

Determinants of Gen Z employee voice on social media

Nguyen Minh Hoa, Pham Thi Khanh Linh, Dao Trang Anh, , Dao Thu Trang, Vu Quyet Thang, , Dang Ngoc Thanh Huong

Lecturer, Phd Candidate, Faculty of Business Management, National Economics University, Hanoi, Vietnam

Abstract: This article investigates the factors that prompt Gen Z employees to express their dissatisfaction with their company on social media. Qualitative research, including in-depth interviews, and social media were conducted to collect data related to the complaint behavior of students and develop a survey questionnaire. After that, an online survey was conducted with 300 Gen Z participants working in different companies in Hanoi, Vietnam. Data from 275 usable surveys were analyzed by SPSS and AMOS software and a series of statistical techniques to identify determinants of Gen Z employee voice on social media. The research results show that four variables, including three individual factors - self-realization, individualism, job insecurity, and one work-related factor - task performance significantly affect Gen Z employee voice on social media. Implications for company managers to better understand and manage Gen Z employee behavior are discussed.

Keywords: Employee voice behavior, Generation Z, social media, Employee word-of-mouth, Negative word-of-mouth.

I. INTRODUCTION

Today, with the strong development of mass media, social networking platforms such as TikTok and Facebook have become one of the most important communication tools for workers to express their opinions, concerns, and complaints about their companies (State 2009). Overall, The role of employees is increasingly important because they are seen as more trustworthy and authentic communicators of information than official organizational channels (Van Zoonen and van der Meer, 2015). This trend presents both opportunities and challenges for businesses. On one hand, organizations can gain valuable feedback and identify potential improvement areas (Fransen & Weinberger, 2013). Proactively addressing these issues can prevent them from escalating into larger problems (Dutton & Ashford, 1993). Additionally, acknowledging and addressing employee concerns can foster stronger relationships and demonstrate that their voices are heard (Eisenberger et al., 1986). On the other hand, the spread of negative information can be a major challenge. Employee complaints on social media can quickly go viral, attracting public attention and potentially damaging the company's reputation (Cable & Gino, 2013). Furthermore, such complaints can affect the morale of other employees, leading to decreased productivity and work performance (Goerge, 1980).

Employee Voice (EV) refers to the various methods employees use to influence their work and their organization (Bashshur & Oc, 2015; Wilkinson, Dundon, Donaghey, & Freeman, 2014; Morrison, 2014). Research into factors influencing EV typically falls into three categories: individual-level, firm-level, and external determinants. At the individual level, work status is a major determinant of EV (Al-Amin & Islam, 2020; Johanson & Cho, 2009; Stamper & Van Dyne, 2001). Other factors such as interpersonal risk assessment (Qian et al., 2020), job insecurity (Benassi & Vlandas, 2016), perceived unemployment uncertainty, and degree of replaceability among freelancers and temporary agency workers (Sluiter et al., 2020) have been found to hinder voice. Firm-level factors influencing EV include size (Markey et al., 2002; Markey et al., 2003) and workers' composition (Gegenhuber et al., 2021), management ideology and control (Gegenhuber et al., 2021; Rybnikova 2016), and structure (Gegenhuber et al., 2021, Rybnikova 2016). Several external determinants have been extensively studied, such as industry attributes (Ruiner et al., 2021; Kalleberg, 2000; Guest, 2004), institutional context (Benassi and Vlandas, 2016; Pulignano and Signoretti, 2016), national legislation (Pulignano & Signoretti, 2016), and professional networks (Saundry et al., 2006, 2007, 2012; Umney, 2016). Employees dissatisfied with their jobs are more likely to voice their concerns on social media (Griffin & Moorhead, 2014), as are those in open, feedback-encouraging cultures (Morrison, 2014). Certain individuals are naturally more inclined to express themselves and share their opinions (Van Dyne & LePine, 2001).

The findings of this research contribute to human resource management literature in several ways. First, whilst previous research on employee voice focused on Generation X and Y employees, there is still little research on Generation Z (Arthur & Rousseau, 1996; Gratton & Truss, 2002). Our paper will address this gap by examining an integrated model of EV on social media, considering the role of individual and firm-level determinants. Secondly, Kossek & Lautsch (2017) indicated that more research is needed to better understand the impact of individual characteristics, such as personality and attitude towards technology, on employee voice on social media. We answer this call by considering EV on social media from two theoretical perspectives: the Social Exchange Theory and the Uses and Gratification Theory. Our empirical study reveals that two new factors including individualism and self-realization, significantly impact the EV of Generation Z on social media.

Below, we present a brief theoretical background for the study, followed by a discussion on conceptual development. Finally, the study's methodology and research results are presented, followed by a discussion of some crucial implications and directions for future research.

II. LITERATURE REVIEWS

2.1 Employee voice

Employee voice (EV) encompasses the various ways employees attempt to influence their work and organization (Bashshur&Oc, 2015; Wilkinson, Dundon, Donaghey, & Freeman, 2014; Morrison, 2014). This can involve a range of topics like working conditions, pay, policies, procedures, and work methods, and can occur through various formal and informal, direct and indirect, individual and collective mechanisms. EV is of interest to scholars in human resource management, industrial relations, and organizational behavior.

However, different disciplines interpret EV differently, and research on the topic has generally remained within disciplinary boundaries (Kaufman, 2015; Pohler & Luchak, 2014a, 2014b; Wilkinson & Fay, 2011). Scholars in organizational behavior focus on understanding what motivates individuals to express their thoughts, concerns, information, ideas, or suggestions about their work. Contrarily, industrial relations scholars see voice as a means for employees to express their interests separate from the company and assert their self-determination (Budd, 2004, Kaufman, 2015; Wilkinson, Donaghey, Dundon & Freeman, 2014). Human resource management literature borrows from both fields, broadening the concept of voice beyond a single representative channel for workers and connecting EV to broader concepts like employee engagement and high-performance work methods.

Employee voice can be classified based on formality, directness, and positivity levels. Formal voice is expressed through official channels, while informal voice is expressed through unofficial channels (Van Dyne & LePine, 2001). Direct voice is expressed directly to the recipient, while indirect voice is expressed through an intermediary (Morrison, 2014). Positive voice is used for proposing and improving, while negative voice is used for feedback and complaints (Griffin & Moorhead, 2014).

Studies by Chen et al. (2015) and Wang et al. (2019) classified employee voice behaviors on social networks into personal and work factors. Personal factors include age, gender, education level, personality, and social network usage level. Work factors include organizational cultural openness, social network usage policy, and type of work. Both studies found that these factors influence employees' voice behavior on social networks.

2.2 Employee voice of Generation Z on social media

The advent of Generation Z in the workforce poses fresh challenges for businesses. As the first digital native generation, Generation Z has constant internet access and uses technology extensively in communication, socialization, and leisure (Seemiller and Grace, 2016; Lenhart, 2015). Understanding their behavior is crucial for organizations to gain a competitive edge in the labor market.

Born in the 1990s and raised in the 2000s, Generation Z grew up during significant societal changes, with the internet, smartphones, laptops, readily accessible networks, and digital media being integral parts of their lives (Bascha, 2011; Brue Tulgan& Rainmaker Inc., 2013). They are also known as Generation I, Gen Tech, Digital natives, Gen Wii, among others. What sets them apart is their strong connection to electronics and the digital world.

According to the Institute for Emerging Issues (2012), Generation Z is the most ethnically diverse and technologically advanced generation. They communicate informally and directly, and social networking is a crucial part of their lives. Dan Schawbel's 2014 study found them to be entrepreneurial, trustworthy, tolerant, and less money-driven than Generation Y. They are realistic about work expectations and optimistic about the future. However, the Generational White Paper (2011) describes Generation Z as impatient, instant-minded, and less ambitious than previous generations, with a short attention span and high dependence on technology. They are individualistic, self-directed, demanding, and materialistic. Max Mihelich (2013) noted their concern for environmental issues and their sense of responsibility towards natural resources. Despite being tech-savvy, they lack problem-solving skills and are

less likely to vote or engage in community activities than earlier generations (Joseph Coombs, 2013; Institute for Emerging Issues, 2015).

Despite the prevalence of social media platforms like Facebook, TikTok and their potential impact on the workplace, there is little research on their use by employees. Previous studies mainly focused on how employee voice on social networks affects businesses, but the determining factors of this behavior are not clearly understood, especially concerning Generation Z employees. Therefore, our research team has chosen to investigate the factors influencing Generation Z employees' voices on social media. The study aims to analyze the factors that encourage employee voice on media platforms, thereby raising employers' awareness and developing strategies to manage potential negativity from Generation Z employees on social networks.

III. HYPOTHESIS DEVELOPMENT

In this study, we use two main theories to explain factors related to gen Z employee voice behavior. The first theory is the Uses and Gratification Theory (U&G) researched by Katz and colleagues (1974) and the second is Social Exchange theory since the early writings of Homans (1961), Blau (1964) and Emerson (1962, 1972). U&G theory believes that human behavior is guided by motives. Users use media with a specific purpose and actively seek need satisfaction through different channels (Katz et al., 1974). U&G theory helps researchers explain why people use media and the gratifications they derive from use and access. The second theory used to explain voice behavior on social networks is the Social Exchange theory. The Social Exchange Theory suggests that the exchange of resources is a fundamental form of human interaction. In the context of employee voice, this theory can help understand why employees use social media to express their views and opinions. Nazir and colleagues (2018) argue that people engage in social relationships to exchange benefits, such as recognition and improved work conditions, as outweighing the possible risks, like backlash or negative career impacts. From the perspective of the two theories above, we have observed and classified the factors into 3 main groups of factors affecting voice behavior: employees factors, companies factors, and factors related to social networks.

3.1 Individual-related factors affecting employee voice on social media

3.1.1. Self-realization

Self-realization in relation to pursuing self-directed goals such as achieving personal vision, embracing challenges, and being capable of learning and developing as an individual (Carter et al., 2003; Cassar, 2007). Ali (2020) points out a trend where self-realization correlates with employee voice behavior. Drawing on social exchange theory which emphasizes the relationship between social interaction and personal benefits, employees with low self-realization tend to engage in speaking up behavior relying on social relationships to explore themselves further, seek advice, seek emotional support, etc. On the other hand, Sembiring et al. argue that high self-awareness significantly and positively influences Gen Z employees' attachment to their work and company; this attachment inversely impacts employees' negative voice behavior (Burris et al., 2008). Roessler (2012) also argues that lacking self-realization leads to a sense of disconnection and lack of connection with the work community, potentially resulting in an increase in negative employee voice behavior on social media by employees. From there, we propose the hypothesis:

H1: Self-realization has a negative impact on Gen Z employee voice on social media.

3.1.2. Individualism

Individualism is identified as a prominent trait of Generation Z (Baltusite, 2018; Pichler, 2021; Nicoleta, 2021). It refers to prioritizing self-interest (Webster's Dictionary, 2nd ed.). In individualistic cultures, individuals prioritize personal interests and independence (Hofstede, 1980). Conversely, collectivist societies emphasize group loyalty and identity (Hofstede, 1980). Scientific studies in Romania confirm individualism as a characteristic of Gen Z employees (Bunei, 2016). Virtual communication adoption among Gen Z affects their social skills, contributing to individualistic tendencies (Iorgulescu, 2016). Individualism-collectivism distinguishes between self-oriented and group-oriented individuals (Parsons and Shills, 1951; Earley, 1989). Cultural factors influence individualistic tendencies (Earley, 1989, 1993). Individualism may promote organizational citizenship behaviors in response to procedural injustice (Lind and Tyler, 1988; Moorman et al., 1993).

While the direct link between individualism and employee voice is not established, we can base on social exchange theory to understand the positive influence of individualism on voice behavior. According to Social Exchange Theory, individuals weigh the costs and benefits of engaging in social interactions. Individualism, characterized by prioritizing personal interests and independence (Hofstede, 1980), aligns with the benefit-driven nature of social exchange theory. Social exchange theory emphasizes social interactions in which individuals believe they will gain certain benefits from exchange behaviors. While individualism promotes personal interests, people with high

individualism tend to perform social interactions, and this mechanism is consistent with social exchange theory. From there, we propose the hypothesis:

H2: Individualism has a positive impact on Gen Z employee voice on social media.

3.1.3. Job insecurity

Feng (2022, 6) defines job insecurity as the mental stress associated with being in a state of powerlessness and ambiguity about the future. Job insecurity is perceived as a threat to the continuity and stability of the current work situation (Shoss, 2017). It occurs when employees feel their jobs are at risk or they are at risk of losing their jobs (Schreurs et al., 2012). Generation Z is particularly concerned about job security and financial stability (Howe, 2014; Crunch, 2015; Iorgulescu, 2016; Lazanyi and Bilan, 2017; Lanier, 2017). Job insecurity is subjective, leading to varying levels of experience even in similar situations (De Witte, 1999; T. Van Vuuren et al., 1991). It involves uncertainty about the stability of one's current job within the organization (De Witte, 1999; Probst, 2003). Scholars suggest that job insecurity can reduce organizational commitment, work motivation, and productivity (Battaglio, 2010; Coggburn, 2006; Goodman and Mann, 2010; Schneier, Pernick, and Bryant, 1979). It can lead to depressive symptoms, reduced job satisfaction, and counterproductive work behaviors (Wilson et al., 2020; Reisel et al., 2007; Siswanti, 2022). Loss of job security can act as a stressor, impacting employee participation in organizational activities such as employee voice behavior (Mauno et al., 2014). From there, we propose the hypothesis:

H3: Job insecurity has a positive impact on Gen Z employee voice on social media.

3.2. Job-related factors affecting employee voice on social media

3.2.1. Impression management

Jones and Pittman (1982) define impression management as behaviors employees use to influence how others perceive their behavior. Balaji et al. (2016) describe it as the presentation of self-image to others. Impressions are crafted to build a positive image (Wayne and Liden, 1995; Rosenberg and Egbert, 2011). It also involves shaping outsiders' impressions of the company (Sandberg et al., 2015). Sun (2014) suggests that self-image awareness correlates positively with risk perception. Individuals with strong concerns about self-image tend to engage in behaviors expressing aggression in conflict situations to maintain their image (Sun, 2014). High levels of impression management may lead to greater cognitive dissonance when faced with the threat of losing face, prompting individuals to use employee voices on social networks to maintain their self-image (Sun, 2014). Therefore, we propose the hypothesis:

H4: Impression management has a positive impact on the employee voice of Gen Z on social media.

3.2.2. Task performance

Hoxha and Heimerer (2019) define task performance as the expected value an employee can achieve within a certain period, achieved through various behaviors. Efficiency, on the other hand, refers to doing the right thing within a standard period to achieve work goals (Hoxha & Heimerer, 2019). Task performance entails goal-directed behavior and accomplishment of tasks (Campbell et al., 1993). The social exchange theory supports the link between task performance and Gen Z employee voice, explaining employee behavior, motivation, and commitment (Saks, 2006; Cook, 2015; Cropanzano & Mitchell, 2005). Research by Locke and Latham (1991) demonstrates that goal setting and feedback positively influence job satisfaction and task performance. Task performance is widely recognized to positively impact organizational success and employees' skill development (Colquitt et al., 2011). Morrison (2011) indirectly suggests that employee task performance influences their willingness to voice opinions. Heller (1998) notes a correlation between employee voice, job quality, and performance. Holland et al. (2018) indicate that low-task performers may engage in counterproductive behaviors like cyberloafing, which involves non-work-related internet/social media use during work hours (Vitak et al., 2011). Tandon et al. (2022) suggest that online gossiping may stem from negative emotions, leading to negative opinions voiced on social media. Therefore, task performance likely affects Gen Z employees' social media voice. Therefore, we propose the hypothesis:

H5: Task performance has a negative impact on Gen Z employee voice on social media.

We proposed a hypothesis model:

Hypothesis 1 (H1): Self-realization has a negative impact on Gen Z employee voice on social media.

Hypothesis 2 (H2): Individualism has a positive impact on Gen Z employee voice on social media.

Hypothesis 3 (H3): Job insecurity has a positive impact on Gen Z employee voice on social media.

Hypothesis 4 (H4): Impression management has a positive impact on Gen Z employee voice on social media.

Hypothesis 5 (H5): Task performance has a negative impact on Gen Z employee voice on social media.

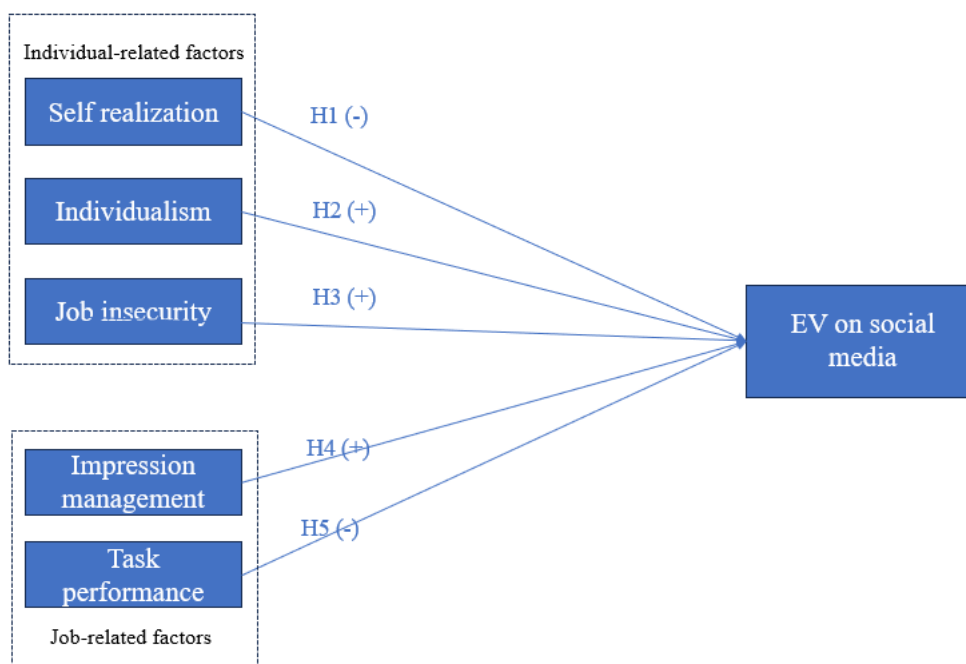


Figure 1. Model of factors affecting EV on social media

IV. RESEARCH METHODOLOGY

4.1. Research design

In this study, qualitative research was conducted using in-depth interviews with 6 Generation Z office workers and 2 senior human resources managers in Hanoi. The interview questions were designed to explore the subjects' thoughts, feelings, and actions on a specific issue.

The quantitative research method was also employed to test the relevance of the factors and observations mentioned in the article. This involved creating a questionnaire for the survey, the results of which were analyzed using SPSS 24.0 and AMOS 20.0 software. A pilot test was also conducted for preliminary assessment. The study surveyed 60 Gen Z employees, selected through random sampling, to preliminarily assess the reliability of the observed variables that influence employees' social media voice behavior.

4.2. Research instrument

In this study, a researcher-developed questionnaire was the primary research instrument. The questionnaire was divided into two main sections. The first section focused on examining the factors that encourage employee voice on social media. The second section gathered participant profiles, exploring demographic information such as age, gender, work field, and years of work experience.

The questionnaire assessed various concepts: (1) self-realization; (2) individualism; (3) impression management; (4) task performance; (5) job insecurity; (6) negative employee voice behavior. All measurement items for these concepts were sourced from prior research. Four items used by Hyde (2003) assessed self-realization. Individualism was measured by four items from scales used by Ramamoorth (2002). Impression management was gauged by an adapted version of the scales used by Ingold et al. (2016) and Bolino et al. (2006), consisting of three items. Task performance motive was evaluated with seven items used by Law et al., (2009). Job insecurity was measured by four items from the scale used by Shin, Y. (2019). Negative employee voice behavior was assessed by four items from an adapted version of the scales used by Singh (1990).

The research questions employed a 7-point Likert scale to measure the variables under study. The questionnaire presented a level of agreement from 1 (strongly disagree) to 7 (strongly agree). After data collection, the researchers utilized SPSS 24.0 and Amos 20.0 for qualitative analysis.

4.3. Sample collection

In the qualitative research, interviews were conducted with eight people. This included six Gen Z employees aged between 20 and 26, and two recruiters aged 30-35, who held the positions of Human Resources Administrator and Director respectively, each with 3-5 years of experience. Notably, most participants suggested that individualism and

self-realization, characteristics of Gen Z, influence Employee Voice (EV). However, half disagreed, stating that impression management does not affect EV.

The quantitative research involved Gen Z employees working in enterprises in Hanoi. Participants were given an online survey via Google Forms. Secondary data was collected from reports and research studies on employee social media voice behavior and its influencing factors. Primary data was collected through the same online survey, which was posted in employee information exchange groups in Hanoi. In the pilot test, 60 questionnaires were collected, none of which were missing important information. The survey results showed the questionnaire was suitable, the respondents had no confusion about the content, and the scales and observations met the requirements.

V. RESULTS

5.1. General information

The researcher administered questionnaires to 300 respondents who were sampled out as per the methodology described in the previous chapter. 275 participants actively working in 60 companies filled questionnaires were returned. This represents a response rate of 91.6 %. According to Sekaran (2009), a response rate of 30% is considered acceptable for surveys. Thus, the response rate achieved in this study can be considered sufficient to give the findings adequate reliability. The predominant age group falls between 16 and 25 years, with a notable presence of young working in finance and banks. 152 respondents are men and 123 are women. The majority of workers have worked for more than 3 years.

5.2. Reliability Test Results

The Cronbach’s Alpha Test of reliability was used to test the reliability of the constructs describing the variables of the study. Cronbach’s alpha reliability coefficient ranges between 0 and 1. The reliability coefficient of 0 implies no internal reliability, while 1 indicates perfect internal reliability. The standard value of alpha is 0.7 recommended by (Sekaran, 2009). A total of 30 questionnaires were used in the test for reliability. The statements for each of the variables were tested. The result showed that all 30 questionnaires gave Cronbach’s alpha coefficients of 0.7 and above. The threshold value of 0.7 was met and thus the measurement scales in the study were said to be reliable.

5.3. Evaluate model fit

Table 1. Evaluate the suitability of the SEM model

Measure	Estimate		Threshold	Interpretation
CMIN/DF	1.629		CMIN/df ≤ 3 is good CMIN/df ≤ 5 is acceptable	Good
CFI	0.961		CFI ≥ 0.9 is good CFI ≥ 0.95 is very good CFI ≥ 0.8 is acceptable	Good
GFI	0.870		CFI ≥ 0.8 is acceptable GFI ≥ 0.9 is good GFI ≥ 0.95 is very good	Acceptable
TLI	0.956		TLI ≥ 0.9 is good	Good
RMSEA	0.053		RMSEA ≤ 0.06 is good RMSEA ≤ 0.08 is acceptable	Acceptable

SEM analysis results from the investigation sample have CFI = 0.961 > 0.9; CMIN/df = 1.629 ≤ 2 and RMSEA = 0.053 < 0.06. Therefore, the calculated results show that the model's indicators are satisfied, and the model is accepted with the research data.

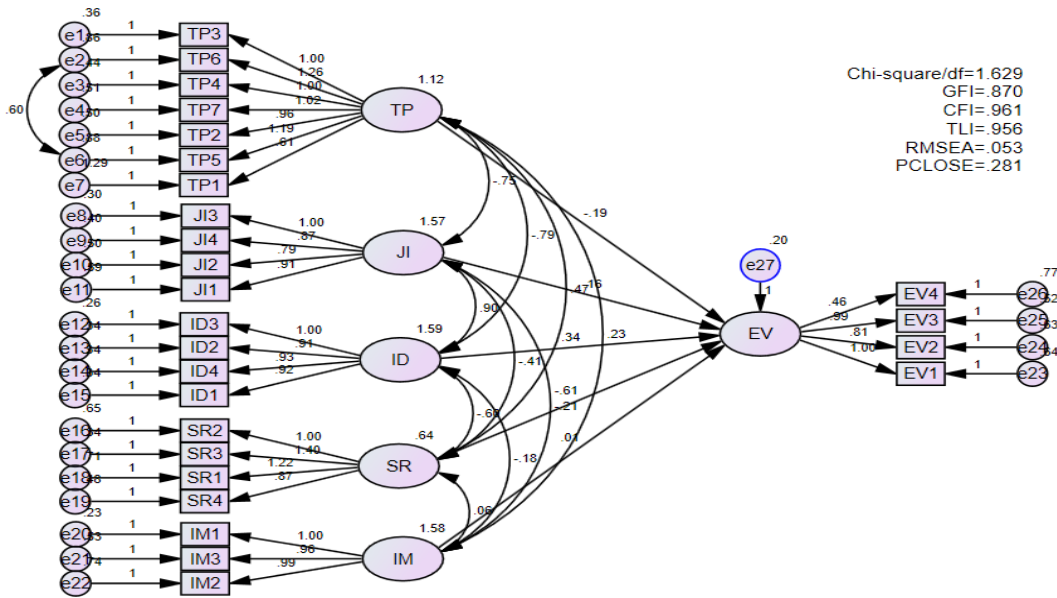


Figure 2. SEM linear structural equation model

Source: Results of data analysis by AMOS 20.0

5.4 Inferential Statistics

After the demographic analysis of study respondents’ characteristics and test of assumptions, the researcher further sought to establish the bivariate correlation and regression analysis.

5.4.1 Correlation Analysis

Pearson correlation analysis was used to test the association between the study variables. Pearson correlation was used to measure the extent of correlation between variables of the study and to show the strength of the linear relationship between variables in the correlation ranges between +1 and - 1. In this research, the research team focuses on the association between the independent variables, moderate variables and dependent variables.

Table 2 Correlations Analysis Results

		EV	JI	IM	TP	ID	SR
EV	Correlation Coefficients Pearson	1	.575**	-.074	-.636**	.729**	-.687**
	sig		.000	.267	.000	.000	.000
	N	225	225	225	225	225	225

Based on the results of correlation analysis, the dependent factor EV has a positive correlation with the independent factors JI, ID; This is shown by the Pearson correlation coefficients of these relationships all more than 0. On the contrary, the dependent factor EV has a negative correlation with the factors IM, TP, and SR; This is shown by the Pearson correlation coefficients of these relationships being < 0.

Besides, there is only the Sig system. in the correlation, the independent factor IM with the dependent factor is greater than 5% (0.574), proving that the relationship between this factor and the dependent variable EV is not statistically significant, Sig coefficient. in the correlation between the remaining independent factors and the dependent factor is 0.000 (<5%), showing that the correlation between the EV factor and the factors JI, TP, ID, and SR are all positive statistical significance.

5.4.2. Regression Analysis

Multiple regression analysis was conducted to establish the relation between EV variables of the study. The study used multiple linear regression analysis to determine the combined linear relationship between the dependent variable and the independent variables. Findings are summarized in subsequent Tables.

Table 3. Multiple Regression Model Summary

Model Summary					
Model		R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0 ^a	0,706	0,701	0,56562	1,464

In the Model Summary table, R squared = 0.706 = 70.6%, meaning the model's reliability level is 70.6%, moreover, adjusted R squared = 0.701 (satisfactory is greater than 0.5) shows that the independent variables can explain 70.1% of the variation in the dependent variable.

5.5 Model fitness

Analysis of variance was used to determine if the multiple regression model was fit for the data. The results are presented in Table 5.4

Table 4. ANOVA Model

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169,357	4	42,339	132,343	0.000 ^b
	Residual	70,383	220	0,320		
	Total	239,740	224			

To check the appropriateness of the overall model, the team considered the Sig test value of F (= 0.000 < 0.05) in the ANOVA table. Thus it is assumed that the model explained a significant amount of the variance in Gen Z employee voice. This proves that the linear regression model fits the data set and can be used. Thus it is assumed that the model explained a significant amount of the variance in Gen Z employee voice.

5.6 Hypotheses Testing

From the regression model computed, the research hypotheses were tested using the significance level of the coefficients. The research aimed to test the hypothesis to fail to reject or reject the relationship between independent and dependent variables and moderate variables.

Explain regression results

The Beta values in the Coefficients table are all different from 0, to determine the importance of factors affecting the speaking behavior on social networks of Gen Z employees. Compare the magnitude of the Betas. We see that SR (Self-realization) has the strongest impact on Gen Z employee voice on social media (Beta = -0.377). Next is ID (Individualism group; Beta = 0.299); TP (task performance; Beta = -0.170); JI (Job Isecurity, Beta = 0.135).

Test the model's hypotheses

Model 0 includes only two control variables, the employees' gender, and age. Results show that employees' gender and age have no significant effects on the dependent variable.

Model 1 adds 5 independent variables (task performance, impression management, job insecurity, self-realization, and individualism) to test the relationships between motivations and employee voice.

After testing, we had a conclusion:

H1: Self-realization has a negative impact on Gen Z employee's voice on social media

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The results show that there is an inverse relationship between the factor "Self-realization" and Gen Z employee voice on social media.

H2: Individualism has a positive impact on Gen Z employee voice on social media"

The results show that there is a positive relationship between the factor "Individualism" and Gen Z employee voice on social media.

H3: Job insecurity has a negative impact on Gen Z employee voice on social media"

The results show that there is a positive relationship between the factor "Job insecurity" and Gen Z employee voice on social media.

H5: Task performance has a negative influence on Gen Z employee voice on social media.

The results show that there is an inverse relationship between the factor "Task performance" and Gen Z employee voice on social media.

Table 5. Coefficients testing result

Coefficients ^a							
Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics		
					B	Std. Error	Beta
1	Constant	3,293	0,280	11,762	.000		
	JI	0,135	0,041	3,250	.002	0,624	1,618
	TP	-0,170	0,44	-.386	.699	0,576	1,736
	ID	0,299	0,042	7,052	.000	0,532	1,880
	SR	-0,377	0,047	-7,939	.000	0,670	1,493

VI. DISCUSSION

6.1. Self-realization

The hypothesis test results reveal that self-realization significantly influences social media voice behavior, as evidenced by the Beta value of -0.317. Consequently, Gen Z employees with high self-realization are likely to be more vocal on social media. Conversely, those with low self-realization might be less outspoken. This finding aligns with the exchange theory. Employees with high self-realization might feel a greater obligation towards their organization and thus, are more inclined to address its shortcomings. Specifically, employees with a higher sense of self-realization, who understand their values and beliefs (Hannah et al., 2011), are predicted to voice their concerns due to their confidence in their abilities.

6.2. Individualism

The hypothesis test results demonstrate that positive individualism positively impacts Gen Z employees' social media voice, as reflected in the Beta value of 0.264. Thus, employees with high individualism tend to be more negatively vocal on social media, while those with low individualism are less likely to develop a negative voice. When individualism levels are high, Gen Z employees may express their opinions strongly and directly, even if controversial,

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and may engage in social media disputes. Conversely, those with low individualism levels may be more cautious about sharing their views and may avoid social media conflicts.

6.3. Job insecurity

The hypothesis test results indicate that job insecurity positively affects Gen Z employees' social media voice, as shown by the Beta value of 0.117. Therefore, employees with high job insecurity are likely to be more vocal on social media, while those with low job insecurity may be less outspoken. This finding mirrors Wilson's (2020) opinion that job insecurity may lead to depression symptoms. The research aligns with Reisel's (2007) study, which suggests that job insecurity negatively impacts satisfaction and manifests in negative behaviors (Siswanti, 2022). Furthermore, Mauno et al. (2014) argue that job insecurity can act as a stressor, while high job security can encourage employees to voice their opinions.

6.4. Task performance

The hypothesis test results show that task performance negatively impacts Gen Z employees' social media voice behavior, as indicated by the Beta value of -0.139. Thus, high-performing Gen Z employees tend to be less vocal on social media, while low-performing ones are more likely to be outspoken. This finding is consistent with Morrison's (2011) research, which suggests that task performance influences employee voice as it affects their belief in their ability to express opinions within the organization. Holland et al. (2018) also found that low-performing employees are prone to counterproductive behaviors such as workplace gossip.

VII. CONCLUSION

7.1. Conclusion

This study achieved three main results. It clarified the concept of voice behavior and identified its influencing factors, leading to a proposed research model on innovative work behavior. It also proposed a formal research model to study the factors affecting Generation Z employees' social media voice behavior in Vietnamese enterprises. Lastly, it determined that the strongest influence on employee voice behavior is self-realization, followed by individualism, then task performance, and finally job insecurity.

7.2. Suggestion

Based on the research findings, several recommendations for Vietnamese businesses are suggested. To address the self-realization factor, businesses should provide opportunities for learning and self-development. For the individualism factor, teambuilding activities can foster cooperation and provide a positive environment for voicing contributions and opinions. To address job insecurity, businesses should implement job security policies that make Gen Z employees feel safe and attached to the company. For the task performance factor, a fair and transparent evaluation system is recommended.

7.3. Limitations

Despite our best efforts, this study has limitations. The sample focused mainly on Gen Z employees in Hanoi, which may not represent all Gen Z employees in Vietnam. Additionally, there may be other factors driving Gen Z employee voice behavior on social media that weren't included in the study. Control variables like income level and place of residence were not studied and could be considered in future research. Lastly, the study only focused on negative employee voice behavior on social media and did not differentiate between negative and positive voice behaviors. Future studies could analyze this difference to enhance topic diversity.

7.4. Future research

Despite some limitations, there are opportunities for further exploration of Gen Z employee voice behavior on social media. Firstly, similar studies could be conducted on a larger scale for more objective and representative results. Secondly, factors beyond the individual and work-related ones discussed in this study may influence Gen Z employee voice behavior on social media. Thus, future research could examine other factors, such as social ones. Lastly, this study did not investigate positive Gen Z employee voice behavior on social media. Given its novelty, further research could delve into this topic, especially since few studies have been conducted on Gen Z employees in Vietnam.

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