

建構工作意願模型分析中國躺平世代的年輕人管理策略

黃鈺淳^{1*}

¹ 樹德科技大學企業管理系 助理教授

摘 要

在當今時代，由於年輕人競爭激烈，付出與收入之間存在不成比例的關係，許多年輕人寧願過清貧的生活也不願意努力工作。

針對此問題，本研究建構了「年輕人工作意願影響因素模型」，該模型將分析哪些因素會影響年輕人的工作意願，本研究採用相關分析和迴歸分析來檢驗假設；實驗結果如下，對台灣年輕人來說，工作滿意度、組織承諾、組織公平性和從眾行為對台灣年輕人的工作意願產生影響；在大陸年輕人方面，工作滿意度、交易型領導和組織公平對中國大陸年輕人的工作意願有影響，最後，本研究針對台灣和大陸的企業提出各種管理策略。

關鍵詞：躺平運動；工作意願；人力資源管理

DIO：10.6425/JNHUST.202409_38(2).0001

*聯繫作者：樹德科技大學，高雄市燕巢區橫山路 59 號。

Tel: (07)6158000#3125

E-mail: yutsun314@stu.edu.tw；yuchunhuang314@gmail.com



Construct Work Willingness Model to Analyze Management Strategies of Young People in Lie-flat Movement

Yu-Chun Huang^{1*}

¹Department of Business Administration, Shu-Te University Assistant Professor

Abstract

In today's era, many young people would rather lead a poor life than work hard due to fierce competition among young people and it exist disproportionate relationship between what they pay and what they earn. To deal with this problem, this research constructs "young people's work willingness affects factors model". This model will analyze what factors can affect young people's willingness to work. This study uses correlation analysis and regression analysis to test hypothesis. The experimental results show as follows. For Taiwanese young people, job satisfaction, organizational commitment, organizational fairness and conformity behavior have the influence on the work intention of young people in Taiwan. In terms of research, job satisfaction, transactional leadership and organizational fairness have an impact on the work intention of young people in mainland China. And then, various management strategies will be constructed for enterprises in Taiwan and mainland China.

Keywords: Lie-flat Movement Period; Work Willingness; Human Resource Management.

DIO : 10.6425/JNHUST.202409_38(2).0001

*Corresponding Author : Shu-Te University, No. 59, Hengshan Road, Yanchao District, Kaohsiung City.

Tel: (07)6158000#3125

E-mail: yutsun314@stu.edu.tw ; yuchunhuang314@gmail.com



A. Introduction

In today's world, young people in the post-90s generation have a lot of pressure in their lives and are caught in a cycle of "involution". Many young people are engaged in homogeneous jobs. They work hard but their income has risen to varying degrees. Many young people choose to "lay flat" and choose to live a life with low desires. They are unwilling to compete. Many high-paying jobs follow the "996 working system" (People go to work at 9 am and end at 9 pm. 6 days a week). The definition of "lay flat" is an attitude and way of life characterized by rejecting intense competition, giving up on the pursuit of material success and societal expectations, and choosing a low-pressure, simple lifestyle instead. The reasons behind the "lay flat" phenomenon among young people are multifaceted, encompassing social, economic, and psychological factors. Here are some of the main reasons:

1. High Cost of Living

The high housing prices and living costs in major cities make it difficult for young people to afford basic living needs. Traditional markers of success, such as buying a house, getting married, and having children, have become increasingly unattainable, leading many young people to feel hopeless and choose "lying flat" to reduce stress.

2. Challenges in the Job Market

Slowing economic growth and industry instability have made the job market more challenging. Even with advanced degrees, young people often struggle to find satisfying jobs, facing high work pressure, long hours, and low pay, leaving them feeling uncertain about their future.

3. Mismatch Between Income and Living Costs

Many young people find that, despite working hard, their income growth cannot keep up with the rising costs of living. This significant gap between income and expenses leads to frustration and helplessness.

4. Pessimism About the Future

In a rapidly changing social and economic environment, many young people feel uncertain and pessimistic about the future. They believe that even if they put in a lot of effort, achieving their ideals and goals remains difficult, so they opt to "lie flat" to avoid disappointment and frustration.

This phenomenon is currently causing a major economic crisis in mainland China because the problem of declining birthrate has caused a serious shortage of workers in the mainland China's manufacturing industry. The low-level thinking of young people in mainland China has exacerbated the problem of job shortage. The mentality makes the mainland China's domestic demand sluggish and it is not conducive to its implementation of dual economic cycles (dual cycles refer to economic entities created by domestic internal circulation and international external circulation). Taiwan is also facing the problem of young people who are unwilling to work overtime and engage in high-risk and hard work. Improving young people's willingness to work is an issue that Taiwan and the mainland China need to face together. Therefore, the purpose of this study has the following three points:

1. Construct a model to understand what factors can effectively enhance young people's work intentions

This study will establish a "factor model of work intentions" to analyze what factors can effectively affect young people's work intentions.



2. Provide incentive strategies for enterprises

Based on the experimental results, this study will provide enterprises with reasonable reward strategies to assist enterprises in motivating talents to work hard.

3. Comparison of effective motivation factors for young people in Taiwan and mainland China

This study will analyze and compare the differences in the influence of young people in Taiwan and mainland China on various factors affecting work intentions. This work will explore how to effectively manage young employees in Taiwan and mainland China.

B. Literature Review

1. Research dimension

This study believes that salary satisfaction, transactional leadership, organizational commitment, organizational fairness and conformity behavior all affect young employees' work intentions. The relevant dimensions are described as follows:

(1) Satisfaction of salary

In the incentive-hygiene factor theory, salary and welfare are the hygiene factors for an enterprise to retain its own employees and salary satisfaction is the internal employees of the enterprise. After receiving information about the salary level of the environment, members consider their personal labor content and gains and their perception of whether the company's remuneration is reasonable¹. In Mongolia, some scholars justified that salary level, salary system equity, welfare and bonus, job stability, future position and development opportunity will significantly influence salary satisfaction¹. Pratama and Dimas justified that salary satisfaction will affect turnover intention of worker².

(2) Transactional leadership

There are two types of salary satisfaction. One is “transformational leadership”. The other is “transactional leadership”. Transactional leadership means that the leader has some resource. The resource is needed for leader' subordinate. The leaders can stimulate subordinate to work hard based on fairness and reciprocity. The power gained through the giving of items and the items needed by leaders include material, money, spiritual and emotional exchanges³. In Pakistan, transactional leadership style has strongly positive correlation with the performance of the employees. So, many of Pakistan industries focus on transactional leadership style through trainings and different manuals⁴. Sung et al. (2019) showed that high service quality of employee can be stimulated and generated by transactional leadership⁵.

(3) Organizational commitment

Organizational commitment is the phenomenon that members of the organization choose to stay in the organization voluntarily due to various factors⁶.

a. Continuance Commitment

The cost of leaving the organization are too high.

b. Affective commitment

Emotional identification, devotion and dependence produced by getting along with colleagues for a long time,

c. Normative commitment



Workers identify with organizational goals and visions. So, they choose to stay in the organization⁷. Ko and Ko justified that organizational commitment has significant correlation with performance of organization and employees' performance in Taiwan service industry⁸.

(4) Organizational fairness

Organizational fairness refers to the fair feeling of organizational members on various evaluations of organizational units. Organizational members believe that it is reasonable for the sacrifice and the consideration obtained. They also believe that the openness and rationality of the evaluation process generated by organizational members⁹⁻¹⁰.

(5) Conformity behavior

Conformity behavior means that members of an organization will actively refer to the behavior of specific groups before making various decisions. These groups include idol groups, colleagues, family members or the overall atmosphere of society. Whether an individual is willing to work seriously depends on the influence of each group significantly¹¹⁻¹².

(6) Willingness to work

Willingness is the psychological state that members of the organization do not force themselves to do a certain behavior to promote its realization. Willingness to work means that members of the organization spontaneously put all their energy and emotions into the working environment, so as to contribute their talents and share responsibilities for the organization¹³.

2. Theoretical basis

Until now, some work motivation theories have been proposed as follows:

(1) Herzberg's Two-Factor Theory:

Herzberg divides motivating factors into two categories:¹⁴

- i. Hygiene Factors: Salary, work environment, and company policies are hygiene Factors. If enterprise does not meet these factors, it can cause dissatisfaction of employee. But enterprise meet those factors, it does not necessarily increase job satisfaction.
- ii. Motivators: A sense of achievement, recognition, the intrinsic challenge of the job and growth opportunities are motivators. These factors can enhance employees' job satisfaction and motivation.

Based on Herzberg's two-factor theory, non-material rewards are very important for enterprise if enterprise wants to increase employees' job satisfaction and work intention.

(2) Expectancy Theory:

This theory suggests that employees' motivation depends on their expectations that their efforts will lead to the achievement of goals (Expectancy), the rewards for achieving these goals (Instrumentality) and the value of these rewards (Valence). The formula of motivation can refer to equation 1¹⁵.

$$\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence} \quad (1)$$

Based on expectancy theory, employees trust that their effort can transform as work performance and valence. Under above basis, manager's transactional leadership and organizational commitment of enterprise can be trusted and operated to employee.



C. Research Model and Questionnaire Distribution

1. Research model

The “Model of Influencing Factors for Young People's Willingness to Work” is constructs in this paper. It is mainly formed by the following five assumptions (see Figure 1):

When young people are satisfied with their salaries, they are likely to feel more motivated to excel in their roles. Higher motivation can lead to increased productivity and job satisfaction. Satisfactory salaries can provide young workers with a sense of financial security, reducing their stress and anxiety related to money matters. It can positively impact on their willingness to stay with the company and employee will continue working. Young employees who are content with their salaries may be less likely to seek alternative employment opportunities. This higher job retention can benefit both the individual and the enterprise by reducing turnover and the associated recruitment costs. Satisfaction with salaries can foster a sense of loyalty and engagement among young workers. They are more likely to identify with the company's goals and values, contributing to a positive workplace culture. Young employees who perceive their salaries as fair and competitive may be more willing to invest in their professional development within the enterprise¹⁶. This can lead to career advancement and long-term commitment to the organization. So.

Hypothesis 1. Young people's salary satisfaction with enterprises has a positive impact on young people's willingness to work.

Transactional leaders are known for clearly defining roles, responsibilities, and performance expectations. This clarity can be particularly beneficial for young employees who may still be learning the ropes of their profession. When expectations are well-defined, young workers are more likely to understand what is required of them, leading to increased job satisfaction and willingness to work. Transactional leaders often reward employees for achieving specific goals or meeting predefined targets. For young people, this can be motivating and reinforce their commitment to work. Knowing that their efforts will be recognized and rewarded can boost their willingness to work harder and achieve better results. Transactional leaders establish structured work environments with clear rules and accountability measures. This structure can provide a sense of security and stability for young workers, making them more comfortable in their roles and encouraging them to stay with the company. Transactional leaders may provide training and guidance to help employees improve their skills and meet performance expectations. This investment in skill development can benefit young workers by enhancing their capabilities and career prospects. It can increase their willingness to work and contribute to the company's success. Transactional leaders typically offer regular feedback on employees' performance. For young people, this feedback can be invaluable in their professional development, helping them understand their strengths and areas for improvement. This feedback loop can motivate them to excel in their roles. So.

Hypothesis 2. Business owners' transactional leadership positively affects young people's willingness to work.

When young employees perceive that their organization is committed to their success and career development, it fosters trust and loyalty. They are more likely to stay with the company for a longer period, which can lead to greater organizational stability. A perception of organizational commitment often translates into higher job satisfaction among young workers. It can boost their overall enthusiasm for their work and increase their willingness to put in extra effort. Organizations that prioritize their



employees' well-being are more likely to have engaged and motivated young employees. These individuals are not only willing to work but also actively seek ways to contribute to the organization's success. A strong commitment to employees can reduce turnover among young workers. This is beneficial for both the organization, which saves on recruitment and training costs, and the employees, who can build long-term careers within the company. Organizations that are committed to their employees' growth often provide opportunities for skill development, mentorship, and advancement. Young individuals are more likely to be willing to work diligently when they see a clear path for their professional development within the organization. A perception of organizational commitment contributes to a positive workplace culture, which can be appealing to young talent. A supportive and inclusive environment encourages young workers to give their best effort. So.

Hypothesis 3. Young people's perception of organizational commitment to enterprises has a positive impact on young people's willingness to work.

Perceived organizational fairness is closely linked to job satisfaction. When young employees believe that their organization treats them fairly, it contributes to a positive work environment and overall job satisfaction. This, in turn, increases their willingness to work enthusiastically. Fair treatment fosters trust between young workers and their employers. Employees who trust that their organization values fairness are more likely to feel loyal and committed to their workplace, leading to greater willingness to work hard and contribute to the organization's success. A perception of fairness can result in lower turnover rates among young employees. When individuals believe they are treated fairly, they are less likely to seek alternative employment opportunities, which benefits both the organization and the employees. Organizational fairness can promote a collaborative and cohesive work environment. Young employees who perceive fairness are more likely to work effectively with their colleagues, which can enhance productivity and job satisfaction. Fairness contributes to the development of a positive workplace culture. Young employees are more likely to thrive in an environment where their contributions are acknowledged and their concerns are addressed, increasing their willingness to work with dedication. Organizations known for their fairness and equitable practices may be more attractive to young talent. A positive reputation for fairness can help enterprises attract and retain high-potential young individuals. So.

Hypothesis 4. Young people's perception of organizational fairness in enterprises has a positive impact on young people's willingness to work.

In some workplace settings, conformity behavior can be beneficial. Young people who exhibit a degree of conformity may work well within teams, following established processes and norms. This can enhance their willingness to work collaboratively and contribute to group goals. Some organizations value conformity to a certain extent, as it can promote a consistent organizational culture and adherence to company policies. Young employees who align with these norms may feel more comfortable and willing to work within such environments. So.

Hypothesis 5. The degree of young people's conformity behavior has a positive impact on young people's willingness to work.



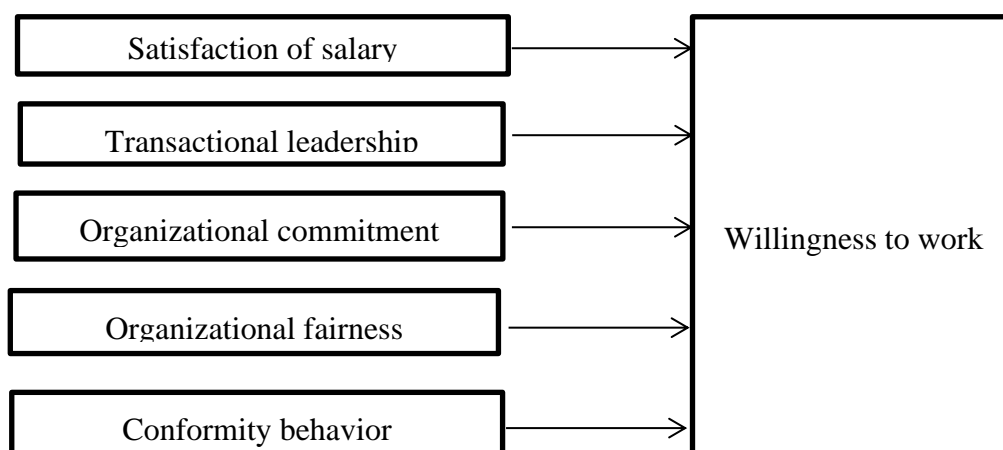


Figure 1. Model of influencing factors for young people's willingness to work

2. Research scale

In many literatures in the past, there have been many papers discussing variables such as salary satisfaction, transactional leadership, organizational commitment, organizational fairness and conformity behavior. Therefore, this paper collects the contents of questionnaires from various literatures and uses them to construct a scale as (See Table 1). This study invited three academic experts to revise the questionnaire, so the questionnaire satisfies the requirement of content validity. This study conducted the reliability analysis in the pre-test. As a result, Cronbach's α of each variable was greater than 0.7 (Cronbach's α of salary satisfaction is 0.767, Cronbach's α of transactional leadership is 0.744, Cronbach's α of organizational commitment is 0.803, Cronbach's α of organizational justice is 0.814 Cronbach's α of herd behavior is 0.796, Cronbach's α of work willingness is 0.772). Therefore, the questionnaire items designed in this study are reliable.

Table 1. Sources of relevant research questionnaires

Research Facet	Questionnaire item data source
Satisfaction of salary	[1, 17]
Transactional leadership	[3-4]
Organizational commitment	[7, 18]
Organizational fairness	[9-10, 19]
Conformity	[12]
Willingness to work	[20-21]

The demographic variables measured in this study include workplace, gender, occupation, marital status, monthly income (See Table 2)

Table 2. Demographic variables

Attribute	Value
Work place	(1) Taiwan, (2) Mainland China
Gender	(1) Male, (2) Female
Profession	(1) Agriculture, (2) Manufacturing, (3) Technology, (4) Service, (5) Others

Marital status	(1) Unmarried, (2) Married, (3) Divorced
Monthly income	(1) NT\$1-10000, (2) NT\$10000-20000 (3) NT\$20,000-30,000, (4) NT\$30,000-40,000, (5) NT\$40,001-50,000, (6) NT\$50,001 or more (When distributing questionnaires in the mainland China, the exchange rate conversion is carried out at the rate of 4.3 to 1 between Taiwan dollar and RMB).

3. Questionnaire Distribution

Young citizens whose age are lower than 30 years old in Taiwan and mainland China are the main investigation target. This paper uses "random sampling" to distribute questionnaires. Likert 5-point scale is used for questionnaire survey (the average value of 5-point scale is 3). The questionnaires were distributed in Taipei, Kaohsiung, Guangzhou, Shanghai, Shenyang and other places. The questionnaire survey time was between July 1, 2020 and June 30, 2021. 1048 samples were collected. 942 valid samples had been acquired. The effective sample recovery rate was 89.88%.

D. Research Results

1. Analysis results of demographic variables

This study uses SPSS to analyze the demographics of young people's samples. The results of the demographic variables experiment show that the samples from Taiwan and the mainland account for about half. The samples are more female than male and the occupations are mostly in the manufacturing and service industries. Most of the young people monthly income between NT\$20,000 and NT\$30,000 (see Table 3):

Table 3. Statistical results of questionnaire survey objects

Demographics Variable	questionnaire items	Volume of questionnaire items	Ratio	Cumulative performance ratio
Work place	Taiwan	478	50.74%	50.74%
	Mainland China	464	49.26%	100.00%
Gender	Male	368	39.07%	39.07%
	Female	574	60.93%	100.00%
Profession	Agriculture	84	8.92%	8.92%
	Manufacturing	321	34.08%	42.99%
	Technology	142	15.07%	58.07%
	Service	326	34.61%	92.68%
	Others	69	7.32%	100.00%
Marital status	Unmarried	421	44.69%	44.69%
	Married	504	53.50%	98.20%
	Divorced	17	1.80%	100.00%
Monthly income	1-10000 NT dollar	64	6.79%	6.79%
	10001-20000 NT dollar	298	31.63%	38.43%
	20001-30000 NT dollar	321	34.08%	72.51%
	30001-40000 NT dollar	148	15.71%	88.22%
	40001-50000 NT dollar	84	8.92%	97.13%
	50001 NT dollar	27	2.87%	100.00%



2. The average value of each research facet

This study analyzes the average value of each research facet to know the attitudes of young people in Taiwan and mainland China (see Table 4). The average value of salary satisfaction is 2.498. It is lower than 3. Therefore, young citizens are usually not satisfied with the salary. The average value of work willingness is 2.646. It shows that young people's willingness to work is low in this era. The average value of transactional leadership and organizational commitment are 3.142 and 3.049 respectively. They are slightly higher than 3. The average value of organizational fairness and conformity behavior are 3.479 and 3.583. It shows that young citizens both have a high degree of organizational fairness perception and high conformity behavior performance.

Table 4. Performance of each research facet (average value)

Research Facet	Performance
Satisfaction of salary	2.498
Transactional leadership	3.142
Organizational Commitment	3.049
Organizational Fairness	3.479
Conformity	3.583
Willingness to work	2.646

3. Results of Reliability and Validity Analysis

The questionnaire items in this study are all collected from the literatures and have been revised by relevant scholars and experts. In addition, the simplified Chinese version of the questionnaire in this study has been revised by experts to make it easier for citizens in mainland China to read.

This study uses SPSS to execute reliability analysis. It shows that the Cronbach's alpha of all research dimension is greater than 0.7. So, the questionnaire items in each research dimension have a certain consistency.

4. Correlation Analysis Results

The results of correlation analysis using SPSS in this study are shown in Table 5.

Table 5. Correlation of each research facet

	Satisfaction of salary	Transactional leadership	Organizational Commitment	Organizational Fairness	Conformity	Willingness to work
Satisfaction of salary	-	-			-	-
Transactional leadership	0.537	-	-	-	-	-
Organizational Commitment	0.701	0.473	-	-	-	-
Organizational Fairness	0.288	0.622	-0.427	-	-	-
Conformity	0.104	0.108	0.169	-0.041	-	-
Willingness to work	0.805	0.566	0.412	0.169	0.018	-

The correlation coefficient of highly negative correlation is lower than -0.700; the correlation coefficient of moderate negative correlation is between -0.699 and -0.300.



The correlation coefficient of low negative correlation is between -0.299 and 0.000; the correlation coefficient of low positive correlation is between 0.001 and 0.300.

The correlation coefficient of moderate positive correlation is between 0.301 and 0.700; the correlation coefficient of high positive correlation is above 0.700.

E. Results of Regression Analysis

This study used SPSS to conduct regression analysis to verify the validation of our model. First, the samples are classified as two kinds of sample for analysis. One is “Taiwan samples” and the other is “mainland China samples”. “Taiwan samples” are collected the opinions from citizens in Taiwan. “Mainland China samples” are collected the opinions from citizens in mainland China. Gender, occupation, marital status and personal monthly income and other population statistical variables are set up as control variables. Next, salary satisfaction, transactional leadership, organizational commitment, organizational fairness, and conformity behavior are used as independent variables. Work willingness is used as dependent variables in the regression model. The regression formula is as follows.

$$\begin{aligned} \text{Willingness to work} = & \\ & e + s_1 * \text{salary satisfaction} \\ & + s_2 * \text{transactional leadership} \\ & + s_3 * \text{organizational commitment} \\ & + s_4 * \text{organizational fairness} \\ & + s_5 * \text{conformity behavior} \end{aligned} \tag{1}$$

Among them, e is the residual value. s₁, s₂, s₃, s₄, and s₅ are the regression coefficients. The regression analysis results are as follows. Among them, salary satisfaction, organizational commitment, organizational fairness and Conformity behavior have significant influence ability for citizens in Taiwan. Salary satisfaction, transactional leadership and organizational fairness have significant influence ability for citizens in mainland China.

From the analysis results, transactional leadership has a low influence ability on the work willingness of young people in Taiwan. It means that young people in Taiwan pay less attention to the exchange of benefits; Mainland China young people are less likely to stay in the "comfort zone" (willing to change jobs) and have more ideas. They are less likely to be affected by reference groups who will provide opinions about willingness to work.

Table 6. Regression analysis results

	Sample in Taiwan		Sample in Mainland China	
	s	p	s	p
Constant		0.0000		0.0000
Satisfaction of salary	0.213	0.008**	0.256	0.029*
Transactional leadership	-0.047	0.144	0.243	0.032*
Organizational commitment	0.169	0.045*	0.023	0.178
Organizational fairness	0.257	0.009**	0.274	0.008*
Conformity behavior	0.202	0.032*	0.075	0.213
R2	0.307		0.298	
Adjusted R2	0.285		0.276	

*p<0.05、**P<0.01、***p<0.001



Table 7. Hypothetical experiment results

No	Hypothetical Content	Taiwan	Mainland China
1	Young people's salary satisfaction with enterprises has a positive impact on young people's willingness to work.	Significant	Significant
2	Business owners' transactional leadership positively affects young people's willingness to work.	Not Significant	Significant
3	Young people's perception of organizational commitment to enterprises has a positive impact on young people's willingness to work.	Significant	Not Significant
4	Young people's perception of organizational fairness in enterprises has a positive impact on young people's willingness to work.	Significant	Significant
5	The degree of young people's conformity behavior has a positive impact on young people's willingness to work.	Significant	Not Significant

F. Management Implications

Since salary satisfaction has a significant influence on willingness to work of young citizens. This study suggests that enterprises in Taiwan and mainland China should set a salary level. The salary level should be higher than other enterprise in order to make young citizens increase their willing to work. Transactional leadership has a significant impact on young people in mainland China. This study suggests that enterprises in the mainland China should provide some reward mechanism because mainland China young people are willing to work hard for bonuses. Organizational commitment has a significant impact on the work willingness of Taiwan young people. But, this hypothesis is not statistically significant for young people in mainland China. It shows that young people in mainland China are more willing to change their working environment while young people in Taiwan are willing to stay in the comfort zone. Young people are willing to work hard while companies in mainland China need to establish more “high-performance reward mechanism”, so that they can not only retain their own talents but also attract external talents because young citizens in mainland China have a high motivation to switch jobs. Organizational fairness is beneficial to manage citizens in Taiwan. Companies in Taiwan and enterprises in mainland China must establish a fair assessment system to improve young people's willingness to work because the conformity behavior of young people in Taiwan can help improving their willingness to work. This study suggested that they can recruit more family members of employees to the same company (relative priority admission system) when Taiwan companies hire talents. It should motivate young people in Taiwan to work hard.

G. Conclusions

This study constructs a " Model of Influencing Factors for Young People's Willingness to Work " to analyze which factors can effectively affect young people's willingness to work. The high salary levels and a transparent assessment system are beneficial to stimulate young people to work hard, but organizational commitment and conformity behavior only have an influence ability on the willingness of work for young



people in Taiwan. Therefore, companies in Taiwan may consider implementing a merit system. The mechanism for workers' relatives can acquire job first can enhance the willingness of work for young people in Taiwan. Enterprises in mainland China can establish some "high-performance reward mechanism", so that enterprises in mainland China can not only retain their own talents but also attract external talents because young people in mainland China pay more attention to performance bonus of enterprises.

The data collection period for this study are from 2020/07/01 to 2021/06/30. At this stage, Companies in Taiwan and Enterprise in mainland China are encountered the Covid-19 epidemic. Due to the abnormality of Covid-19 events, this study did not consider the impact of other possible mediating variables. It is the limitation of this study.

There are some dimensions for scholars can execute the extension research

1. Explore generational differences

This study focuses on the "post-90s" generation. But, it may be worthwhile to examine if there are meaningful differences between younger cohorts like Gen Z versus older millennials in terms of work values, motivations and the impact of the studied factors. Future scholar could provide a more nuanced understanding.

2. Cross-cultural dimensions

We compare the willingness to work of young people in Taiwan with that of young citizens in mainland China. Future scholar can include some specific cultural values/dimensions (e.g. individualism, power distance) into our model. It could help to provide some more information to manage.

3. Expanding scope

Additional factors such as availability of learning/growth opportunities, work-life balance desires, job security concerns etc. can be added into our model. That may influence younger workers' motivation levels.

Conflicts of Interest: Authors declare no conflict of interest for publishing in this journal.



References

1. Amarjargal, K. T. A. (2018). Comparative Study of Salary Satisfaction between Government Departments and Non-Government Departments in Mongolia. *Modern Management*, 8(1), 8-17.
2. Pratama, R., & Dimas, N. A. (2023). The Influence of Salary Satisfaction, Quality of Life, Job Satisfaction on Turnover Intention In Manufacturing. *Manajemen dan Bisnis*, 22(2), 57-66.
3. Khan, N. (2017) Adaptive or transactional leadership in current higher education: A brief comparison. *International Review of Research in Open and Distributed Learning*, 18(3), 178-183.
4. Kalsoom, Z., Khan, M. A., & Zubair, D. S. S. (2018). Impact of transactional leadership and transformational leadership on employee performance: A case of FMCG industry of Pakistan. *Industrial Engineering Letters*, 3, 23-30.
5. Sung, T. P., Joo, L. W., Rahim, I. H. A., & Sondoh, S. (2019). Transformational and transactional leadership styles towards organizational commitment in the hotel industry. *Journal of Tourism*, 4(17), 34-45.
6. Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102-120.
7. Reichers, A. E. A. (1985). review and reconceptualization of organizational commitment. *Academy of management review*, 10(3), 465-476.
8. Ko, C. P., & Ko, C. C. (2012). The relationship of training quality in e-learning and organizational commitment to organizational performance in the taiwan service industry. *IERI Procedia*, 2, 821-827.
9. Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of management*, 16(2), 399-432.
10. Atta-Owusu, K., & Fitjar, R. D. (2022). What motivates academics for external engagement? Exploring the effects of motivational drivers and organizational fairness. *Science and public policy*, 49(2), 201-218.
11. Saltzstein, H. D., & Diamond, R. M. (1972). Moral judgment level and conformity behavior. *Developmental Psychology*, 7(3), 327-336.
12. Sasaki, S. (2019). Majority size and conformity behavior in charitable giving: Field evidence from a donation-based crowdfunding platform in Japan. *Journal of Economic Psychology*, 36-51.
13. Aoyagi, Y., Beck, C. R., Dingwall, R., & Nguyen-Van-Tam, J. S. (2015). Healthcare workers' willingness to work during an influenza pandemic: a systematic review and meta-analysis. *Influenza and other respiratory viruses*, 9(3),



120-130.

14. Stello, C. M. (2011). Herzberg's two-factor theory of job satisfaction: An integrative literature review. In Unpublished paper presented at the 2011 student research conference: Exploring opportunities in research, policy, and practice, University of Minnesota Department of Organizational Leadership, Policy and Development, Minneapolis, MN.
15. Lawler III, E. E., & Suttle, J. L. (1973). Expectancy theory and job behavior. *Organizational behavior and human performance*, 9(3), 482-503.
16. Wilde, R. J., & Leonard, P. (2018). Youth enterprise: the role of gender and life stage in motivations, aspirations and measures of success. *Journal of Education and Work*, 31(2), 144-158.
17. Chaudhry, M. S., Sabir, H. M., Rafi, N., & Kalyar, M. N. (2011). Exploring the relationship between salary satisfaction and job satisfaction: A comparison of public and private sector organizations. *Journal of Commerce*, 3(4), 1.
18. Mustafa, M. Z. B., Nordin, M. B., Razzaq, A. R. B. A., & bin Ibrahim, B. (2020). Organizational Commitment of Vocational College Teachers in Malaysia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(9), 5023-5029.
19. Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation & Knowledge*, 5(2), 117-129.
20. Benrazavi, S. R., & Silong, A. D. (2013). Employees' job satisfaction and its influence on willingness to work in teams. *Journal of Management Policy and Practice*, 14(1), 127-140.
21. Charney, R. L., Rebmann, T., & Flood, R. G. (2015). Hospital employee willingness to work during earthquakes versus pandemics. *The Journal of Emergency Medicine*, 49(5), 665-674.

