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RETAINING GENERATION Y –
A STUDY OF CUSTOMER SERVICE EMPLOYEES
IN VIETNAM

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Abstract:

Generation Y employee resignation has been frustrating many organizations across the globe in recent years. The leaving rate of this generation is particularly high in customer services. The primary aim of this study was to investigate which of four facets of job satisfaction (Pay, Supervision, Nature of work and Communication) are most significantly correlated with the quit intention of gen-Y employees in customer services in Vietnam. Surveys were collected from a sample of 80 gen-Y employees in several customer services in Vietnam. Correlations were measured through multiple linear regression, parametric measures of association. The results indicated a significant predicting relationship between gen-Y employees' quit intention and only two facets of job satisfaction (Nature of work and Supervision). Implications of these findings were discussed along with recommendations for the companies which have similar situation with the research's subject and for further researchers as well.

Keywords:	Job satisfaction, quit intention, gen-Y, customer service, Pay, Supervision, Nature of work, Communication
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CONTENTS

Figures

Tables

1 INTRODUCTION

1.1 Motivation for the choice of research topic

Vietnam is the developing country which has the competitive advantage of the young workforce. According to Business Time (2010), there are approximately 1.3-1.5 million people entering the workforce each year in Vietnam since 2007. In particular, the under-30 age group (born after the year 1980), which is called generation Y or gen-Y, has been increasing relatively higher than other older groups: generation X (born between 1965 and 1979) and Baby Boomer (born between 1946 and 1964). Furthermore, in the period that the Baby Boomers are supposed to retire soon, gen-Y becomes the most promised future for all organizations. However, there is an unexpected fact that gen-Y tends to change job more frequently in comparison to other generations. According to Schawel (2011), 70 percent of gen-Y employees leave their jobs after two years. Some unofficial statistics also expressed that many gen-Y employees work only from one to six months at a place and some even change their workplaces three to four times during a year. (Dang, 2011)

This problem is clearly described in the case of one of the most traditional customer service providers in Vietnam, Acom Corporation. Established in July 2006, under the name of Hoa Sao, Acom is the pioneer and one of the most well-known suppliers of outsourcing services, customer cares and answer services in Vietnam. In the company's general information and policies, Acom always considers human resources as important keys, valuable assets and top competitive advantages. The company addressed that they acquire only gen-Y for their businesses recently because gen-Y is regarded to be active and out-going in working with different type of customers. Since last year 2011, the company usually has recruited and trained new employees every month or in some periods even every week. The reasons are not only because of the enlargement of their businesses, but also of the quite-often leaving of their employees. The author of this research experienced six months there as a trainee for her practical training from 13th June to 25th November. She had direct observation of three classes with 60 participants during three months of training and work. The results expressed that beside the pressure from the customers they served, most of young complaint about payments, supervisor,

work environment, etc. which relate much to job satisfaction and then one third of them quit right after that. Even though the investment for training is not big matter for the company in a short-term (one-month free training for each of candidate costs), in the long-term the waste of time and money naturally becomes considerable. This is the comment of Mr. Nguyen from Acom's Human Resource Management Department.

This study, therefore, tends to investigate which factors of job satisfaction most relate to the quit intention of gen-Y in customer services. There are many researches about the relationship between job satisfaction and turnover intention. Moore (2002) in his research figured that lack of job satisfaction is one of the factors that lead employees' intention to quit. And the quit intention was discovered to have negative relationship with all facets of job satisfaction among nurses (Masroor & Fakir, 2009) and IT developers (Westlund & Hannon 2008). Spector (1997) also measured the job satisfaction of employees in service sector. Some other researches discovered the factors affect gen-Y's resignation in general or affect the employees in customer services in general. Nevertheless, because this study only focuses on gen-Y in customer services, it intends to, (1) base on previous researches to narrow the number of factors (if possible) and (2) measure the importance of those factors by collecting more data from real life.

1.2 Aim and research question

The study aims to investigate which facets of job satisfaction have an essential impact to the quit intention. However, this relationship was not explored generally but only concentrated on gen-Y employees who work in customer services. The linear regression model between quit intention and facets of job satisfaction was built to measure the importance of those facets in predicting quit intention of gen-Y employees in customer services.

Therefore, the question this research intended to answer was: Which facets of job satisfaction can predict the quit intention of gen-Y employees in customer services?

2 LITERATURE REVIEW

2.1 Job satisfaction

Because this study attempted to discover the factors of job satisfaction that most affect the quit intention of the young employees in customer services, firstly, we should know about the common concept of job satisfaction and the way that previous researchers divided it as different factors.

Job satisfaction, according to Graham (1982 p. 68), is defined as "the measurement of one's total feelings and attitudes towards one's job". Edwin A. Locke (1976) in Range of Affect Theory states that job satisfaction is determined by a difference between what someone want in a job and what they actually have in that job. Further, this theory also expresses that how much individual values a particular facet of work leads to how satisfied they are when their expectations are met. (Brief A. P., & Weiss, H. M. 2001) Two-factor (motivator-hygiene) theory of Herzberg, on the other hand, tries to explain that satisfaction and dissatisfaction are driven by different factors (motivation and hygiene factors). Motivation factors are supposed to be, for instant, nature of work, sense of achievement in work, recognition, etc. that motivate employees to perform their work with satisfaction. However, without motivation factors, employees are neither satisfied nor dissatisfied with their work. On the contrary, hygiene factors are those related to working environment such as pay, supervisory practices, company policies and some other working conditions, which likely lead employees' dissatisfaction if they are missing but seem to have no effects to employees' satisfaction if they present. (Rollinson 2008) This means that, according to Herzberg, job satisfaction includes motivation factors: nature of work, sense of achievement, recognition, responsibility, personal growth and advancement. Churchill et al. (1974) suggest that it may be necessary to evaluate a number of characteristics of job for measuring job satisfaction to obtain a broad knowledge of employees' attitudes and beliefs about their job because those characteristics may not be equally important to everyone.

In contrary with Herzberg, Spector (1997) investigates that employees develop attitude towards nine job facets (Pay, Promotion, Supervision, Fringe benefits, Contingent

rewards, Operating conditions, Co-workers, Nature of Work and Communication). Job satisfaction survey of Spector is one of the most frequently used job satisfaction instruments and relevant with most of industrial sectors. (Westlund and Hannon 2008, Sharaf et al. 2008, Ali 2008) It was built with nine facets: pay (satisfaction with pay and pay raises), promotion (satisfaction with promotion opportunities), supervision (satisfaction with person's immediate supervision) fringe benefits (satisfaction with monetary and non-monetary fringe benefits), contingent rewards (satisfaction with appreciation, recognition and rewards for good works), operating condition (satisfaction with operating policies and procedures), coworkers (satisfaction with co-workers), nature of work (satisfaction with type of work done) and communication (satisfaction with communication within the organization).

By using Spector's survey of Job Satisfaction (JSS), Westlund and Hannon (2008) measured the level of job satisfaction among software developers while Sharaf et al. (2008) collected data of primary care physicians and Ali (2008) did the same thing with private sector colleges' lecturers. Their findings are listed in the table below:

	Facet of job satis-faction	Software developers		Care physicians		Private college lecturers	
		Mean	SD	Mean	SD	Mean	SD
1	Pay	3.629 +	1.301	2.76-	1.26	2.0401-	0.69540
2	Promotion	2.951-	1.263	2.56-	1.12	1.4965-	0.55528
3	Supervision	4.827 ++	1.214	4.62 ++	1.20	3.8715+	0.79635
4	Fringe benefits	4.323 ++	1.123	2.65-	1.09	1.8738-	0.77906
5	Contingent re-wards	3.850 +	1.259	2.65-	1.09	1.6863-	0.61917
6	Operating condi-tions	3.718+	0.978	2.61-	1.15	4.6592++	0.83521
7	Co-workers	4.641++	0.958	4.58++	0.86	4.8455++	0.74027
8	Nature of Work	4.769++	0.993	4.69++	1.06	4.7818++	0.63506
9	Communication	3.722+	1.128	3.80+	1.09	4.9735++	0.69423

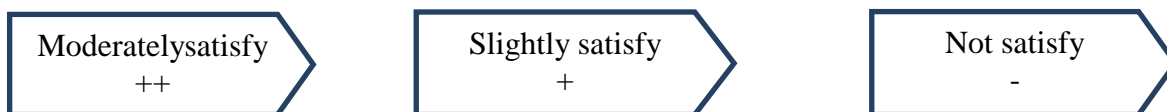| Moderatelysatisfy ++ | Slightly satisfy + | Not satisfy - |

Table 1. Summarize previous researches' results

The mean values in the table express the level of satisfaction of the employees with their job (4-5 moderately satisfy, 2-3 slightly satisfy and 1-2 not satisfy at all). With different mean values for each occupation, the satisfaction with job of the employees seems to vary but they still have something in common. Table 1 was compiled to show that with the means over 4, the software developers moderately satisfy with Supervision, fringe benefits, co-workers and Nature of Work while dissatisfy with promotion (means less than 3) and slightly satisfy with the others (means from 3 to 4). The care physicians and collage lecturers also moderately satisfy with co-workers and Nature of Work. However, while the physicians strong satisfy with Supervision as the software developers, the lecturers only slightly satisfy. Moreover, the same with the software developers, the physicians and lecturers are not satisfy with promotion. Otherwise, differentiating from the software developers, those two are not satisfied with fringe benefits and contingent rewards. In conclusion, the importance of job facets is not the same for all industries so it may also yield the different results for this study's focus-the service industry.

2.2 Quit job intention

This part managed to introduce the overall concept of the quit intention which would help to create the survey question later in the methodology part. Intentions are supposed to be the most immediate determinants of actual behavior. (Ajzen et al. 1980) And quit job intention is defined as a plan of employee to quit the current job and look forward to finding another one. (Purani and Sahadev, 2007)

2.3 Job satisfaction facets and quit job intention relation

As mentioned from the start, this study aimed to investigate the relationship between the job satisfaction facets (not the job satisfaction in general) and the quit intention among gen-Y employees. This part, therefore, reviewed some theories about the relationship between the facets of the job satisfaction and the quit intention to know what kind of relationship they are and how previous researchers explored it. It also includes some researches' results about which facets/factors should be more importantly considered

when studying about gen-Y resignation. This helped to find out the factors that we should focus more in this study.

Most of previous researches expressed the negative relation between overall job satisfaction and the quit intention. (Moore 2002, Sinem et al. 2011, Gery et al. 2012) However, when using Spector's nine facets of job satisfaction to discover the relationship between levels of job satisfaction and turnover intention (1997) Westlund and Hannon (2008), in their research, found out that five of nine facets of job satisfaction; which are promotion, fringe benefits, contingent rewards and coworkers (satisfaction with co-workers); did not contribute to the linear regression model of turnover intention and nine facets of job satisfaction.). Moreover, this research also explored that there were the negative relationships between the turnover intention and only four facets: Pay, Supervision, Nature of work and Communication. Their research was about IT developers and the data was collected mostly from older employees. It is, hence, important for us to test if their results are the same for our research subjects (gen-Y employees who work in customer services).

Besides, a bulk of researches about gen-Y employees' turnover lately claimed that between intrinsic and extrinsic work values, gen-Y values more the intrinsic aspects, which are, for example, the nature of work. The extrinsic aspects include salary and other tangible benefits. (Zemke et al. 2000) However, salary or Pay is still ranked highly in gen-Y's ideal-employer list of characteristics. UNECE's report (2010) revealed that the overwhelming common reason for leaving of young staffs (66%) is "inadequate level of payment".

Moreover, Zemke et al. (2000) also marked that social values such as supervision (Lyons 2004), are even rated as the top values compare to other aspects (intrinsic, extrinsic, and freedom and related work values). The important point of their findings is that if organizations' values do not fit gen-Y's values, it can "lead to reduced job satisfaction and commitment and increased leaving intention. (Zemke et al. 2000 p903)

2.4 Customer services

Previous researches expressed that for gen-Y employees in general, the factors such as pay, supervision seem to be important. But this study concentrates exploring the relationship between the job satisfaction and the quit intention of gen-Y employees in customer services only. Because in each industry, the employees' satisfaction with jobs are not the same (table 1), this may lead to the differently important power of job satisfaction facets in the employees' quit decision. This research is going to compare to the work of Westlund and Hannon (2008) about IT employees who do not work directly with customers if the results are the same for the employees in customer services.

Customer service is defined as a series of activities that are designed to enhance the level of customer satisfaction or the feeling that a product or service has met customer expectation (Turban et.al 2002). Hence, customer service can be any parts of the whole process to provide a product or service to customers before, during and after purchasing.

According to Andrew (1998), the employees have important impacts on the customer service quality, "only satisfied employees will satisfy customers" and "how people feel about their own job and work quickly translates into how they deal with customers."

Both Westlund and Hannon (2008) and Ali (2008) researches discovered that there is the negative relationship between their subjects' Nature of work and the turnover intention. Customer service is another specific industry with specific characteristics. It is also addressed as one of the industries with the high turnover rates, for example, in the call center industry it is around 30% to 50% in India. (Batt, R. et al. 2005) Therefore, the question we should answer here is if customer services' nature could affect employees' quit intention as well as IT developers and college lecturers.

There are also several studies about the relationship between the customer services and the turnover. Fernandez-Araoz et al (2009 p.83) figured out that around 60% to75% of staffs in customer services leave their job due to their manager. It may be because of the limitation of interaction between mangers and gen-Y employees. Schneider and Bowen (1985) stated that without effective communications among employees, managers and customers, not only the quality of the services suffers but also employee's job

satisfaction is affected. This again related to both the supervision and communication in the organizations.

Taking all those points above into account, four addressed factors (Communication, Nature of work, Pay and Supervision) are motivated to be studied more in this research. So, the research linear regression model will be able to represent as:

$$Y=b_0+b_1X_1+b_2X_2+b_3X_3+b_4X_4$$

Note: Y: quit intention

              X_1: Pay, X_2: Supervision, X_3: Nature of work, X_4: Communication

2.5 Hypotheses

As a result, after revising several previous literatures that related to the job satisfaction and the quit intention, the four facets of job satisfaction- Communication, Nature of work, Pay and Supervision- are taken into account in investigating the relationship with the quit intention further in this study. Then, we have to test several hypotheses.

Firstly, based on Price's research (1977), Communication is considered as one of the determinant of turnover. There are two types of Communication: instrumental and formal one. Instrumental communication concerns role performance, job requirements and realistic previews of job environment while formal communication refers to employees' training sessions. However, Price also claimed that even in either instrumental or formal type, high amounts of them are probably decrease turnover. The hypothesis which needs testing here is:

$H1_0$: Satisfaction with Communication is negative related to Quit intention among gen-Y employees in customer services.

Secondly, satisfaction with Nature of work means how much employees satisfy with the type of work that they perform, for example, someone satisfy with being a salesman, someone like to be a sales manager, someone satisfy to work with the computer only but other more satisfy with working with more communication and human interaction.

Nature of work, according to Herzberg (1959), was categorized as motivational factor. This means if employees satisfy with it, they will be motivated and reduce turnover.

$H2_0$: Satisfaction with Nature of work is negatively related to Quit intention among gen-Y employees in customer services.

Thirdly, satisfaction with Pay refers to the good feelings of the employees about the amount and the chance to be raised of their salary when they work for the organizations. (Spector, 1997) Many previous theories claimed that raising the level of payment can reduce the staffs' turnover. Price (1977) stated that "successively higher amounts of pay will probably produce successively lower amounts of turnover". It seems that Pay and Quit intention have a negative relationship. However, to assure whether it is true for our specific subject or not, we need to test the hypothesis:

$H3_0$: Satisfaction with Pay is negatively related to Quit intention among gen-Y employees in customer services.

Fourthly, satisfaction with Supervision determines how much the employees like about their supervisors. The more employees feel that their supervisors are fair and care about their feelings, the more they satisfy with the supervision at their workplaces. (Spector 1997)

$H4_0$: Satisfaction with Supervision is negatively related to Quit intention among gen-Y employees in customer services.

Four facets adopted in this study, according to Herzberg (1959) and Cennamo and Gardner (2008), fall into 3 categories of values (Pay belongs to extrinsic values, Nature of work and Communication belong to intrinsic values, and Supervision is social value). They also claimed that gen-Y employees value the social values highest and the extrinsic values lowest. Accordingly, we can test two more hypotheses:

$H5_0$: Satisfaction with Supervision has strongest relationship with quit intention of gen-Y employees in customer services.

$H6_0$: Satisfaction with Pay has weakest relationship with quit intention of gen-Y employees in customer services.

3 RESEARCH METHOD

3.1 Research approaches and strategy

There are several methods for us to collect information from real life that can fall in two broad categories: Quantitative and Qualitative.

Qualitative research approach is usually pursued to formulate theory. It typically relates qualitative data which can be obtained through in-depth interviewing focus groups "that involves conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program, or situation" (Carolyn Boyce, Palena Neale, 2006, p3). Semi-structured interview is one the options for collecting qualitative data that provides more structure for the interviewer than unstructured interview. With topics and issues to be researched and discussed in advance, interviews may develop in direction. (Saunders et al, 2007)

In contrary, quantitative approach is defined as the approach to collect facts and study the relationship between one set of facts to another. (Judith 2009 p. 8) On the other hand, a survey is considered as "a need for administrative facts on some aspects of public life" and it is concerned "with the demographic characteristics, the social environment, the activities or the opinions and attitudes of some groups of people". (Moser & Kalton 1971 p.1)

This research pursued only the quantitative approach because it is expected to test the hypotheses and get the understanding of the defined subject: gen-Y employees working in customer services in Vietnam.

3.2 Data collection and sample

Data was collected via on-line survey:

https://docs.google.com/spreadsheet/formResponse?formkey=dHh6NGFOcUN3akIwU TFFMWlISlJlMEE6MQ&theme=0AX42CRMsmRFbUy1iOGYwN2U2Mi1hNWU0LT RlNjEtYWMyOC1lZmU4ODg1ODc1ODI&embedded=true&ifq.

The e-mail invitations were sent to researcher's close friends and relatives, who are supposed to be suitable to the research aspects, about the purpose of the study, the instructions and the motivation to recommend to their friends and colleagues. The cover letter was added to the survey impressively with the strict notes about who should participate (only gen-Y employees who work in customer services in Vietnam). (Appendix 2) The purpose of those notes is to reduce the number of participants who do not match the requirements of the research. To reduce missing values, first and for most all the important questions were strictly required answering before the participants go to next section. Moreover, the survey was set to be answered once but the participants could go back to edit it. Finally, when the four-questions were combined for each subscales (four subscales), the mean of them were used instead of sum as Spector did (1997). Furthermore, the survey assured the participants that they volunteer participated and their responses were treated anonymously.

Twenty invitation e-mails were sent to researcher's friends and relatives with the request to send the survey to their friends as well. And 83 completed responses to the questionnaires were received after two months. However, only 80 matched the research's requirements. Three cases were removed from the analysis because two respondents are working as a teacher and a physician, not in customer service field, and one was over 30 years old at the time of the research.

The participants of the study were gen-Y employees whose age range from 18 to 30 working in the customer services (marketers, sales staffs, shop assistants, bank officers, oriented customer service officers, call-center service officers). They participate in "a series of activities designed to enhance the level of customer satisfaction – that is, the feeling that a product or service has met the customer expectation" (Turban 2002). Moreover, they were working in Vietnam at the time that the data was collected. The study included seven demographic data elements (gender, age, marital status, occupation, nationality and job descriptions: what and where).

Sampling is the technique which is used when collecting data of entire population is impossible or difficult to carry out. There are two types of sampling techniques: probability/representative sampling and non-probability/judgemental sampling. With probability samples, the chance to be selected is equal for everyone. This technique

16

most usually accompanies with the survey-based research. On the other hand, for non-probability samples, the possibility of sample selecting is not equal for everyone. Thus, this type of sampling is often reasonable for case study research. (Saunders & Lewis & Thornhill 2007 p.207) In this research, convenient sampling was adopted because of the time limitation. Moreover, the researcher was not in Vietnam when the study was conducted and had no contact with the specific customer services of any companies in hand.

3.3 Instrumentation

This section provides the description of all the dependent variable, independent variables and as well as control variables in the research. Because the data were not normally distributed in all of the cases and the scales for measurements were not the same, each variable in the model was standardized (z-transformed).

3.3.1 Dependent variable

Quit intention is the dependent variable which is acquired to be predicted by the linear regression model. To measure the intention to leave job of gen-Y employees, the work of Jenkins (1993) were employed with three items (in the past few months, present and future intend to leave current job to another). These items were rated on a five-point Likert scale ranging from 1 to 5, where 1="strongly disagree" and 5="strongly agree" (Cronbach's alpha was 0.872)

3.3.2 Independent variables

Independent variables included four facets of job satisfaction as Communication, Nature of work, Pay and Supervision.

For measuring those four facets of job satisfactions, the Job Satisfaction Survey (JSS) questionnaire of Spector's (1997) was used. However, instead of nine facets (Pay, promotion, Supervision, fringe benefits, contingent rewards, operating procedures, coworkers, Nature of work and Communication), only four were adopted (Pay, Supervision, Nature of work and Communication) with 16 relevant items were rated

according to a six point-Linkert scale from 1 (strongly disagree) to 6 (strongly agree). The questions were chosen for this research according to the table below along with JSS's total 36 items which were listed in Appendix 1

Subscale	Question numbers
Pay	1*, 10*, 19*, 28 *
Promotion	2, 11, 20, 33
Supervision	3*, 12*, 21*, 30 *
Fringe Benefits	4, 13, 22, 29
Contingent rewards	5, 14, 23, 32
Operating conditions	6, 15, 24, 31
Coworkers	7, 16, 25, 34
Nature of work	8*, 17*, 27*, 35 *
Communication	9*, 18*, 26*, 36 *

> Questions were chosen for the research*

Table 2. Spector's JSS subscales' questions

Because this study focuses on only four facets (Pay, Supervision, Nature of work and Communication), it took only 16 subscales, out of 36 subscales from JSS, which were mentioned as * in the table 2. (See Appendix 1 and Appendix 2)

Communication measures the level of satisfaction of the employees with the information that they receive from their organizations about the organizations and their work tasks. It consists of four questions as mentioned in the table 2. The scale ranged from 1 to 6, where 1="strongly disagree" and 6="strongly agree" (Cronbach's alpha was 0.601). The questions number 8, 10, 12, 18, 19, 21, 26, 36 were negative would be reverse coded after the data were collected through SPSS analysis as: 1=6, 2=5, 3=4, 4=3, 5=2 and 6=1.

Nature of work includes four questions about employees' feelings of their jobs if they find it meaningful, they like it, it is enjoyable and they feel a sense of pride when doing

it. All those four items' scale ranged from 1 to 6, where 1="strongly disagree" and 6="strongly agree" (Cronbach's alpha was 0.759).

Pay measures the satisfaction of the employees with their salary and the chance being raised in their organizations. Its four items' scale ranged from 1 to 6, where 1="strongly disagree" and 6="strongly agree" (Cronbach's alpha was 0.629).

Supervision, on the other hand, refers to the feeling of the employees towards their supervisors, the way they give guides and treat them fairly or not. Similarly, it comprises four items. And the scale ranged from 1 to 6, where 1="strongly disagree" and 6="strongly agree" (Cronbach's alpha was 0.814).

3.3.3 Control variables

Participants' demographic information was also collected according to questions about gender, age, marital status, nationality, occupation, and two special questions about the country where they currently work and whether their job related directly to the customers. Age, gender and marital status questions help to understand the general information of the respondents', all other questions help to identify who are desirable for the research. It is supposed to be helpful to exclude respondents that do not fit research sample selection from data analysis later. As mentioned before, in the collected data set, there are three cases should be removed from the analysis because two are working as a teacher and a physician, not in customer service field, and one was over 30 years old at the time of the research.

Age was adopted to control the suitable cases of the research because this research is not about all employees but only gen-Y whose ages are under 30.

Gender was coded as a dummy-variable with 1 represented a male and 0 for female.

Marital status was also coded as a dummy-variable with 1 represented for married and 0 for single person.

3.4 Reliability and validity

3.4.1 Reliability

The reliable coefficient Cronbach's alphas were calculated to test the reliability of the instruments in the SPSS 17.0 program. For four subscales of Spector's job satisfaction survey, Cronbach's alphas for Supervision and Nature of work are 0.814 and 0.759 while for Pay and Communication are only 0.629 and 0.601. However, for the overall four facets of job satisfaction Cronbach's alpha is 0.761. The work of Jenkin's was also tested the reliability by Cronbach's alpha which is 0.872. According to Sekaran (2005), Cronbach's alpha is less than 0.6 expresses that the instrument used has a low reliability and may leads to some errors. Otherwise, Cronbach's alpha is 0.7 or higher means the instrument reliable and acceptable for use in most social science research situations. In this research, all of the measures have Cronbach's alphas that are greater than 0.6 and are thus in an acceptable range.

Besides, the survey was designed in the way that the participants' general information was place at the end so that all participants can respond authentically (W. R.Yount 2006 p.5) and the respondents were also guaranteed that their answers are anonymous.

Secondly, Harman's single-factor test was conducted to test the common method variance also in the SPSS 17.0 program with one factor extracted at a time and none rotation. The percentage of variance yields the result of 32.5% less than 50% means the data is probably not affected by common method variance. (Podsakoff & Organ 1986)

3.4.2 Validity

Validity is about "whether the findings are really about what they appear to be about". (Saunder et.al 2007 p.150) All the adopted items for the survey in this research are from works of Spector's (1997) and Jenkin's (1993) which were also used in many other researches, thus, the measurements can be considered to be valid. Especially, the job satisfaction survey (JSS) is a multidimensional instrument that was contributed by Spector originally for social service sector. But according to Spector, it can be likewise

used for other sectors. In addition, these instruments have also been examined to meet the quality criteria for reliability and validity in Saane's research (2003).

4 FINDINGS

4.1 Descriptive statistics

Demographic statistics from the 80 suitable completed surveys expresses that the research sample includes 34% of male, 66 % of female, 4% age (18-21), 46% age (22-25), 50% age (26-30), and around 24% married, 76% single.

Table 3. Descriptive Statistics

	N	Minimum	Maximum	Mean	SE mean	Std. Deviation
Age	80	20	30	25.34	.250	2.239
Communication	80	1.50	5.75	3.9188	.10690	.95614
Gender	80	0	1	.33	.053	.471
Marital status	80	0	1	.24	.048	.428
Nature of work	80	1.50	6.00	3.9094	.12222	1.09316
Pay	80	1.00	5.25	3.1656	.11665	1.04332
Quit intention	80	1.00	5.00	3.2292	.13851	1.23884
Supervision	80	1.25	6.00	4.0156	.13462	1.20412
Valid N (listwise)	80					

The descriptive statistics for eight variables (3 control variables: age, gender, marital status; 4 independent variables: Communication, Nature of work, Pay, Supervision; and a dependent variable: Quit intention) which were used to test the hypothesis are presented in the table 3 above conveys that all 80 cases were included in the analysis. There was no missing value for all eight variables. On six-point Linkert scale, the scores for satisfaction with Pay were between 1.00 to 5.25, and the satisfaction with Nature of work ranged from 1.25 to 6.00, while satisfaction with Communication lied from 1.50 to 5.75. Quit intention scores spanned from 1.00 to 5.00 on the five-point Linkert. The Supervision variable had the highest mean score 4.0156 and the standard deviation of 1.20412 shows that its scores were skewed towards higher values than the mean. The

Pay had least mean score of 3.1656 and the standard deviation of 1.04332. Only the Communication had the standard deviation less than 1 (.95614) implies that its scores were skewed towards lower values than the mean score 3.9167.

4.2 Univariate analyses

Table 4 presents the Pearson's correlation coefficients between all pairs of the variables which were adopted for this research. The highest Pearson correlations represent the strongest relationships between variables. In contrast, the lowest Pearson correlations imply the weakest relationships. Besides, Pearson correlation is less than zero means the relationship is negative and greater than zero means the positive relationship. (Lind & Marchal & Mason 2002 p.515)

Table 4. Correlation Coefficient Matrix

	Variable	N	1	2	3	4	5	6	7	8
1	Age	80	1							
2	Communication	80	.214 .057	1						
3	Gender	80	.080 .480	-.022 .847	1					
4	Marital status	80	.315** .004	.123 .278	.114 .312	1				
5	Nature of work	80	.156 .168	.469** .000	.053 .643	.182 .106	1			
6	Pay	80	.233* .038	.447** .000	.000 .996	-.031 .788	.361** .001	1		
7	Quit intention	80	-.081 .474	-.342** .002	-.079 .487	-.059 .605	-.528** .000	-.238* .034	1	
8	Supervision	80	-.051 .654	.563** .000	.149 .189	-.038 .741	.558** .000	.263* .018	-.477** .000	1

Pearson's bivariate correlation and Spearman's rho for variables Gender and Marital status.
Data in the table represent standardized beta coefficients.
$p<.05$.
**$p<.01$.*

This table expresses the relationships not only between independent variables but also between the independent variable and the dependent variable.

4.2.1 Independent variables relationship

According to the table 4, the relationship between Communication and Supervision is supposed to be the strongest (.563) among other tested relationships and goes right after that is Supervision and Nature of work (.558). Because those Pearson correlations are around.5, those relationships can be interpreted as being quite strong. On the other hand, among independent variables, the relationship between quit intention and Pay is weakest (-.238), a little bit stronger is the relationship between Supervision and Pay (.263).

4.2.2 Independent variables- dependent variable

Table 4 also expresses that quit intention has the negative relationships with all other variables (Pay, Supervision, Nature of work and Communication). It has strongest relationship with Nature of work (Pearson correlation=-.523) and weakest relationship with Pay (Pearson correlation=-.231).

4.3 Multivariate analyses

Hypotheses ($H1_0$, $H2_0$, $H3_0$, and $H4_0$) were tested by using a multiple regression at .05 of significant with Quit intention as the dependent variable. The baseline model includes only three control variables. However, table 5 reveals that there are no control variables significantly related to quit intention of the gen-Y employees who work in customer services. Among four facets of job satisfaction (Pay, Supervision, Nature of work and Communication) in form of independent variables, only Nature of work negatively correlated with Quit intention (beta= -.329 and $p < 0.05$).

Table 5. The linear regression model

Model		Unstandardized Coefficients		Standardized Coefficients			Collinear Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.004	.110		.033	.974		
	Gender	.037	.157	.027	.236	.814	.931	1.074
	Marital status	-.076	.198	-.048	-.382	.704	.985	1.016
	Age	.003	.085	.005	.037	.970	.924	1.082
2	(Constant)	-.018	.093		-.189	.851		
	Gender	.052	.133	.038	.391	.697	.826	1.211
	Marital status	-.010	.175	-.007	-.059	.953	.924	1.083
	Age	.030	.076	.045	.403	.688	.821	1.218
	Pay	-.039	.111	-.040	-.354	.724	.723	1.383
	Supervision	-.203	.113	-.243	-1.794	.077	.484	2.065
	Nature of work	-.329	.112	-.379	-2.949	.004	.577	1.734
	Communication	-.017	.142	-.015	-.118	.906	.518	1.931

All two tailed tests. N=80, missing values were deleted listwise.
Data in the table represent standardized beta coefficients.
Dependent variable: Quit intention
p< .05

The highly correlation between the independent variables Communication and Supervision (Pearson correlation=.563) and Communication and Pay (Pearson correlation=.447) indicate that there might be the problem with multicollinearity. (Table 4) However, in table 5, all values in tolerance column are greater than .1 and all values in VIF column are less than 10 express that the multicollinearity does not exist in this situation. (Bruin 2006)

Table 6. Model 1 summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.055[a]	.003	-.036	.68152	.003	.076	3	76	.973	
2	.576[b]	.331	.266	.57340	.328	8.841	4	72	.000	2.144

a. Predictors: (Constant), Age, Gender, Marital status

b. Predictors: (Constant), Age, Gender, Marital status, Supervision, Pay, Nature of work, Std Communication

c. Dependent Variable: Quit intention
p< .05

The Durbin-Watson statistics= 2.144 closed to 2 expresses that residuals uncorrelated or there are no autocorrelation between independent variables. The assumptions of independent observations, hence, are met. The assumptions of homoscedasticity are also illustrated through the plot of standardized residual and standardized predicted value. (Chen, X. et al. 2003)

Dependent Variable: Quit intention
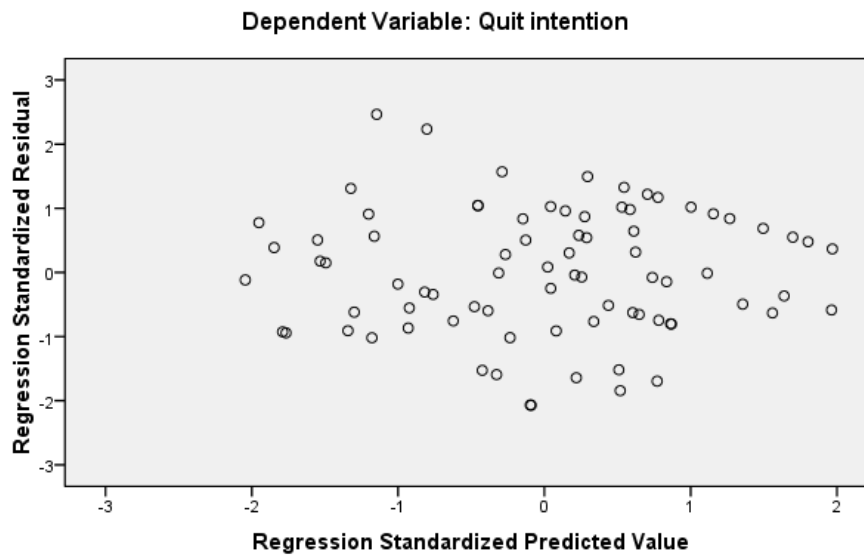
Figure 1. Scatter Plot of regression standardized residual vs. regression standardized predicted value

25

The homoscedasticity is the situation in which residuals at each level of predictor have same variances. From Figure 1, we can see that variances are equal. According to Chen, X et al. (2003), the distribution of the residuals can be considered as normal through figure 2 below:
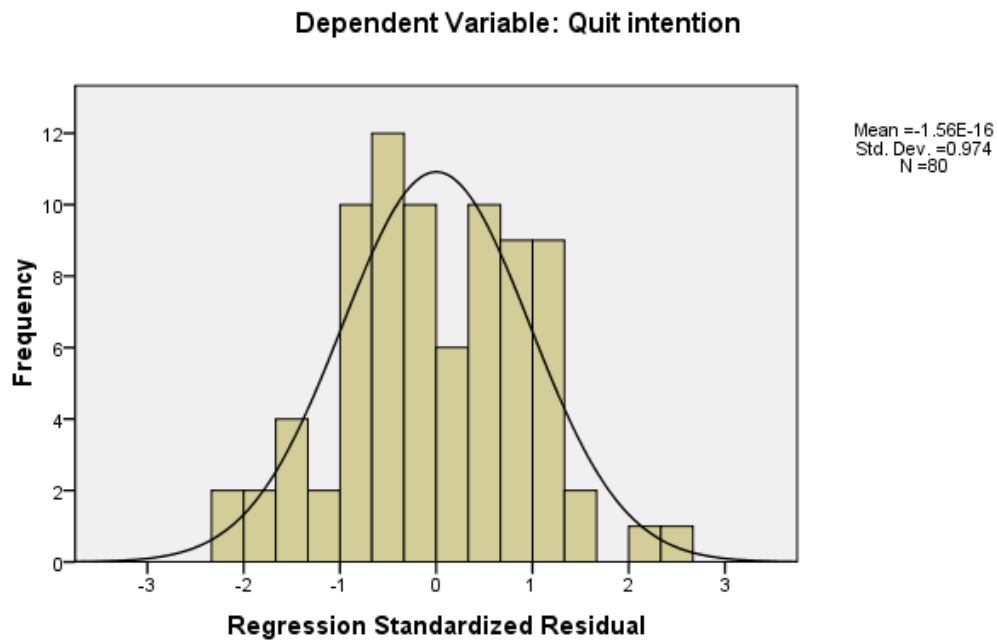
Figure 2. Histogram of Regression Standardized Residual's frequency

Figure 3, on the other hand, indicates that the observed probabilities correspond to the expected ones.
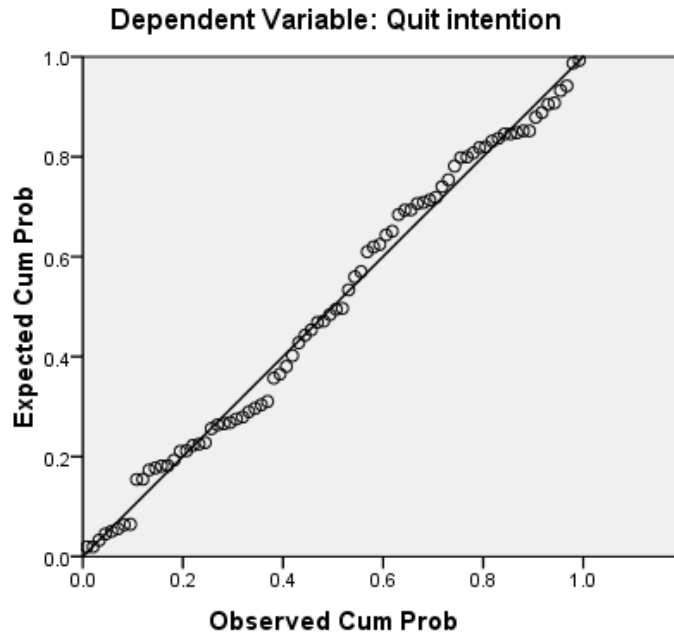
Figure 3. Normal P-P Plot of Regression Standardized Residual

Finally, all the assumptions of multiple regression are met. It means that we can draw valid conclusions from our model. (Brace, N.,&Kemp, R., & Snelgar, R. 2009)

Table 7. Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.106	3	.035	.076	.973[a]
	Residual	35.299	76	.464		
	Total	35.405	79			
2	Regression	11.733	7	1.676	5.098	.000[b]
	Residual	23.672	72	.329		
	Total	35.405	79			

a. Predictors: (Constant), Age, Gender, Marital status

b. Predictors: (Constant), Age, Gender, Marital status, Supervision, Pay, Nature of work, Communication

c. Dependent Variable: Quit intention

With the .000 significant level of the linear regression model (table 7) less than significance for the model test (.05), there is significant correlation between Quit intention and the four facets (Pay, Supervision, Nature of work and Communication) of

27

gen-Y employees in customer services in Vietnam. However, coefficient of determination R square= .331 expresses that only 33.1% of quit intention can be predicted by the linear regression model of four facets of job satisfaction (Pay, Supervision, Nature of work and Communication).

Nevertheless, the p-value for Pay and Communication and Supervision respectively .724, .906 and .077 are much greater than the .05 level of significant for testing the hypotheses $H1_0$ to $H4_0$. Unexpectedly, hypothesis H1, H3, H4 and H6 are consequently all rejected. This means that there are no significant partial relations between Quit intention and Pay, Communication and Supervision.

As a result, even though the model of 4 facets looks quite reasonable when we see the table 6, with p-value=.724, .906 and .077, Pay, Communication and even Supervision are possibly not included in the linear regression model to predict Quit intention. Only Nature of work looked reasonable in predicting Quit intention (beta=-.329, p-value=.04 < .05) However, to know clearly which variables are best predictors of the Quit intention, Lind et al. (2002) suggested that predictors should be introduced one by one into the regression model based on their predictive power. In consequences, the forward stepwise regression method was run to implement these steps systematically on SPSS 17.0.

Table 8. Summary of 3 linear regression models

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.122[a]	.015	-.024	.67746	.015	.381	3	76	.767	
2	.534[b]	.285	.247	.58092	.270	28.358	1	75	.000	
3	.574[c]	.329	.284	.56652	.044	4.862	1	74	.031	2.241

1. Predictors: (Constant), Marital status, Gender, Age
2. Predictors: (Constant), Marital status, Gender, Age, Nature of work
3. Predictors: (Constant), Marital status, Gender, Age, Nature of work, Supervision
Dependent Variable: Quit intention

All three linear regression models are summarized in table 8. Model 2 and 3 with Sig. F Change= .000 and .031 less than .05 indicates that the p-value less than .05 and those models improved significantly when the independent variables were added. Model 2 include only the independent variable Nature of work because only this variable had p-value=.04 less than .05 level of significant. (Table 5) Therefore, the hypothesis 5 (Supervision has the strongest relationship with Quit intention) seems to be rejected when Nature of work becomes the most reasonable to predict Quit intention over other independent variables Supervision, Communication and Pay. The evidence is that it is the first independent variable was adopted into the regression model. (Table 9)

Table 9. The linear regression model 1,2,3

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.047	.100		.473	.638
	Age	-.047	.079	-.070	-.592	.556
	Gender	-.124	.163	-.087	-.760	.449
	Marital status	-.030	.185	-.019	-.160	.873
2	(Constant)	.001	.086		.015	.988
	Age	-.007	.068	-.011	-.107	.915
	Gender	-.079	.140	-.056	-.564	.574
	Marital status	.103	.161	.066	.639	.525
	Nature of work	-.465	.087	-.534	-5.325	.000
3	(Constant)	.003	.084		.035	.972
	Age	-.027	.067	-.040	-.400	.690
	Gender	-.035	.138	-.025	-.255	.799
	Marital status	.036	.160	.023	.225	.823
	Nature of work	-.328	.105	-.377	-3.113	.003
	Supervision	-.220	.100	-.264	-2.205	.031

Dependent Variable: Quit intention

The forward regression process stopped at the model 3 where are only two independent variables left which are Supervision and Nature of work. Their p-values respectively .03 and .031 are both less than the significant level of .05 expresses that the satisfaction with Supervision and Nature of work of gen-Y employees in customer services could explain for their Quit intention.

Table 10. Analysis of Variance for 3 models

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.525	3	.175	.381	.767[a]
	Residual	34.880	76	.459		
	Total	35.405	79			
2	Regression	10.095	4	2.524	7.478	.000[b]
	Residual	25.310	75	.337		
	Total	35.405	79			
3	Regression	11.655	5	2.331	7.263	.000[c]
	Residual	23.750	74	.321		
	Total	35.405	79			

a. Predictors: (Constant), Marital status, Gender, Age

b. Predictors: (Constant), Marital status, Gender, Age, Nature of work

c. Predictors: (Constant), Marital status, Gender, Age, Nature of work, Supervision

d. Dependent Variable: Quit intention

Supervision becomes one of the predictor for Quit intention alongside with Nature of work. Again, R square= .329 means that 32.9% of Quit Intention can be predicted by the satisfaction with Supervision and Nature of work according to the linear regression equation. Negative slopes -0.274 for Supervision -0.424 for Nature of work again confirm that the relationship between quit intention and the satisfaction with Supervision and Nature of work are negative. This means the more employees are not satisfy with Supervision and Nature of work, the more they intend to look for another job. Moreover, the slope of Nature of work (-0.424) is more than the slope of Supervision (-0.220) indicates that the employees who are not satisfy with Nature of work have more intention to quit job than the one who dissatisfy with Supervision.

5 DISCUSSION

The findings of negative relationships between quit intention and four facets of job satisfaction (Pay, Supervision, Nature of work and Communication) are relevant with several research before. For instant, Westlund and Hannon (2008) in the research of IT developers also found out a significant negative correlation with all nine facets of

Spector's Job Satisfaction. However, different from the IT developers, instead of four facets that can predict the quit intention of IT developers by the linear regression model, in the case of customer services, only the Nature of work and the Supervision have the linear regression relationship with employees' quit intention.

On the other hand, the findings about the stronger relationship between quit intention and Nature of work than quit intention with Supervision, Communication and Pay are also relevant with the work of Herzberg et. al (1959). Their research stated that job satisfaction is related to intrinsic factors while job dissatisfaction comes from extrinsic conditions, the hygiene factors. The intrinsic facet used in this research is Nature of work while the extrinsic facet is Pay. Hygiene factors, for example satisfaction with Pay is not as sufficient to make a job satisfying as satisfaction with Nature of Wok. It means that intrinsic factors, such as the Nature of work, have the greater influence to the employees.

In reality, the gen-Y employees in Vietnam are usually quite rush in applying for any job to get as much experiences as possible or simply because of earning money for leaving. They could not even know whether the jobs are suitable to them before the actual works start, as a result, they possibly keep in mind that the current job is only temporary and still looking for another to satisfy their desire. For the others who have time to judge the job, they apply for a job when they love its nature. But after working, they probably find out that it is not as what they perceive it should be. Then, they do also not satisfy with the Nature of work. For those employees, making them have the desire with the job itself and keep their desire alive are actions that every organization should take into account after employing them. Otherwise, during recruitment process, the organizations should also acknowledge among candidates who actually adore the type of job that they apply for and what they really love about it. Therefore, it is helpful to give candidates more realistic job preview. This may help the companies to drop someone who are supposed to leave soon. The type of work is a factor which is difficult to be changed in one organization but giving the job the meaning is not impossible because every job basically has its meaning, it only needs to be recognized and appreciated.

In case of having nothing to do with the Nature of work, the good Supervision will be able to be the other solution for the companies to keep their gen-Y employees.

6 LIMITATION

As many other researches, this study itself has confronted several limitations. Firstly, the non-probability and convenient sampling were used to collect sample for this research. Actually, though it is not the good approach for the quantitative method, it is more convenient for the researcher to collect as much information as possible in a limited time. Saunders et. al (2007) stated that the convenient sampling, as a result, cannot generalize to all population because every gen-Y employees in customer services in Vietnam have not the same probability to be included in the sample. This is considered to be the biggest limitation of this kind of sampling and the biggest limitation of this research as well.

Moreover, the data for measuring both the quit intention (the dependent variable) and the facets of job satisfaction (the independent variables) was collected from the same sample of participants. Consequently, although the clear purpose and instructions were defined for the participants to complete the survey, it is possible that the scores of the survey could be adjusted by them to fit between job satisfaction and quit intention due to their perception. They may think that if they disagree with some or most of the questions, they should otherwise have to agree that they intend to leave the current job as well. This research, as Podsakoff and Organ (1986) reported, may concern common method variance which "is attributable to the measurement method rather than to the constructs the measures represent". The different scales were used for Spector's 4 facets-16 items of the job satisfaction (6-point Linkert) and Jenkin's 3 items of the quit intention (5-point Linkert) may help to reduce the common variance method bias. Nevertheless, to test whether the collected data suffers from common method bias or not, Harman (1967)'s single-factor test was acquired. (Sea-Jin Chang et al. 2010)

Finally, the job satisfaction was measured limitedly based on only four of Spector's nine facets (1997) (Pay, Supervision, Nature of work and Communication), so as to the quit intention only based on Jenkin's work (1993). The other five facets (fringe benefits,

contingent rewards, co-workers, promotion and operating conditions) may also contribute to this model.

For further research, the probability sampling should be adopted to collecting data, for example, simple random method. If so, the results will be able to be generalized for all gen-Y in customer services. Otherwise, the other sectors will be possibly researched in the same way to get more understanding of gen-Y's attitude and behavior.

7 CONCLUSION

Gen-Y employees gradually take place the older generations in the organizations in recent years. It becomes more and more necessary for all companies to understand gen-Y's attitude and behavior, specifically, about quit behavior which can cause big matters to the organizations' operation and employee retention. This research could be regarded as a reference, for human resource managers of the companies to take into account the important factors which can affect the quit intention of gen-Y employees. Once again, we can identify that the gen-Y employees' satisfaction with some aspects of job could also cause the quit intention which highly lead to the actual quit. Perceiving this issue, companies will have the right treatments to keep and encourage their important employees. And it is time for gen-Y employees to be treasured in the way they most expect.

The aim of this research was to build the linear regression model to predict the quit intention based on four facets of job satisfaction (Communication, Nature of work, Pay and Supervision). The question was focused to be answered is which of four facets of job satisfaction most affect the quit intention of gen-Y employees who work in customer services in Vietnam.

The results of this study stated that only Nature of work and Supervision can predict the Quit intention of gen-Y employees in customer services in Vietnam. The more gen-Y employees dissatisfy with these two factors, the more possibly they will leave their current jobs to another. As consequences, it is especially important for the organizations to manage those factors at their workplace to satisfy their employees.

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APPENDIX 1

Spector's job satisfaction survey

<table>
<tr>
<td></td>
<td colspan="2">JOB SATISFACTION SURVEY
Paul E. Spector
Department of Psychology
University of South Florida

Copyright Paul E. Spector 1994, All rights reserved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td colspan="2">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION

THAT COMES CLOSEST TO REFLECTING YOUR OPINION

ABOUT IT.</td>
<td>Disagree very much — Disagree moderately — Disagree slightly — Agree slightly — Agree moderately — Agree very much</td>
</tr>
<tr>
<td>1</td>
<td colspan="2">I feel I am being paid a fair amount for the work I do.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>2</td>
<td colspan="2">There is really too little chance for promotion on my job.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>3</td>
<td colspan="2">My supervisor is quite competent in doing his/her job.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>4</td>
<td colspan="2">I am not satisfied with the benefits I receive.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>5</td>
<td colspan="2">When I do a good job, I receive the recognition for it that I should receive.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>6</td>
<td colspan="2">Many of our rules and procedures make doing a good job difficult.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>7</td>
<td colspan="2">I like the people I work with.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>8</td>
<td colspan="2">I sometimes feel my job is meaningless.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>9</td>
<td colspan="2">Communications seem good within this organization.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>10</td>
<td colspan="2">Raises are too few and far between.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>11</td>
<td colspan="2">Those who do well on the job stand a fair chance of being promoted.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>12</td>
<td colspan="2">My supervisor is unfair to me.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>13</td>
<td colspan="2">The benefits we receive are as good as most other organizations offer.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>14</td>
<td colspan="2">I do not feel that the work I do is appreciated.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>15</td>
<td colspan="2">My efforts to do a good job are seldom blocked by red tape.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>16</td>
<td colspan="2">I find I have to work harder at my job because of the incompetence of people I work with.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>17</td>
<td colspan="2">I like doing the things I do at work.</td>
<td>1 2 3 4 5 6</td>
</tr>
<tr>
<td>18</td>
<td colspan="2">The goals of this organization are not clear to me.</td>
<td>1 2 3 4 5 6</td>
</tr>
</table>

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINIONABOUT IT.Copyright Paul E. Spector 1994, All rights reserved.	Disagree very mcuh	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	
19	I feel unappreciated by the organization when I think about what they Pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

APPENDIX 2

Job satisfaction and job quit intention survey

Dear **All** who are now here in this page,
This survey is conducted to collect information about YOUR JOB SATISFACTION and JOB QUIT INTENTION. You are welcomed to answer the survey ONLY if you are: YOUNG (18-30)!
WORKING IN VIETNAM!
WORKING WITH CUSTOMERS DIRECTLY!

The survey includes 3 parts with 26 short and easy-answer questions:

General information (7 questions)
Job satisfaction (16 questions)
Job quit intention (3 questions)

All of the questions are required to be answered to finish the survey because they are all extremely important for final result of **our research**.
Our research intends to examine the relationship between job satisfaction and job quit intention among young employees in customer services in Vietnam. You wonder "why" it is essential to do this. The reasons are very but lie on:

- Many companies now acquire young employees because of work requirements, especially work that related to customer.
- Many researches explored that dissatisfied employees would usually quit job in general, otherwise, the facts showed that young are easy to be satisfied but most usually leave their job to another.

If this relationship is examined the companies will know whether the dissatisfaction with job causes job quit intention which highly causes actual quit. After that they will have the **right** treatments to keep and encourage their IMPORTANT employees! And for all young employees, it is time for you to be TREASURED in the way you most expect!
Please answer all the questions **ONLY ONCE**. Your *kind* and *honest* will be repaid one day in the human resource policies of companies in Vietnam! And we assure that all the answers will be treated anonymously.
Best regards,

Job satisfaction (Do you satisfy with your current job?)

1. I feel I am being paid a fair amount for the work I do (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

2. My supervisor is quite competent in doing his/her job. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

3. I sometimes feel my job is meaningless. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

4. Communications seem good within this organization. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

5. Raises are too few and far between. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

6. My supervisor is unfair to me. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

7. I like doing the things I do at work. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

8. The goals of this organization are not clear to me. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

9. I feel unappreciated by the organization when I think about what they Pay me. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

10. My supervisor shows too little interest in the feelings of subordinates. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

11. I often feel that I do not know what is going on with the organization. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

12. I feel a sense of pride in doing my job. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

13. I feel satisfied with my chances for salary increases. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

14. I like my supervisor. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

15. My job is enjoyable. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

16. Work assignments are not fully explained. (1=strongly disagree, 6=strongly agree) *

	1	2	3	4	5	6	
Strongly disagree	○	○	○	○	○	○	Strongly agree

Quit intention (Have you intended to quit the current job?)

1. In the past few months, I intended to quit my current job (1=strongly disagree, 6=strongly agree)

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

2. In present, I intend to quit my current job (1=strongly disagree, 6=strongly agree)

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

3. In near future, I intend to quit my current job (1=strongly disagree, 6=strongly agree)

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

General information

1. Gender

○ Male

◉ Female

2. Age

○ 18-21

○ 22-25

○ 26-30

3. Marital status

○ Single

○ Married

4. Occupation (define clearly) [　　　　]

5. Is your job related to customers directly?

◉ Yes

○ No

6. Nationality [　　　　]

7. Are you working in Vietnamcurrently?

○ Yes

○ No