. However, in reality, achieving work-life balance is not an easy task. Generation Z and Y often face diverse and demanding work pressures, along with a reliance on technology and an unpredictable work environment. This can pose challenges in establishing and maintaining a good work-life balance. Additionally, the impact of the COVID-19 pandemic has also brought negative effects on employees' balance, including work-life imbalance, increased pressure, and reduced flexibility. Therefore, the research team's findings reflect the current reality of the strong influence of work-life balance on organizational commitment in the post-COVID-19 era.

6. Implications & Limitations

The study's findings revealed that the SET model (Hassan et al, 2020) and SCCT model (Siew et al., 2021) enabled the research group to successfully measure and evaluate which factors affect the organizational commitment and lead to job hopping of young people in Vietnam's labor market. The research showed that three factors affect how committed young employees are to their organizations in the context of the post-pandemic labor market. Notably, work-life balance was shown to have the strongest impact on young workers' organizational commitment of all the studied independent variables.

The impact of the COVID-19 pandemic has highlighted the significance of achieving a work-life balance, as it contributes to a happy family life. When individuals strike a balance between their professional and personal responsibilities, it fosters supportive and healthy work environments, resulting in increased employee loyalty and productivity. Modern workers face multiple competing responsibilities such as work, childcare, household chores, volunteering, caring for a spouse, and elderly parents, which create stress for individuals, families, and communities. Work-life conflict is a serious issue that affects employees, employers, and communities alike. Excessive work hours and highly stressful jobs not only make it challenging to harmonize work and family life but also pose health risks. Therefore, following the pandemic, many Vietnamese workers have come to recognize the importance of balancing work and life for the sake of recovery and maintaining mental and physical well-being in their daily lives.

Frequent job change by employees produces losses for firms, and when people leave, not only must their reasons be examined, but methods to reduce this behavior must be implemented. Therefore, the major purpose of this study was to examine the antecedents of organizational commitment that lead to job hopping behaviors, simultaneously. Thus, this study investigated the impact of work-life balance, emotional intelligence, self-efficacy on organizational commitment that result in job hopping. It adds to the literature by emphasizing the fact that lower commitment profiles have an impact on the job-hopping behaviors of an employee. It will correspondingly

add value to the discussion in the literature about reasons of organizational commitment and job hopping behavior within the specific context of post-COVID19 as there are less statistics available and previous research regarding these problems in the Vietnamese market.

The only limitation of this study relates to the study sample. The survey aimed to collect information on age, occupation, income range and job change behavior of the young labor force in Hanoi, the capital and one of Vietnam's most important economic regions. However, due to the limited sample size, this survey cannot provide a complete picture of all occupational groups.

Future Research Directions

First, in the context of inflation and challenges following the COVID-19 epidemic, it is critical to continue developing and polishing scales of factors influencing young people's decisions to shift employment in the labor market.

Second, in order to assure representativeness and the generalizability of the findings, similar studies should be conducted on bigger scales and with the use of more scientific sample selection techniques.

Third, to guarantee the topic is clear, coherent, and logical, it is also important to make an effort to be adept in the use of academic phrases in the research paper.

Comparative studies across different sociocultural contexts should also be made use of. The direction is to explore how cultural norms, societal expectations, and institutional factors shape the labor market choices of young individuals in diverse regions or countries. Such studies can provide valuable insights into the contextual nuances that influence employment decisions and help develop targeted policies and interventions.

Lastly, the context could also be enhanced by in-depth research in terms of the impacts of COVID-19 as well as the long-term effects of inflation and economic uncertainty on employment patterns. The study could consider analyzing how the pandemic has affected job availability, remote work trends, career aspirations, and the overall labor market dynamics for young individuals, and investigate the effectiveness of policy responses aimed at mitigating the pandemic's impact on youth employment. On the other hand, in terms of the current economic situation, it is also possible to explore how inflation impacts job preferences, career aspirations, and the overall labor market dynamics. Additionally, it could examine how economic uncertainty affects young people's decision-making processes and their willingness to take risks in the labor market.

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