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# **The Impact of Organizational Equity to Go Intentions to Leave Gen Z Workers in Vietnam**

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## **ABSTRACT:**

In the future, Gen Z will become the main force in the Vietnamese labor market, so studying the behavior of this group is very important. Today, fairness in organizations is a top priority, and Gen Z employees do not hesitate to choose to quit their jobs if their organization does not ensure fairness. The research aims to demonstrate the impact of this factor on the turnover of the Gen manage.

**Keywords:** Organizational justice, intention to leave, Gen Z

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## **1. Introduction**

Employees are important resources for the success and effectiveness of an organization (Broom & Sha, 2013; Grunig, 1992; Kim & Rhee, 2011; Waters, Bortree, & Tindall, 2013). In the context of low labor productivity and rapid changes in the current economy, the young workforce, especially Gen Z, plays an extremely important role in improving the competitiveness of businesses. Karma. Currently, Gen Z accounts for a large proportion of the labor market and is essential for the future development of businesses and the economy.

The reason for this phenomenon is that the development of the 4.0 industrial revolution has helped young people easily access more job opportunities, making them less hesitant about quitting their jobs to apply for jobs. other companies and corporations. Another factor that many Vietnamese businesses have not focused on is employee experience. Gen Z values their comfort, happiness and emotions in the workplace, as well as their interactions with colleagues and superiors. These factors significantly impact their decision to quit their job.

Notably, there has been no research focusing on the phenomenon of job turnover among Gen Z - the generation that will become the backbone of the economy in the next 10 years. Vietnam is no exception. Currently, there is no specific research on this issue in this country, although this issue is becoming a major concern for businesses looking to retain their young employees.

With the challenges they face, businesses need to research and apply fair pay policies, especially for Gen Z employees, to retain talent and promote business development. . However, achieving this is not simple. Businesses need to clearly understand the needs of young employees, create a favorable and friendly working environment, and master the necessary skill requirements of Gen Z.

It is important to build a fair work culture, which plays an important role in retaining young employees. Businesses need to ensure that their employees' salaries are appropriate to the market and their jobs. In addition, salary policies also need to be transparent and public to avoid discontent

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## **2. Content**

### **2.1. Theoretical basis and research overview**

Organizational justice originates from Adam's (1963) theory of justice, which states that "organizational justice is considered to be employees' perception of the level of fairness in the decisions and actions of management in the organization." position" (Greenberg, 1987).

In essence, the perception of organizational justice plays a very important role; the way employees perceive fairness will significantly affect the performance and success of the organization. This perception can influence employees' attitudes toward management. Specifically, when an employee receives instructions from management and the perception of whether those decisions are fair or not is important, as it can impact other employee behaviors (e.g. : intention to resign, job satisfaction and other behaviors

### **2.1.1. Composition in organizational justice**

Organizational justice includes three aspects: procedural justice, distributive justice and interactional justice. Although these three types of justice are defined differently based on different management decisions, each type is interrelated and forms the overall system of organizational justice. In the absence of one of the three types, it will be difficult to develop effective organizational justice.

#### *Distributive justice*

In McFarlin & Sweeney's (1992) study, they investigated the impact of distributive justice on satisfaction and organizational commitment. The results show that distributive justice has a significant impact on organizational commitment. Distributive justice is based on Adams's (1965) social exchange theory, in which employees expect a fair ratio between the effort they put in and the rewards they get. This also includes comparing this ratio with other colleagues in the organization. An employee's commitment to the organization requires a high level of devotion to the organization's goals and values, the ability to exert oneself for the benefit of the organization, and a strong desire to maintain membership in the organization.

#### *Procedural fairness*

The conclusions of the studies indicate that procedural justice has a strong impact on organizational commitment. Employees perceive procedural fairness when managers provide clear and transparent information about decisions related to organizational procedures. Procedural fairness enhances the credibility of organizational values and increases satisfaction with pay and work, compared to the absence of such fairness. Then, the employee's level of dedication to the organization is built, which is a positive sign for the overall performance of the organization. Remuneration decisions need to be designed based on fairness criteria to ensure each employee feels fair and equitable. Furthermore, procedural justice encourages them to express themselves further to achieve organizational goals. Managers and supervisors should develop a favorable internal environment in the organization to achieve rationality of all strategies used to take certain decisions in an organization.

#### *Interactional justice*

Interactional justice is a factor that affects organizational commitment. It is perceived fairness through individual behavior in the decision-making process. To evaluate interactional justice, four criteria are used, including: decision justification, honesty, respect, and degree of exclusivity (Liem & Trinh, 2018). For example, in the process of implementing official organizational procedures, fairness in behavior between managers and employees represents the quality of behavior. If behavior is judged to be respectful or appropriate, it will help employees perceive fairness in the organization. The interaction between leaders and employees through communication, words and actions also affects employee perceptions.

### **2.1.2. Organizational justice affects job satisfaction.**

Job satisfaction depends on organizational justice. When individuals are evaluated fairly based on their abilities, qualifications, efforts, hard work, loyalty and performance, this will motivate and encourage them. Personal benefits can include salary, bonuses, learning opportunities to improve qualifications, recognition and advancement, as well as other non-material benefits that are important to meet your needs, personal needs and expectations.

#### *Distributive justice*

Fair distribution not only affects the perception of fairness in the distribution of output and input factors, but also has an impact on employee attitudes. If the organization does not have fairness in distribution, it can lead to workers being unmotivated, uncooperative with colleagues, and gradually becoming dissatisfied and feeling alienated from their superiors, management and organization. Therefore, fl

Research by Smucker and colleagues (2003) shows that procedural justice has a direct impact on employees' attitudes and job satisfaction in organizations. Through a series of processes to make organizational decisions, individuals can participate and contribute to making decisions for the board of directors. From there, the level of employee satisfaction with the organization they are working and attached to is increased. Therefore, increasing awareness of procedural justice among employees has a positive impact on job satisfaction and brings about desired work efficiency.

#### *Interactional justice*

Interactional justice has an impact on people's job satisfaction in an organization. A company cannot operate long term and thrive without fairness when interacting with employees. Once this fair system does not work, the company will not be able to promote factors such as job satisfaction, organizational commitment, organizational trust, labor productivity... Furthermore, the loss of employees If the job satisfaction of an organization does not have fair interaction, the company culture will become weak, seriously affecting the image of the company. Therefore, interactive justice plays an important role in the long-term development of an organization.

## **2.2. Factors affecting organizational justice**

Based on three components affecting organizational justice, the study focuses on factors affecting three paths leading to organizational justice. As mentioned on the subject of organizational justice, the research focuses mainly on two subjects of organizational justice: organizational justice between the organization and the individual and organizational justice between the individual and the team. group.

### **2.2.1. Factors affecting distributive justice.**

Research on distributive justice accounts for the majority of research on organizational justice. These studies are interested in factors affecting distributive justice such as equality, equity and need (Reis, 1986).

Among the factors affecting distributive justice, the most prominent and most researched factor is equity. According to equity theory (Adams, 1963), the distribution of outcomes is considered fair when the ratio of output results, also known as work results to input, of an individual is equivalent to the ratio of another person. The main input is education, experience, knowledge and effort that the individual puts in, while the output is salary, social approval, job security, promotion and career opportunities. When one person's relative benefits are greater or less than the outcomes of others, equity theory predicts that the individual will feel sad and upset and will tend to restore fairness. If the relative benefits are greater than others then the organization will reduce output such as wages so that the relative benefits are balanced. If the relative benefits are smaller compared to others, the organization will increase output or that person will spend less input, for example, effort to balance the relative benefits between individuals in the organization. According to equity theory, when one person is overpaid, the two sides of the ratio are skewed. In addition to the impact on performance, unfairness can also cause workplace sabotage and employee theft. Because it is unpleasant for individual employees, as distributive injustice is linked to stress symptoms (Cropanzano, Goldman, & Benson, 2005).

While many social scientists (Rescher 1966; Deutsch 1975; Leventhal 1976) have advocated an egalitarian approach, perhaps the most prominent is that of Eckhoff (1974). He identifies five different principles of equality that apply in the allocation process. Equality is understood as all members of the group receive an equal share of output even though their inputs are different. Those who contribute 20% of their efforts will receive the same benefits as those who contribute 60%. Mikula & Schwinger (1973) demonstrated that equality norms are prioritized among high contributors who like the people they work with. Furthermore, when participants discuss allocation decisions, emotional countries often prefer equal distribution to equity, while in other countries the two principles are used with frequency. equal capacity. Similarly, Lerner (1974) found that when the team aspect of a relationship was emphasized, a preference for equality over fairness emerged.

Need factors are understood as providing benefits based on a person's personal requirements. Many researchers argue that the need rule applies in groups involving close personal relationships, although there has been little empirical testing of this proposition. The "needs" rule is often defined as appropriate when individual well-being is most salient (Schwartz 1975, 1977) or when individual needs are seen as closely related to group success (Schwartz 1975, 1977) Leventhal 1976a, b). Furthermore, scarcity contributes to the use of the demand rule; When the supply of a resource is of low value, both the need for the resource and the willingness or ability to use it are taken into account in allocation decisions.

These different standards may conflict with each other. In general, we can distinguish three distributive rules that can lead to distributive justice if they are applied appropriately: equality (same results), equity (matching contributions) and needs (in accordance with the most urgent level). Although it is by no means necessary to find an exact combination of these three distributive rules, a reasonable combination of factors helps an organization achieve distributive justice..

### **2.2.2. Factors affecting procedural justice**

Consistency is the most important criterion of procedural fairness. Consistency means that the same allocation is made to everyone, in every situation, and at every time. For example, the criteria and standards set out for terminating an employee's contract are applicable to everyone in the organization and employees will not be fired at anyone's will.

The element of neutrality is that decisions are based on facts, not on the personal interests or feelings of the decision maker. Neutrality requires decision makers to be able to separate themselves from bias and self-interest (Magner et al. 2000). When we have multiple sources of information, it helps to have a comprehensive view of a situation.

Accuracy means decisions are made based on accurate information. Words spoken must be authentic and cited in an official situation. Using accurate information is important in formal, competitive relationships but is much less important when the context is informal.

The reparability factor is less important than the above factors but is necessary. There will be provision for challenging or ill-advised decisions, such as complaints or appeals procedures.

Representativeness is representative of all stakeholders. For example, if there are too many people in an organization, opinions from a few departments will only be collected and used to make decisions.

Procedural fairness is considered a prerequisite for maintaining the legitimacy of the process. When human resource decisions are made, individuals within the organization are likely to receive certain consequences.

### **2.2.3. Factors affecting interactional justice**

Bies and Moag (1986) note that previous studies of procedural justice have not addressed the social or situational context in which fairness issues arise. They argue that the formal description of procedure (procedural justice) should be distinguished from its actual enactment (interactional justice).

Interactional justice includes honesty, respect, propriety, and justification, key elements that inform the nature of interpersonal treatment during procedures. Some recent studies also suggest that interactional justice includes two distinct forms: interpersonal justice and informational justice.

Communicating when implementing gain-sharing signals shows that management is sensitive to employees' wishes (interpersonal equity). Additionally, it provides an opportunity to explicitly and implicitly communicate the reasons behind organizational decisions and enacted procedures (Kernan & Hanges, 2002). Additionally, benefit sharing strengthens employees' collective motivation as well as collaborative norms and culture within the organization. For example, Bullock and Lawler (1984) argued that benefit sharing changes organizational culture from an individualistic culture to a team-oriented culture. Hatcher and Ross (1991) found that switching from individual incentives to gain-sharing plans improved perceptions of teamwork and concern for group performance by increasing interdependence. about goals among employees. Coyle-Shapiro et al. (2002) also found that benefit sharing increased employees' trust in management and the social integration of team members.

According to previous studies, organizational trust is formed mainly through organizational justice, meaning that the level of organizational justice leads to a corresponding level of trust in the organization. DeConinck believes that when employees are treated fairly in terms of bonuses and performance appraisals from managers are based on fairness, the level of trust between managers and subordinates increases, leading to to positive achievements such as: increasing job satisfaction, encouraging employees to increase labor productivity... Therefore, the behaviors and interactions of managers with employees affect the increase in trust. into the organization rather than the decision-making processes and procedures of managers.

### **2.3. Underlying theoretical model**

#### **2.3.1. Adams's theory of equity**

According to Adams' equity theory, to achieve motivation, individuals need to perceive that the rewards they receive for their contributions are fair and equivalent to what their peers receive. If individuals feel their rewards are unfair, they will feel miserable and try to change things to create fairness.

Motivation is an important factor in achieving goals and succeeding in life. In psychological research, many theories have been proposed to explain human motivation and goal orientation. Among them, equity theory is one of the most important theories.

According to equity theory, people have a need for fairness in their relationships. They want to get what they give and feel that others are also aware of the value of what they contribute. If people perceive injustice, they may seek to restore fairness by reducing effort, seeking higher rewards, or rationalizing the current situation.

In addition to equity theory, Victor Vroom's expectancy theory (1964) is also an important theory of motivation. According to this theory, people also need to have faith in their abilities to achieve their goals and the expectation that their efforts will lead to success. When people believe in their abilities, they will feel more motivated to achieve their goals.

Both expectancy theory and equity theory emphasize the importance of individual expectations, beliefs, and perceptions in shaping motivation and equity.

#### **2.3.2. Ingredients of theory**

##### *a. Input*

Jobs are the duties and responsibilities that workers perform in an organization.

The object of comparison is the group of people that the employee is comparing himself or herself to, including people in the same position, same salary or same working ability. Benefits include material and non-material elements that employees will receive from work such as salary, bonuses, promotion opportunities, recognition and personal development.

Evaluating the fairness of employees in the organization depends on inputs, leading to comparisons between their current job and other reference objects, as well as the benefits they receive from that job. .

##### *b.. Output*

The benefits that employees receive from work can be divided into two categories: material benefits and non-material benefits.

Material benefits include salary, insurance, working conditions and environment. Non-material benefits include recognition, respect, a sense of self-expression and personal growth.

For assessing the fairness of benefits that workers receive from work, output plays a secondary role. More important is the employee's sense of fairness and satisfaction with the level of benefits received compared to contributions and compared with other subjects.

#### **2.3.3. Blau's social exchange theory**

Blau's Exchange Theory was created by Peter Blau - an American sociologist, to explain the relationships between employees and organizations, with the aim of increasing satisfaction and commitment of employee. According to this theory, every relationship contains a continuous exchange process between parties to achieve specific benefits.

Blau believes that in the relationship between employees and organizations, employees will decide whether to stay and contribute to the organization or not based on the exchange between the two parties. Elements of the exchange include compensation, benefits, vacation opportunities, training and development, and recognition and evaluation. On the contrary, if employees feel that the exchange is unfair or that the organization does not meet their needs, they may think about leaving the organization or reducing their productivity. According to Blau, unfairness in exchange relationships will lead to imbalance and reduced organizational efficiency.

#### **2.4. Research hypothesis and research model**

Studies have shown that job satisfaction influences the decision to quit a job. One of the studies conducted by Ghayas and Siddiqui (2012) in Karachi, Pakistan, aimed to understand the relationship between job satisfaction and intention to leave a job in the pharmaceutical industry.

Hypothesis H1: The positive impact of organizational justice on employees' intention to quit through job satisfaction.

##### **Distributive justice and employee turnover intention through job satisfaction**

Studies have demonstrated that distributive justice positively impacts employee satisfaction. For example, research by Greenberg and Ornstein (1983) shows that applying distributive justice in bonus distribution leads to increased employee satisfaction.

From the above argument, it can be hypothesized that: Hypothesis H1a: The positive impact of distributive justice on employees' intention to quit through job satisfaction.

##### **Procedural justice and employee turnover intention through job satisfaction**

Research by Eric G. Lambert et al (2020) investigated the impact of distributive and procedural justice on employee satisfaction and organizational commitment. The results show that distributive and procedural justice both positively influence employee satisfaction and organizational commitment.

Greenberg (1990) also showed that people who work in organizations with higher levels of procedural justice are more satisfied with their jobs and are less likely to commit crimes.

Lind and Tyler's (1988) book provides an overview of procedural justice and how it affects workers.

From the above research and arguments, we can hypothesize: Hypothesis H1b: Positive impact of procedural justice on employees' intention to quit through job satisfaction

##### **Interactional justice and employee turnover intention through job satisfaction**

Previous studies have demonstrated that interpersonal justice positively affects employee commitment to work. Employees who are treated more fairly in their relationships with colleagues and superiors will be motivated to work better and feel more satisfied with their work.

According to a study by Colquitt et al. (2001), fairness in personal communication is valued more highly than fairness in work distribution or decisions. Employees who are evaluated fairly in their personal communications demonstrate greater commitment to their work.

Research by Bies and Moag (1986) also shows that fairness in the complaint handling process significantly affects employee commitment. Employees whose complaints are handled more fairly feel better treated and have greater commitment to their work.

From the above argument, the research team hypothesizes that: Hypothesis H1c: Positive impact of interpersonal justice on employees' intention to quit through job satisfaction

##### **Informational equity and employee turnover intention**

Information justice is considered an important aspect of organizational management and has been widely studied for its impact on employee job satisfaction. Some outstanding studies are presented below:

Research by Colquitt and colleagues (2001) has shown that information justice plays an important role in affecting employee satisfaction with their jobs. Informational justice is identified as an important factor in employees' decisions about whether to stay in the organization or not.

Also on the same topic, Cropanzano and colleagues (2002) also researched and showed that information justice has a positive impact on organizational business results. According to this study, informational fairness helps increase employee motivation and improve labor relations in the organization.

Combining all arguments can hypothesize: Hypothesis H1d: Positive impact of informational justice on employees' intention to quit through job satisfaction

Organizational commitment is an important concept in the field of human resource management, and has been widely studied for its impact on employee turnover intentions. According to research by Allen and Meyer (1990), employees with low commitment to the organization tend to want to quit more than employees with high commitment, because low commitment leads to dissatisfaction with the job and the organization. positions, and employees tend to look elsewhere for new opportunities.

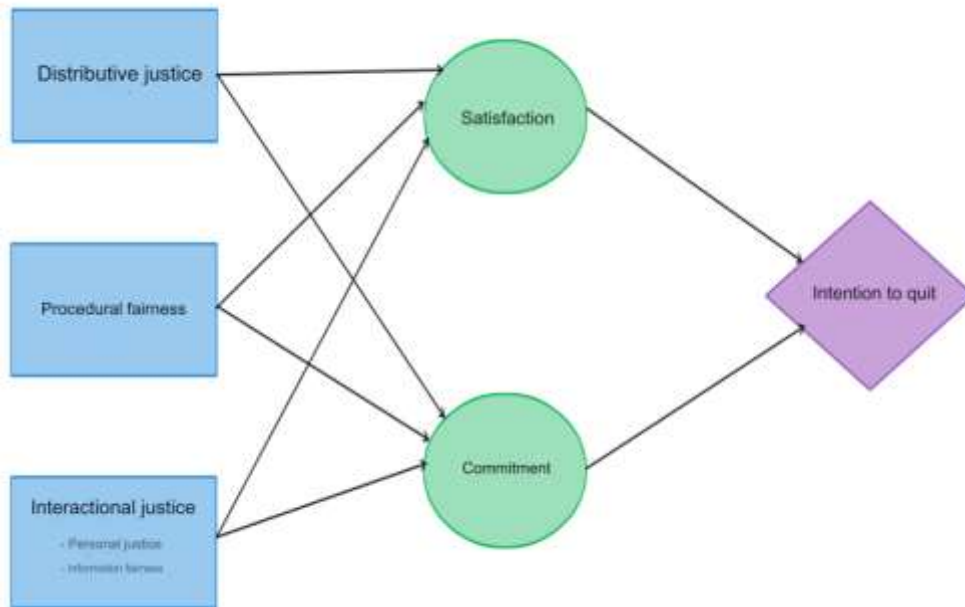
Hypothesis H2: Positive impact of organizational justice on employees' intention to quit through organizational commitment at work

Many studies have investigated the impact of distributive justice on organizational commitment. One of them is the study of Jeongyeon Jang and colleagues (2019), which aimed to determine the relationship between the dimensions of organizational justice and organizational commitment.

Research by Asim Rahman and colleagues (2016) also shows the impact of organizational justice on organizational commitment. Components of justice

#### Research models

**Figure 1: Research model of the topic**



### 2.5. Research Methods

With the research purpose and research questions proposed, the authors decided to use the online questionnaire survey method via the Google Forms platform as the most appropriate, based on previous research and measurement scales. has been determined. Previous studies have demonstrated the feasibility and effectiveness of this method in organizational justice research (Liao, Hu, & Liu, 2016; Gillani, Abbas, & Qureshi, 2015; Chaudhary & Akhtar, 2017 ).

The author conducted a questionnaire survey study following De Vaus's (2013) suggestions for questionnaire surveys in sociological research. Accordingly, the research process is divided into 4 stages including:

- Phase 1: Overview of the research.
- Phase 2: Data collection.
- Phase 3: Data processing for analysis.
- Phase 4: Analyze data and write reports.

### 2.6. Research results and discussion

#### 2.6.1. Research sample.

The research sample in this case includes 400 people of the Gen Z generation in the North, Central and South regions. However, the sample structure is not guaranteed to be uniform, with the proportion of respondents from the North accounting for 54%, the Central region accounting for 27% and the South accounting for 19%.. For educational level, about 55.8 % of the sample used had a university degree.

The official questionnaire was designed online using Google Forms and sent a link to respondents, asking them to share with others in the business they work for. The total number of observations collected is 429 observations, but 29 observations were filled out in the wrong format or had missing information, so the authors decided to eliminate these 29 observations. Therefore, the total number of observations used in the analysis is 400 observations.

Of the 400 observations, 190 were male and 210 were female, the male/female ratio was 47.5%/52.5% and there was no significant difference between men and women. For work positions, the rate of interns is 14.8%, employees are 60.5%, grassroots managers are 16.5%, middle managers are 6.3% and senior managers are 6.3%. high is 2%. However, the proportion of employees and interns (75.3%) is still higher than the proportion of managers (24.8%).

In the research model, the sample group used includes 400 people representing the North, Central and South of Vietnam, belonging to the Gen Z age group. The majority of the sample group has a high level of education, with 63 people (15.8%) have completed post-graduate studies, 223 people (55.8%) have university degrees, 59 people (14.8%) have intermediate college degrees, 48 people (12%) have bachelor's degrees. high school and 7 people (1.8%) have not graduated from high school.

### 2.6.2 Measurement scale in research.

In this model, the variables will use a 5-Likert scale. And for each variable, a different scale is used. There are two main types of scales: cause scales and effect scales. And the variables DJ,PJ,IJ1,IJ2 use the causal scale. Means observed variables of DJ,PJ,IJ1.,IJ2. will be the cause to explain the independent variable. As for the variables JS, OC, TI, the outcome scale is applied. That is, the observed variable will be the result of the main variable we are observing as here JS, OC and TI.

Because the model combines a cause model and an effect model, the research team used SmartPLS to run the data.

Through the results of analyzing the outer loadings of the study, the outer loadings of the variables OC9, OC10, PJ3, PJ4, PJ5, PJ8, TI7, TI8 all do not meet the standard, smaller than the good level of 0.7 (Hair et al., 2014). The remaining variables have external loading coefficient values greater than 0.7, showing that these are quality observed variables. Therefore, the research team decided to remove the variables OC9, OC10, PJ3, PJ4, PJ5, PJ8, TI7, TI8 from the model and re-analyze the variables that were retained and used for analysis. after. Details of the remaining variables and their external loading factors are presented in the following table:

After removing the non-standard variables and re-running the data, from the results of table 3.3 we can see that the outer loading factors all have values greater than 0.7, meeting the quality threshold (Hair et al., 2014). That shows that the quality of the observed variables is good.

#### Measurement model evaluation results

Organizational commitment (Cronbach's Alpha: 0.935; rho-A: 0.935; CR: 0.946; AVE: 0.688). Job satisfaction (Cronbach's Alpha: 0.872; rho-A: 0.881; CR: 0.921; AVE: 0.795). Intention to quit (Cronbach's Alpha: 0.904; rho-A: 0.906; CR: 0.926; AVE: 0.675)

According to the analysis results, Cronbach's Alpha of the variables OC, JS, TI all have values greater than 0.7 (DeVellis, 2012) and Composite Reliability CR has a value greater than 0.7 which is the appropriate threshold (Bagozzi & Yi, 1988). We can observe that the SQRT index (AVE) of JS reaches a value of 0.892, greater than 0.364 (the absolute value of the correlation coefficient between JS and OC) and greater than 0.551 (the absolute value of the correlation coefficient between JS and TI). And we can see that the SQRT index (AVE) of OC has a value of 0.29, greater than 0.598 (the absolute value of the correlation coefficient between OC and TI). This shows that the scale meets the standard.

Based on the results of table 4.3, and according to Henseler et al. (2015), the TMT (Heterotrait-Monotrait Ratio of Correlations) values of different pairs of variables such as JS and OC, JS and TI, OC and TI are all smaller 0.85, then it can be concluded that the variables JS, OC and TI ensure discrimination from each other.

According to a recent study by the authors Hair and colleagues (2019), using the VIF index (Variance Inflation Factor) helps evaluate the level of multicollinearity in the research model. If the VIF value exceeds the threshold of 5, it may imply the existence of multicollinearity, when the independent variables in the model are strongly correlated, making it difficult to analyze and understand separate effects. of each variable to the dependent variable.

In this study, we tested the VIF index for observed variables on the scale. The results show that all observed variables have VIF values below the threshold of 5. This proves that there is no significant multicollinearity in the model. The observed variables in the model are independent of each other and do not have a strong correlation, causing ambiguity in the analysis results.

The important thing is that there is no multicollinearity phenomenon in the research model, which helps ensure reliability and avoid bias in assessing the impact of observed variables on the dependent variable. This result shows that the observed variables on the scale are independent and have the ability to separately impact the dependent variable without being strongly influenced by each other.

In summary, through analyzing the VIF index, we conclude that the research model does not face significant multicollinearity problems and can be reliable in assessing the impact of observed variables on secondary variables. belong.

#### Outer Weights results table

Based on information from the results of the Outer Weights and Outer Loadings tables, the following conclusions can be drawn about the observed variables in the scale:

The observed variables DJ1, DJ2, DJ3, DJ5, DJ6, IJ1.2, IJ2.2, IJ2.3, PJ2, PJ7, PJ9, PJ11, PJ12 have p-values greater than 0.05 from the bootstrapping test technique. , indicating that they do not contribute meaningfully to the generation of the parent latent variable.

However, according to Hair et al. (2011), if observed variables have outer loadings greater than 0.5, they are still retained and considered to have a significant contribution to the latent variable. Mom

Based on the results of the Outer loadings table, the observed variables DJ1, DJ2, DJ3, DJ5, DJ6, IJ1.2, IJ2.2, IJ2.3, PJ2, PJ7, PJ9, PJ11, PJ12 all have large external loading coefficients. more than 0.5. Therefore, although these variables are not significant from the bootstrapping test, they are still considered to contribute significantly to the parent latent variable.

### 2.6.3 Evaluate the structural model

**Table 3: Results of Bootstrapping the structural model and testing the research hypotheses**

	Level of impact	Standard deviation	t value	P values	Hypothesis testing
DJ -> JS	0,372	0,057	6,510	0,000	Donate
DJ -> OC	0,437	0,059	7,448	0,000	Donate
IJ1. -> JS	0,130	0,055	2,344	0,019	Donate
IJ1. -> OC	0,132	0,047	2,805	0,005	Donate
IJ2. -> JS	0,042	0,055	0,760	0,447	Not supportive
IJ2. -> OC	0,192	0,055	3,489	0,000	Donate
JS -> OC	-0,076	0,049	1,533	0,125	Not supportive
JS -> TI	-0,384	0,042	9,229	0,000	Donate
OC -> TI	-0,458	0,042	10,917	0,000	Donate
PJ -> JS	0,226	0,061	3,734	0,000	Donate
PJ -> OC	0,158	0,048	3,293	0,001	Donate

Source: Author's survey results

According to the results of the impact model, the variables information justice (IJ2.) and job satisfaction (JS) do not have a statistically significant impact on each other ( $p\text{-values} = 0.447 > 0.05$ ). and job satisfaction also does not have a significant impact on organizational commitment,  $P\text{-values} = 0.125 > 0.05$ . These two effects are not statistically significant. The remaining impacts are all significant. Among them, there are 3 variables that affect JS: DJ, IJ1., PJ with their standardized impact coefficients of 0.372, respectively; 0.130; 0.226, so the decreasing impact of these three variables on JS satisfaction is DJ, PJ and IJ1, respectively. And there are 4 variables that affect OC organizational commitment: DJ, IJ1., IJ2., PJ with standardized impact coefficients of 0.437; 0.132; 0.192; 0.158 and the level of decreasing impact on organizational commitment is DJ, IJ2., PJ, IJ1.. Along with that, the impact from JS and OC to TI is an inverse impact with the standardized impact coefficient times respectively -0.384 and -0.458. This shows that as job satisfaction and organizational commitment increase, the employee's intention to leave the organization decreases and vice versa.

Figure 3 below shows the results of estimating the structural model and the results of testing the research hypotheses



Figure 3. Results of Bootstrapping the structural model

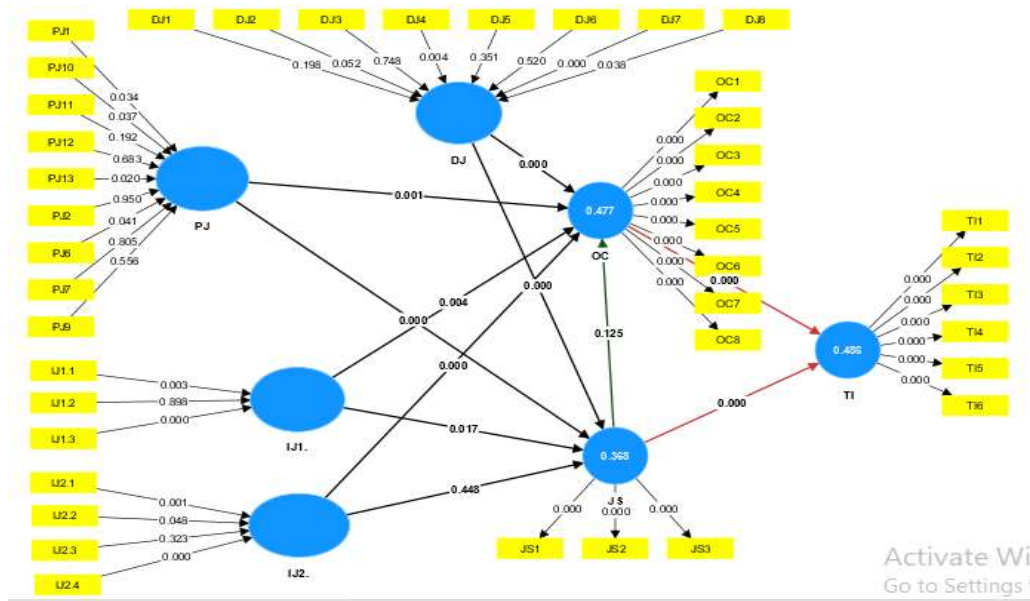


Table 4. Results of testing the hypothesis of the mediating role

	Level of impact	Standard deviation	t value	P values	Hypothesis testing
IJ1. -> JS -> OC	-0.010	0.009	1.147	0.251	Rejected
PJ -> JS -> OC	-0.017	0.013	1.299	0.194	Rejected
PJ -> JS -> TI	-0.087	0.025	3.516	0.000	Accept
PJ -> JS -> OC -> TI	0.008	0.006	1.279	0.201	Rejected
IJ1. -> JS -> TI	-0.050	0.022	2.274	0.023	Accept
IJ1. -> JS -> OC -> TI	0.005	0.004	1.136	0.256	Rejected
IJ2. -> JS -> OC -> TI	0.001	0.003	0.574	0.566	Rejected
DJ -> JS -> TI	-0.143	0.029	4.935	0.000	Accept
DJ -> OC -> TI	-0.201	0.034	5.926	0.000	Accept
IJ2. -> OC -> TI	-0.088	0.029	3.087	0.002	Accept
IJ2. -> JS -> OC	-0.003	0.006	0.565	0.572	Rejected
IJ1. -> OC -> TI	-0.060	0.022	2.711	0.007	Accept
DJ -> JS -> OC	-0.028	0.020	1.412	0.158	Rejected
IJ2. -> JS -> TI	-0.016	0.022	0.743	0.458	Rejected
JS -> OC -> TI	0.035	0.023	1.519	0.129	Rejected
DJ -> JS -> OC -> TI	0.013	0.009	1.407	0.160	Rejected
PJ -> OC -> TI	-0.073	0.022	3.250	0.001	Accept

Source: Author's survey results

From the analysis results of testing the hypothesis of the mediating role, hypotheses with P-values greater than 0.05 will be rejected and vice versa, hypotheses with P-values lower. 0.05 will be accepted. Eg:

Job satisfaction (JS) acts as an intermediate variable in the impact of distributive justice (DJ) on employees' intention to leave the organization (TI) with P-values = 0.000, low. more than 0.05. Therefore, this hypothesis will be accepted, that is, job satisfaction (JS) plays a mediating role in the impact of distributive justice (DJ) on employees' intention to leave the organization ( TI).

The distributive justice hypothesis (DJ) affects employees' organizational commitment (OC) through the intermediate variable job satisfaction (JS) with P-values = 0.158, greater than 0.05. . Therefore, this hypothesis will be rejected in the model, that is, there is no mediating effect of job satisfaction (JS) between distributive justice (DJ) and organizational commitment (OC).

Thus, in general, all independent variables have more or less influence on the dependent variables, and only the organizational commitment variable has the strongest impact on intention to quit.

**Table 5: Summary of conclusions of the hypotheses in the model**

Rank	Hypothesis	Content	Conclude
1	Hypothesis H1	<i>Positive impact of organizational justice on employees' intention to quit through job satisfaction</i>	
	Hypothesis H1a	Positive impact of distributive justice on employees' intention to quit	Accept
	Hypothesis H1b	Positive impact of procedural justice on employees' intention to quit	Accept
	Hypothesis H1c	Positive impact of interpersonal justice on employees' intention to quit	Accept
	Hypothesis H1d	Positive impact of informational justice on employees' intention to quit	Rejected
2	Hypothesis H2	<i>The positive impact of organizational justice on employees' intention to quit through organizational commitment at work</i>	
	Hypothesis H2a	Positive impact of distributive justice on employees' intention to quit	Accept
	Hypothesis H2b	Positive impact of procedural justice on employees' intention to quit	Accept
	Hypothesis H2c	Positive impact of interpersonal justice on employees' intention to quit	Accept
	Hypothesis H2d	Positive impact of informational justice on employees' intention to quit	Accept

According to research results, interpersonal justice and informational justice, although belonging to the same group of interactional justice, have different impacts on job satisfaction and organizational commitment. And informational justice only has a small impact on organizational commitment. This means, an individual attaches importance to how another individual behaves towards them, when they receive respect, or that the treatment and behavior of employees is the same, they feel fair, satisfied and committed to the organization they work for. And when employees see that managers provide timely and accurate information content, they will be committed to the organization but the satisfaction impact is almost 0.

Our results are consistent with most of the results of previous studies (Rabia Imran et al., 2015; James D. Carr et al., 2017; Dr. Ali Abbasi et al., 2020). Research by Rabia Imran and colleagues (2015) concluded that organizational justice has a positive impact on job satisfaction. Research by James D. Carr and colleagues (2017) when synthesizing 4 variables in organizational justice found that they positively impact organizational commitment.

For the second question, about the impact of job satisfaction and organizational commitment on employees' intention to quit. Research results show that job satisfaction and organizational commitment have a negative impact on employees' intention to quit, but there are differences. That means when employees feel satisfied or committed to the organization, they tend not to think about leaving their job. However, intention to quit has many causes and job dissatisfaction and lack of commitment to the organization are some of them. Based on the measurement results, lack of commitment to the organization has a greater impact than satisfaction on turnover intention. So a business wants to reduce the intention of employees to quit, this can be achieved through providing development opportunities, fairness in processing and evaluation, job recognition and special features. especially building a comfortable and supportive working environment.

The results of this study are similar to previous studies such as those of Munir Shehu Mashi (2017), Eunmi Chang (1999). In the study of Munir Shehu Mashi (2017), it was confirmed that job satisfaction has a negative impact on the intention to quit ( $\beta = -0.579$ ;  $t = 9.048$ ;  $p = 0.000$ ). And in the study of Eunmi Chang (1999) showed that organizational commitment has a negative impact on employees' intention to quit.

## CONCLUDE.

In the study on the impact of organizational justice on Gen Z's intention to quit their job in Vietnam, we identified the importance of job satisfaction and organizational commitment as important mediating variables. Research results show that organizational justice positively affects Gen Z's intention to quit their job.

Analyzing data and applying statistical methods shows that Gen Z values fairness in their work environments. When they perceive fairness, Gen Z members tend to be more satisfied with their jobs and highly committed to the organization. This means they may be less inclined to quit and even stay to contribute to the future growth of the organization.

A fair job is a working environment where Gen Z members feel treated fairly and have opportunities to develop and advance based on their abilities and contributions. This fairness not only applies to policies and procedures, but also extends to other aspects such as salaries, promotions, attractive work and social interactions within the organization.

Our research not only provides information about the impact of organizational justice on Gen Z's intention to quit, but also has important implications for human resource management and the development of effective human resource policies. effectiveness in organizations in Vietnam. The results of this study provide advice for managers and organizational leaders to increase equity and create a positive work environment, thereby increasing job satisfaction and organizational commitment.

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