

Unlocking the Factors that Influence Employees' Intention to Stay in the Electronics Industry in Vietnam

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Abstract: This research explores a largely untapped domain in human resource management within the electronics industry in Vietnam - the influence of perceived co-worker support (CWS) and perceived supervisor support (PSS) on employees' intention to stay (ITS). Despite the substantial role of these facets in employee retention, their impact in the context of the electronics industry has remained unexplored. Consequently, this study examines the interplay of CWS, PSS, job satisfaction (JS), and work-life balance (WLB) on ITS in the electronics industry in Vietnam.

Anchoring the social exchange theory investigation, the survey-based empirical study was implemented with the aid of a questionnaire taken by 210 employees in the electronics industry in Vietnam, and structural equation modelling (SEM) analysis was employed to elucidate the relationships among these variables. The findings reveal a complex interplay of these factors. In contrast, CWS yielded an insignificant impact on ITS. PSS, JS, and WLB influenced ITS positively. WLB and JS were identified as mediators in the positive relationship of CWS and PSS to ITS. The findings underscore the need for organizations to prioritize CWS, PSS, JS, and WLB to bolster ITS. Notably, this study proposes a managerial implication that supervisor support should be paramount in strategies to enhance ITS in the electronics industry. This research advances our understanding of ITS in the electronics industry in Vietnam, offering pivotal insights for human resource management.

Keywords: Electronics industry, Employees' intention to stay, Job satisfaction, Perceived co-worker support, Perceived supervisor support, Work-life balance.

JEL Classification: J01, M12, M54.

1. INTRODUCTION

Globalization, continuous economic growth, digital transformation, and an aging population have led to critical labor shortages worldwide, affecting both developed and developing nations (ELA, 2023; ILO, 2023). This labor scarcity is pronounced in Vietnam, specifically within its burgeoning electronics industry (Vietnamwork, 2022). As a dominant global player in electronics exports, with a recorded export value of over 114.4 billion USD in 2022, representing a third of its total export value, Vietnam's labor demand exceeds one million people (VCCI, 2023). However, the rapid growth of the industry has precipitated a skill shortage, with 60% of electronics enterprises reporting difficulties in filling these positions (VCCI, 2022). Further exacerbating the issue, a 2022 report by Vietnamwork revealed that nearly 86.4% of businesses surveyed struggled with recruitment in the first half of 2022, with 80% of the workforce expressing intent to seek new employment opportunities in the same period.

Employees' intention to stay (ITS) is crucial for maintaining a stable workforce (Enwereuzor & Ugwu, 2021). Vietnam

has become a significant player in the global electronics market, with many multinational companies (e.g., Samsung, Foxconn, LG, Luxshare) investing in the area. Given this context, there are several reasons why ITS is essential in the electronics industry in Vietnam. First, high employee turnover is negatively associated with future financial performance and future performance, as it involves costs related to recruitment, training, and lost productivity during the transition period (Brown & Koettl, 2015; Li et al., 2022). By enhancing ITS, companies can reduce these costs and allocate resources more effectively (Woodworth, 2016). Second, when an ITS aligns with their company, heightened engagement and productivity will likely be exhibited (Bellamkonda & Pattusamy, 2022). This enhancement in productivity can lead to an upsurge in overall business efficiency and production, thereby playing a significant role in the business's prosperity. Finally, Vietnam, recognized for its top-tier economic growth rate in Asia-Pacific and globally (Worldbank, 2023), experiences a persistent labor shortage, predominantly in labor-intensive sectors like the electronics industry. In the wake of the COVID-19 era, employees have increasingly preferred to work closer to their residences. This has resulted in scarce workers in densely populated industrial zones, explicitly impacting the electronics industry. Consequently, organizations are compelled to retain adept and experienced employees, as their ability to contribute to

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innovation and maintain a competitive edge is crucial for the firm's sustained market superiority.

The confluence of factors shaping an ITS with an organization has been a perennial focus of academic inquiry, shedding light on the vital role of including supervisor and co-worker support in various industries. These elements not only serve as the pillars of organizational structures but also as crucial determinants of job satisfaction (JS) and organizational commitment (Luna-Arocas & Danvila-del-Valle, 2022), thereby influencing an ITS (Kmieciak, 2021). When employees perceive a sense of support, they exhibit an amplified sense of JS, facilitating the establishment of a productive, committed, and stable workforce (Nguyen & Tuan, 2022). Furthermore, tangible support aspects, such as workload management (Nguyen & Tuan, 2022) and flexibility in the work schedules (Kröll et al., 2021), contribute to creating an empathetic and understanding environment that further addresses personal needs solidifying the ITS.

Beyond the role of perceived supervisor support (PSS) and perceived co-worker support (CWS), the role of JS and work-life balance (WLB) also dramatically affects the ITS. WLB, another critical facet of organizational culture, profoundly impacts employees' engagement levels, work engagement, and ITS (Wood et al., 2020). The ability to harmoniously integrate work demands with personal life without undue stress or conflict has become an influential determinant in ITS (Sato et al., 2018). Thus, striking a WLB is not only a desirable aspect but also is increasingly perceived as an integral part of JS, thus influencing the employee retention (Aman-Ullah et al., 2022). JS, a multidimensional construct encompassing factors like career development, remuneration, and working conditions, has been consistently linked with higher ITS (Lyu et al., 2022). It is proposed that satisfied employees tend to exhibit a greater commitment to their organizations (To & Huang, 2022), which bolsters ITS.

A considerable body of research has unearthed a series of salient factors that can significantly impact an ITS in various industries. Notably co-worker support in the nursing (Theucksuban et al., 2022) and the education sector (Bettini et al., 2020). Supervisor support in the hospitality industry (Gordon et al., 2018), and the education sector (Bettini et al., 2020). WLB in nursing and the pharmaceutical industry (Sato, 2021), in the hotel industry (Chang et al., 2019), and education sector (Shin & Jung, 2014). JS in the education sector (Aboobaker et al., 2019), in the governmental sector (Mehreza & Bakria, 2019), in the nursing (Theucksuban et al., 2022). However, the degree to which these insights apply to the electronics industry in Vietnam remains unexplored. In light of this industry's critical role in the global electronics supply chain, understanding the specific factors that impact ITS within this context is paramount.

The current study investigated the impact of CWS, PSS, WLB, and JS on ITS in the electronics industry, especially in Vietnam. First, the study aims to determine the factors that affect the ITS and the role of those factors. Second, the study aims to provide insights that can help companies develop strategies to retain employees in the electronics industry in Vietnam. Finally, investigate the relationship between CWS,

PSS, WLB, JS, and ITS. This study aims to provide insight into how companies can enhance ITS in the electronics industry in Vietnam.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT.

2.1. Theoretical Framework

The theoretical background for this study anchors on the Social Exchange Theory (SET) proposed by Blau (1964). This theory provides an invaluable foundation for investigating the complex dynamics between employees and their workplace environments. SET postulates that the relationship between an individual and their workplace mirrors a system of social transactions characterized by diverse social exchanges. The center of the theory is that these exchanges have a significant bearing on attitudes (Kuruzovich et al., 2021) and behaviors (Meira & Hancer, 2021; Phuong et al., 2021).

To understand this relationship, it is essential to appreciate the concept of social calculus embedded within the SET framework. This concept involves a continuous evaluation process by the employees, where they juxtapose the potential benefits of their role with the associated costs. Such an appraisal process does not exist in isolation; it is impacted by the employees' experiences and CWS, PSS, JS, and WLB. These constructs play a crucial role in assessing the quality and value of their social exchanges within the workplace, thereby shaping ITS. The SET provides an insightful lens to scrutinize the influences of CWS, PSS, JS, and WLB on ITS. CWS and PSS, as components of social support in the workplace (Galardo & Trottier, 2022), could significantly influence the employees' perceived reciprocity and fairness in their social exchanges, affecting ITS (Knezović & Neimarlija, 2022). Similarly, JS and WLB, as facets of an employees' occupational experience, can profoundly impact how employees perceive the benefits and costs associated with their roles (Kumar et al., 2021), and thus, ITS. Although the theoretical underpinnings of this relationship have been well-explored in the extant literature, further empirical research is indispensable to substantiate these theoretical propositions in the specific socio-cultural context of the electronics industry in Vietnam. This research will add to the body of knowledge by examining these constructs and their relationship with ITS, thereby unlocking the factors that significantly influence ITS within the electronics industry in Vietnam.

2.2. Employees' Intention to stay and Perceived Support from Co-workers and Supervisors

ITS in an organization is defined as employees' readiness to remain within an organization, determined by their deliberated actions (Tett & Meyer, 1993). The quality of supervisor-employee relationships can decrease turnover intentions (Wu et al., 2023), increase organizational commitment (Luna-Arocas & Danvila-del-Valle, 2022), and thus, influence an ITS. PSS and CWS are fundamental constructs in this context. As conceptualized by Eisenberger et al. (2002), PSS concerns employees' perception of supervisors valuing their contributions and caring about their well-being. A supportive

supervisor fosters a trusting environment, promoting employee commitment (Rhoades & Eisenberger, 2002). Meanwhile, CWS reflects employees' beliefs about co-workers' attitudes towards them and significantly affects retention (Nassar et al., 2022).

In the high-stress environment of the electronics industry, PSS and CWS take on greater importance. Employees perceiving support tend to feel valued and committed, essential for fostering ITS (Self et al., 2022). Such support is particularly crucial given the repetitive, stressful nature of work in the electronics industry in Vietnam. Employees in supportive environments often reciprocate by staying committed to the organization (Eisenberger et al., 2002). The frequent supervisor-employee interactions in such contexts affect various job aspects, including the performance (Talukder & Galang, 2021) and salary (Golden & Eddleston, 2020). Fair treatment from supervisors can influence employees' performance and emotions (Chen et al., 2021), thereby impacting their commitment (Talukder et al., 2018). Previous research links poor supervisor support to increased turnover intentions (Ilyas et al., 2020), whereas robust supervisor support promotes ITS (Chung et al., 2021; Steiner et al., 2020). Similarly, strong co-worker and supervisory support are associated with increased ITS (Bettini et al., 2020; Theucksuban et al., 2022). Based on these findings, we propose the following hypotheses for further investigation.

H1: There is a positive relationship between CWS and ITS.

H2: There is a positive relationship between PSS and ITS.

2.2. Employees' Intention to stay, Perceived co-worker and Supervisor Support, and Work-life Balance

WLB refers to individuals' perceptions of how well work and nonwork roles fit together and are managed by their system of life values, goals, and aspirations (Casper et al., 2018). Russo et al. (2016) highlighted the role of social support in fostering WLB by facilitating the effective management of multiple roles. Similarly, Foy et al. (2019) asserted that social support in the workplace, including leadership and co-worker support, helps to alleviate psychological tension and work stress, thereby bolstering WLB. Bradley et al. (2023) indicated that co-workers are an important dimension of the workplace environment supporting work and life balance. Previous studies have found a positive relationship between PSS and WLB (Fan et al., 2021; Nabawanuka & Ekmekcioglu, 2022). Moreover, research has underscored the role of supervisor support in mitigating work-family conflict, which can enhance WLB (Talukder, 2019). Although supervisors cannot relieve employees of their non-work responsibilities, their supportive actions can help employees maintain WLB by mitigating work-related stress (Talukder, 2019). Therefore, both CWS and PSS may exert a significant influence on WLB. Thus, the following hypotheses are proposed:

H3: There is a positive relationship between CWS and WLB.

H4: There is a positive relationship between PSS and WLB.

WLB is a crucial factor affecting ITS. Previous studies (Holland & Collins, 2022) have linked dissatisfaction from poor WLB to increased occupational turnover intention,

highlighting WLB enhancement as a strategic tool to boost ITS. Employees' perception of their ability to balance work and personal life significantly influences their assessment of the employer-employee relationship. This perception, influenced by the congruence of CWS and PSS can lead to increased ITS (Lindfelt et al., 2018; Satoh et al., 2018). The predictive role of WLB in occupational turnover intention has been reinforced by studies such as Haar and Brougham (2022) and Aman-Ullah et al. (2022).

Organizations supporting employees in meeting their family and nonwork obligations tend to foster greater commitment (Oyewobi et al., 2022; Talukder, 2019). This commitment reduces the burnout (Parmar et al., 2022) and enhances ITS (Lindfelt et al., 2018; Satoh et al., 2018; Triguero-Sánchez et al., 2022). Thus, improving WLB can be a valuable strategy for the electronics industry in Vietnam to enhance ITS and reduce occupational turnover intention. Consequently, the hypothesis proposed is:

H5: There is a positive relationship between WLB and ITS.

Hypotheses H1, H3, and H5 posit that CWS can augment ITS through WLB. Similarly, hypotheses H2, H4, and H5 posit that PSS can bolster ITS through WLB. Anchoring in the theoretical proposition that social support in the workplace, whether from supervisors enhances employees' WLB, which increases ITS (Sharma & Yadav, 2021). WLB is conceptualized as a pivotal mediator in these relationships, given its role in reducing work-related stress and enhancing ITS. These conjectures underscore the instrumental role of PSS, CWS, and WLB in fostering ITS in the electronics industry in Vietnam. Furthermore, empirical exploration of these relationships is anticipated to yield valuable insights into how organizations can optimize these factors to reduce turnover and enhance ITS. Thus, the following hypotheses are proposed:

H6: WLB has a mediating effect on the positive relationship between CWS and ITS.

H7: WLB has a mediating effect on the positive relationship between PSS and ITS.

2.3. Employees' Intention to stay, Perceived Co-worker and Supervisor Support, and Job Satisfaction

JS is a critical factor within the SET framework influencing an ITS. JS refers to feelings resulting from a worker's perception of how much their job satisfies their needs (Kong et al., 2018). JS, a psychological reward perceived by employees for their efforts, has been linked to ITS; employees are less inclined to leave when their rewards are seen as fair compensation for their efforts (Hom et al., 2017; Rhoades & Eisenberger, 2002). PSS and CWS significantly shape JS in the Vietnamese electronics industry, subsequently influencing ITS. Extensive research supports the view that PSS enhances JS, reducing stress and promoting positive work outcomes (Dousin et al., 2019; Mitchell et al., 2022; Muyidi et al., 2023; Orgambidez et al., 2022; Wu et al., 2023). Similarly, high levels of CWS have been linked with increased JS and decreased burnout, fostering a supportive work environment and promoting ITS (Koseoglu et al., 2020; Orgambidez et al., 2022). Therefore, based on the established literature, it is reasonable to hypothesize that heightened PSS and

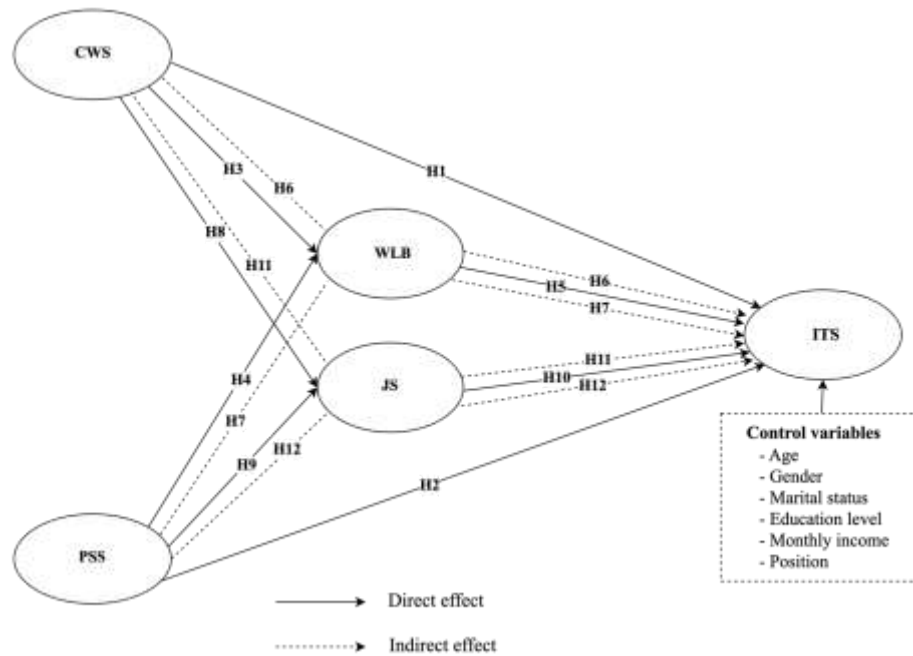


Fig. (1). Structure model.

CWS within the electronics industry in Vietnam will contribute to increased JS. The following hypotheses are proposed:

H8: There is a positive relationship between CWS and JS.

H9: There is a positive relationship between PSS and JS.

Much research highlights JS's critical role in influencing ITS. Kelly et al. (2022) have provided compelling evidence illustrating a positive correlation between JS and ITS. They suggest that employees exhibit an increased propensity to consider exit strategies when JS declines (Gidou et al., 2020; Vveinhardt & Sroka, 2021). Conversely, when JS increases, there is a corresponding rise in the likelihood of employees choosing to maintain their current professional positions (Alnuaimi et al., 2020). These studies collectively indicate a reciprocal relationship between JS and ITS. Therefore, posit that interventions aimed at improving JS could effectively reduce turnover rates and enhance ITS in the electronics industry in Vietnam. Thus, the following hypothesis is proposed.

H10: There is a positive relationship between JS and employees' ITS.

Integrating hypotheses H1, H8, and H10 suggests that CWS is pivotal in promoting JS and amplifying ITS. This premise aligns with the SET, which posits that positive interactions with co-workers, perceived as support, can increase JS and enhance ITS with the organization. Integrating hypotheses H2, H9, and H10, PSS is viewed as a critical antecedent of JS and ITS (Kim & Jogaratnam, 2010). This aligns with the tenets of the Job Demands-Resources model (Bakker & Demerouti, 2007), which views PSS as a valuable resource that can boost JS and foster ITS. Thus, the following hypotheses are proposed:

H11: JS has a mediating effect on the positive relationship between CWS and ITS.

H12: JS has a mediating effect on the positive relationship between PSS and ITS.

In line with these explanations and hypotheses, the following structure model was proposed:

3. METHODOLOGY

3.1. Survey Questionnaires Design

Our empirical study sought to elucidate the factors affecting an ITS within Vietnam's electronics industry, utilizing a two-part survey questionnaire as the principal data collection tool. The first section gathered demographic data, including age, gender, marital status, income, education level, and organizational position, providing a detailed snapshot of our respondent pool and possible intersectionality with the study's main constructs. The second section deployed a five-point Likert scale to gauge responses to statements related to PSS, CWS, JS, WLB, and ITS. This mixed-methods approach was designed to yield a robust, multifaceted dataset, thereby enhancing our understanding of the determinants of ITS in the electronics industry in Vietnam.

3.2. Measures

The focal constructs encompass PSS, CWS, JS, WLB, and ITS, each carefully adapted from antecedent research to the specific contours of this study. PSS was measured using a scale adapted from (Puah et al., 2016). This scale consisted of eight items. JS was operationalized using a scale derived from (Moqbel et al., 2013). Five items were used to measure this construct. The CWS scale, informed by (Puah et al., 2016), contained six items. WLB was gauged using a three-item scale adopted from (Haar et al., 2019). ITS was measured by a scale developed based on studies by (Bangwal & Tiwari, 2018; Mrayyan, 2007; Nasyira et al., 2014). This

scale included five items. All of the measures in this study leverage a five-point Likert scale.

Considering the linguistic context, the questionnaire was meticulously translated into Vietnamese, considering all respondents were Vietnamese. We employed the back-translation technique propounded by Brislin (1976) to preserve the consistency of meaning across languages. Initially, a multilingual expert translated the questionnaire from English to Vietnamese, which another expert translated back into English. A pre-test of the translated questionnaire was conducted to ensure its appropriateness and comprehensibility.

3.3. Data Collection

To meet the research objectives, we employed a strategic data collection process, using convenience and snowball sampling to gather data from a broad spectrum of manufacturing operators in various electronic firms across Northern Vietnam. Data was collected through a questionnaire survey conducted via Google Forms between November 2021 and February 2022. Potential respondents were reached through our personal and professional networks, with survey invitations disseminated via emails and popular Vietnamese social media platforms, such as Facebook and Zalo. This approach enabled us to access a diverse set of experiences and perspectives. We received 210 valid responses from employees across six companies upon survey completion. Northern Vietnam was specifically chosen due to its substantial cluster of global electronics corporations, including Samsung, Luxshare, and Foxconn, thereby making it representative of the industry. It is worth noting that Samsung's facilities in the Thai Nguyen and Bac Ninh provinces alone account for 60% of the company's annual production, reinforcing Vietnam's role as a major global electronics manufacturing hub (Vietnaminsider, 2022).

3.4. Data Analysis

In our study, descriptive statistics and preliminary data screening were carried out using SPSS Statistics version 25.0. Given the study's exploratory nature, we employed Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS version 3.0. This technique was chosen for its capacity for model prediction, theory development (Hair et al., 2019), and its aptitude for dealing with complex relationships involving multiple indicators, mediations, and distinguishing between direct and indirect effects. To ensure our study's reliability and validity, we thoroughly examined the measurement model. This crucial step certifies the stability and accuracy of construct measures (Kline, 2015). The structural model was subsequently assessed for discriminant validity, coefficient of determination (R^2), and predictive relevance (Q^2).

3.5. Control Variables

Previous research indicated that there are several variables potentially related to the employees' ITS, such as gender, age, marital status, position, education level, and monthly income, (Basford et al., 2012; Bellamkonda & Pattusamy, 2022; Elshahoryi et al., 2022; Škerháková et al., 2022; Wu et al., 2022). This study has examined age, gender, marital

status, monthly income, education level, and position as control variables to learn their potential impacts on the employees' ITS.

4. RESULTS

4.1. Measurement Model

4.1.1. Descriptive Statistical Analysis

Our study utilized a sample of 210 participants, predominantly female, reflecting the gender distribution within Vietnam's electronics industry. Table 1 shows a significant skew towards female representation, with 145 respondents (69.05%), while males comprised 65 respondents (30.95%). This gender bias underscores the prevalence of female employment in this sector (Vietnamet, 2022). The further demographic breakdown revealed a significant concentration of younger employees, with 187 participants (89.05%) within the 17-27 age range, suggesting a young workforce within the industry. Regarding job positions, the majority were workers (70%), followed by executive staff (19.05%) and leaders or sub-leaders (4.76%). Other roles accounted for 6.19% of the sample. More demographic details are presented in Table 1.

Table 1. Demographic (N=210).

Variables	Categories	n = 210	%
Gender	Male	65	30.95
	Female	145	69.05
Age	18-27	187	89.05
	28-37	21	10
	38-46	02	0.95
Education level	High school and below	145	69.05
	University/College	62	29.52
	Master and above	03	1.43
Marital status	Single	169	80.48
	Married	40	19.05
	Divorced/separate	01	0.47
Monthly income	Less than \$250	83	39.52
	\$251-\$400	85	40.48
	\$401-\$600	36	17.14
	More than \$601	06	2.86
Position	Worker	147	70
	Sub-leader	2	0.95
	Leader	8	3.81
	Executive Staff	40	19.05
	Other	13	6.19

Source(s): Author's work.

Table 2. Result of Validity and Convergent Validity.

Construct	Items	Outer loading	VIF	Cronbach's Alpha	CR	AVE
Perceived Co-worker support	CWS1	0.854	2.694	0.903	0.925	0.673
	CWS2	0.827	2.414			
	CWS3	0.809	2.244			
	CWS4	0.803	2.250			
	CWS5	0.815	2.157			
	CWS6	0.815	2.336			
Employees intention to stay	ITS1	0.789	1.839	0.898	0.925	0.711
	ITS2	0.824	2.094			
	ITS3	0.879	2.844			
	ITS4	0.854	2.718			
	ITS5	0.867	2.803			
Job satisfaction	JS1	0.840	2.591	0.900	0.926	0.715
	JS2	0.858	2.996			
	JS3	0.874	2.749			
	JS4	0.853	2.512			
	JS5	0.802	2.047			
Perceived supervisor support	PSS1	0.736	2.294	0.903	0.922	0.597
	PSS2	0.799	2.503			
	PSS3	0.774	2.116			
	PSS4	0.798	2.210			
	PSS5	0.720	1.916			
	PSS6	0.772	2.573			
	PSS7	0.807	3.008			
	PSS8	0.769	2.269			
Work-life balance	WLB1	0.906	2.416	0.857	0.913	0.778
	WLB2	0.880	2.214			
	WLB3	0.859	1.950			

Source(s): Author's work.

4.1.2. Assessment of the Measurement Model

This study proposes a measurement model encompassing five constructs: PSS, CWS, JS, WLB, and ITS in the electronics industry in Vietnam. The model's reliability and validity were assessed using several statistical methods. Firstly, outer loading analysis was employed on the model's items, resulting in values ranging from 0.720 to 0.906, all surpassing the acceptable threshold of 0.7 (F. Hair Jr et al., 2014), thereby verifying the adequacy of all items. The reliability of the questionnaire was evaluated next, using Cronbach's alpha method, which yielded values greater than 0.857. According

to (DeVellis, 2016), values equal to or above 0.7 are acceptable, thus denoting excellent questionnaire reliability in our study. Thirdly, the Variance Inflation Factor (VIF) value was less than or equal to 3.3 (Kock, 2015), indicating no multicollinearity issues, further validating our data's integrity. Lastly, the Composite Reliability (CR) and Average Variance Extracted (AVE) scores were used to assess the questionnaire's validity. All CR values exceeded 0.9, and all AVE values surpassed 0.5 (Bagozzi & Yi, 1988; F. Hair Jr et al., 2014), indicating strong internal consistency and acceptable validity of the model constructs.

Table 3. Fornell-Lacker Criterion.

	CWS	ITS	JS	PSS	WLB
CWS	0.821				
ITS	0.442	0.843			
JS	0.565	0.703	0.846		
PSS	0.692	0.588	0.624	0.772	
WLB	0.540	0.711	0.692	0.581	0.882

Source(s): Author's work.

Table 4. Heterotrait-Monotrait Ratio (HTMT).

	CWS	ITS	JS	PSS	WLB
CWS					
ITS	0.488				
JS	0.624	0.781			
PSS	0.767	0.649	0.686		
WLB	0.610	0.809	0.786	0.655	

Source(s): Author's work.

4.1.3. Discriminant Validity

The discriminant validity of our study, indicating the degree to which the observed variables are distinct, was checked using the Fornell-Larcker criterion (Fornell & Larcker, 1981), as shown in Table 3. The comparison of latent variables' correlation with the square root of the AVE reveals that the latter is greater, confirming discriminant validity. This is consistent with the criteria outlined by (Hair Jr et al., 2017). Further, the Heterotrait-Monotrait ratio (HTMT) was employed as an additional test of discriminant validity. As per (Henseler et al., 2015), a well-structured model should have HTMT values less than 0.9 for all pairs of constructs. Our data presented in Table 4 fulfill this criterion, with all HTMT values being less than 0.9, further substantiating the discriminant validity of our study. Thus, our study demonstrates robust reliability and validity.

4.2. Structural Model

4.2.1. Assessment of the Structural Model

The structural model was evaluated to analyze the connections among the constructs. Initially, no collinearity problems were detected, as evidenced by all VIF values in the model not exceeding 3.3 (Kock, 2015). Next, all constructs' R² values met the minimum benchmark of 0.10 (Hair et al., 2011), indicating satisfactory explanatory power. Lastly, as shown in Table 5, all Q² values exceeded zero, implying that the endogenous constructs achieved their intended predictive relevance (Sarstedt et al., 2021).

Table 5. Result of R² and Q² Without Control Variable.

	R ²	Adjusted R ²	Q ²
ITS	0.612	0.605	0.418

JS	0.424	0.418	0.298
WLB	0.374	0.368	0.284

Source(s): Author's work.

4.2.2. Model Testing with All Control Variables

The essence of this discussion is rooted in the results of the PLS-SEM analysis conducted on the final structural model, which incorporates all control variables. Using bootstrapping with 5000 subsamples, we ensured a robust statistical approach for examining direct effects, enhancing the validity of model parameter estimates (Hair Jr et al., 2021). The result indicated that only the employee's position ($\beta = -0.220, p < 0.05$) bore a statistically significant influence on ITS.

4.2.3. Model Testing with Control Variables Significant

With control variables insignificant statistically, we eliminated them from the model and kept only one statistically significant control variable, which is the position variable. Direct effects were consequently tested through the bootstrapping of 5000 subsamples. The result is shown in Table 6.

Table 6 presents the results of these analyses. Notably, CWS was found to have an insignificant impact on ITS, with a p-value of 0.392, exceeding the significance level of 0.05 (Kline, 2011). This indicates that Hypothesis H1, which proposed a significant relationship between CWS and ITS, was not supported. However, the data revealed a significant positive correlation between PSS and ITS ($\beta = 0.216, p < 0.05$), supporting Hypotheses H2. Furthermore, both CWS and PSS were significantly positively associated with WLB ($\beta = 0.264, p < 0.01; \beta = 0.398, p < 0.001$, respectively) and JS ($\beta = 0.256, p < 0.05; \beta = 0.447, p < 0.001$, respectively), confirming Hypotheses H3, H4, H8, and H9. Additionally, WLB

Table 6. Path Analysis and Hypothesis Testing with the Position as a Control Variable.

Hypothesis	Relationship	Path-Coefficient	t-statistics	p-values	Conclusion
Direct effect					
H1	CWS -> ITS	-0.075	0.857	0.392	Not supported
H2	PSS -> ITS	0.216	2.291	0.022	Supported
H3	CWS -> WLB	0.264	2.676	0.007	Supported
H4	PSS -> WLB	0.398	4.711	0	Supported
H5	WLB -> ITS	0.382	4.251	0	Supported
H8	CWS -> JS	0.256	2.167	0.03	Supported
H9	PSS -> JS	0.447	4.135	0	Supported
H10	JS -> ITS	0.313	3.092	0.002	Supported
Indirect effect					
H6	CWS -> WLB -> ITS	0.101	2.208	0.027	Supported
H7	PSS -> WLB -> ITS	0.152	3.033	0.002	Supported
H11	CWS -> JS -> ITS	0.08	2.005	0.045	Supported
H12	PSS -> JS -> ITS	0.14	2.146	0.032	Supported

Source(s): Author's work.

and JS were positively related to ITS ($\beta = 0.382$, $p < 0.001$; $\beta = 0.313$, $p < 0.01$, respectively), supporting Hypotheses H5 and H10.

Regarding mediating effects, WLB and JS partially mediated the relationship between PSS and ITS ($\beta = 0.152$, $p < 0.01$; $\beta = 0.140$, $p < 0.05$, respectively), validating Hypotheses H7 and H12. These findings underline the importance of WLB and JS in moderating the influence of PSS on ITS. Moreover, WLB and JS fully mediated the relationship between CWS and ITS ($\beta = 0.101$, $p < 0.05$; $\beta = 0.080$, $p < 0.05$, respectively). Thus, Hypotheses H6 and H11 were supported.

5. DISCUSSION

5.1. Main Findings

Our study provides crucial insights into the predictors of ITS, accounting for 63.9% of ITS variability. Notably, WLB emerged as the most significant predictor, emphasizing the need for management to enhance WLB and subsequently impact ITS. Our results align with prior research such as Chung et al. (2021) and Nabawanuka and Ekmekcioglu (2022), validating the positive impact of PSS on ITS and WLB. The correlation between CWS and WLB found in our study mirrors the findings, and the significant positive influence of WLB on ITS is consistent with (Talukder, 2019); (Sato et al., 2018; Triguero-Sánchez et al., 2022). The positive effect of CWS on JS, identified by Koseoglu et al. (2020), was also observed in our study, as was the positive influence of PSS on JS (Dhir et al., 2020), and JS's significant positive impact on ITS (Kelly et al., 2022; Vermeir et al., 2018). Contrarily, our study differs from (Bettini et al., 2020; Self et al., 2022; Theucksuban et al., 2022), suggesting an insignificant relationship between CWS and ITS within

the electronics industry in Vietnam. This discrepancy suggests cultural, industry-specific, or contextual differences, underscoring the need for further investigation.

Our findings indicate that JS and WLB mediate the impact of CWS and PSS on ITS, highlighting the significance of these variables as work resources. JS and WLB partially mediate the relationship between PSS and ITS, while fully mediating the CWS-ITS relationship, offering a fresh framework for understanding these dynamics within the Vietnamese electronics industry. Finally, our study proposes that employees in higher positions might have decreased ITS due to opportunities elsewhere, contrasting with research like (Basford et al., 2012) and (Škerháková et al., 2022). This finding underscores ITS predictors' complex, context-dependent nature, encouraging further examination in diverse organizational and cultural contexts.

5.2. Implications

Our research bears noteworthy theoretical and practical implications. It underscores the significant influence of supervisor support on ITS within an organization. A strong correlation emerged between enhanced supervisor support and increased JS, WLB, and ITS. As such, organizations should invest in equipping supervisors with the requisite resources and skills to effectively foster employees' JS and WLB.

Surprisingly, we found that CWS does not directly influence ITS in the electronics industry in Vietnam, a departure from previous research. However, JS and WLB emerged as full mediators, suggesting that CWS indirectly affects ITS by enhancing JS and WLB. These findings urge Human Resource strategies to foster a favorable work environment that promotes JS and WLB, thereby augmenting ITS. Such a

work environment could be nurtured by attending to employees' various needs, encompassing financial stability, occupational safety, social interaction, and continuous learning.

The study also introduces novel insights regarding the role of job positions in ITS within the electronics industry. Contrary to expectation, job position negatively correlated with ITS, implying that employees in higher-level positions are less likely to stay within their organization. Given the importance of retaining high-value talent for organizational productivity and success, this calls for targeted retention strategies in the electronics industry in Vietnam. Collectively, these findings present valuable guidance for organizations such as Samsung, Foxconn, and Luxshare within Vietnam's electronics industry. They can optimize employee retention by prioritizing supervisor support and a conducive work environment, contributing to their long-term sustainability and success.

5.3. Limitation and Future Research

Our study deepens our understanding of cyberloafing, PSS, JS, WLB, and ITS, yet acknowledges several limitations inviting future exploration. Firstly, the concurrent collection of research variables constrains causal conclusions. Therefore, future longitudinal studies might elucidate causal links among these constructs. Secondly, selecting 210 employees from the electronics industry via convenience sampling may have amplified the relationships among variables. The model only accounts for 63.9% of the variance in employee retention, hinting at the existence of other impactful factors. Consequently, future research should incorporate a broader spectrum of variables to fully comprehend factors affecting employee retention. Thirdly, the study's narrow focus—electronics industry employees in Northern Vietnam - restricts the generalizability of the findings. Thus, further studies should aim to collect data from diverse sectors and regions to yield a more comprehensive understanding of employee retention. Fourthly, while our quantitative methodology was useful, future research may benefit from employing mixed methods to enhance the study of these constructs. Lastly, our findings suggest underexplored factors like 'position' might be crucial to ITS. This unveils new research opportunities, highlighting the necessity of a more thorough exploration of varied factors.

6. CONCLUSIONS

Our study, focused on understanding factors impacting ITS in the electronics industry in Vietnam, has illuminated the complex relationships among CWS, PSS, WLB, JS, and ITS. Despite CWS revealing an insignificant positive influence, PSS, WLB, and JS emerged as pivotal drivers of ITS, emphasizing their role in employee retention. Our research also spotlighted the mediating roles of JS and WLB, hinting at indirect effects on ITS via these factors. These observations have important implications for management, suggesting that the enhancement of JS and WLB can indirectly strengthen ITS. As such, we advocate for fostering a supportive work environment with strong co-worker and supervisor support, thereby improving JS, WLB, and consequently ITS.

Our research delivers critical insights into ITS in Vietnam's electronics sector by elucidating the interrelationships among

CWS, PSS, WLB, JS, and ITS. This presents a solid framework for firms aiming to enhance ITS. While the need for further investigation in diverse contexts remains, our study provides a substantial foundation for future research on ITS in this industry.

LIST OF ABBREVIATIONS

No	Content	Abbreviation
1	Perceived co-worker support	CWS
2	Perceived supervisor support	PSS
3	Employees' intention to stay	ITS
4	Job satisfaction	PWB
5	Work-life balance	WLB
6	Partial Least Squares Structural Equation Modeling	PLS-SEM
7	Structural Equation Modeling	SEM
8	Social Exchange Theory	SET
9	Variance Inflation Factor	VIF
10	Composite Reliability	CR
11	Average Variance Extracted	AVE
12	Heterotrait-Monotrait	HTMT
13	Standardized Root Mean Square Residual	SRMR
14	Predictive relevance	Q ²
15	Coefficient of determination	R ²

CONFLICT OF INTEREST STATEMENT

The authors declare that they have no conflict of interest.

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Received: June 15, 2023

Revised: June 18, 2023

Accepted: June 20, 2023

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