

QUIET QUITTING INTENTION: THE DUAL MEDIATING ROLES OF JOB SATISFACTION AND EMOTIONAL EXHAUSTION, AND THE MODERATING EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT

● LE THI THANH HA¹ - NGUYEN HUYNH BAO TRAM¹ - NGUYEN PHAM QUYNH ANH¹
- VU VIET DUNG¹ - NGUYEN NHAT HUY¹ - TRAN NGOC DOAN TRANG¹

¹Foreign Trade University - Ho Chi Minh City Branch

ABSTRACT:

This study examines the determinants of Quiet Quitting Intention (QQI), focusing on the mediating roles of job satisfaction (JS) and emotional exhaustion (EE), as well as the moderating effect of perceived organizational support (POS). Grounded in four theoretical frameworks -the Job Demands–Resources (JD-R) model, Conservation of Resources (COR) theory, Social Exchange (SE) theory, and Workplace Psychology (WP) theory - the study develops an integrated model to explain employee disengagement. The findings indicate that work overload, empowering leadership, and role ambiguity indirectly influence QQI through the mediating effects of EE and JS, with job satisfaction and emotional exhaustion serving as key transmission mechanisms. In addition, POS significantly moderates the relationships between JS, EE, and QQI. These results contribute to a more comprehensive understanding of employee disengagement dynamics, particularly among Gen Z, and offer empirical evidence on the interplay between job demands, resources, and organizational support.

Keywords: quiet quitting intention, perceived organizational support, job satisfaction, emotional exhaustion, Gen Z.

1. Introduction

"Quiet Quitting" is when employees start to doubt the actual worth of labor, reassess the significance of work-life balance, and decide to pursue personal objectives (Xueyun et al., 2023). Studying quiet quitting intention helps to reduce productivity depletion and organizational erosion. Recently, this

trend became viral among Gen Z who increasingly prioritize work-life balance over traditional labor commitment. In the context of Vietnam's "golden population" period, Gen Z's growing disengagement brings a serious threat to national innovation and economic competitiveness (GSO, 2024). Thus, investigating QQI in this demographic is a strategic

necessity for sustainable human resource management.

This study focuses specifically on 'Intention' rather than 'Behavior'. While behavior represents the manifested state of withdrawal, intention is the cognitive precursor and strongest predictor of future action (Kim & Sohn, 2024). Prioritizing 'intention' enables organizations to implement preventive interventions before the psychological contract is damaged.

The phrase "Quiet Quitting" first appeared in 2009, proposed by economist Mark Bolger (Formica et al., 2022), but until 2022 in the end of the COVID-19 pandemic it really gained attention in American public discourse (Xueyun et al., 2023). Then, only by late 2024 did QQI go viral in Vietnam (Nguyen & Vu, 2025). Despite its rapid rise, domestic empirical research remains scarce, necessitating a study that validates these global trends within the Vietnamese cultural and economic landscape. Unlike previous studies that treat POS as a direct predictor (e.g. Xueyun et al., 2023), this study employs it as a moderator. This approach clarifies how organizational support functions as a buffer, potentially weakening the link between working psychology and the intention to withdraw. Therefore, quiet quitting intention among Gen Z in Vietnam is not only a consequence of generational traits, but also a complex relationship between interpersonal and organizational factors.

2. Hypotheses development

2.1. Empowering leadership towards Job satisfaction and Emotional exhaustion

Empowering leadership (EL) is a key job resource that enhances autonomy and participation, thereby increasing job satisfaction (JS) (Bakker & Demerouti, 2007). Prior studies show that empowered employees experience higher competence and control, leading to greater JS (Zhang & Bartol, 2010).

H1a: EL is positively related to JS of Gen Z employees.

From the COR perspective, leadership support acts as a contextual resource that reduces resource depletion. EL decreases the role stress and the emotional demands, thus lowering the emotional exhaustion (EE) (Xanthopoulou et al., 2007).

H1b: EL is negatively related to EE of Gen Z employees.

2.2. Responsibility Vagueness towards Job satisfaction and Emotional exhaustion

Responsibility vagueness (RV), as a job demand, reduces motivation and weakens positive work attitudes (Bakker & Demerouti, 2007). Empirical evidence indicates that unclear expectations diminish perceived competence and JS (Jackson & Schuler, 1985).

H2a: RV is negatively related to JS.

RV also accelerates resource depletion, increasing stress and EE (Hobfoll, 2001). Employees with a sense of RV are forced to spend more mental and emotional resources to understand expectations, which leverage stress and EE (Tubre & Collins, 2000). Hence, this research proposes:

H2b: RV is positively related to EE.

2.3. Work overload towards Job satisfaction and Emotional exhaustion

Work overload (WO) and JS: WO is considered a key job demand within the JD-R framework that undermines motivational processes and JS (Schaufeli & Bakker, 2004). When employees face excessive and prolonged workloads, they are more likely to perceive an imbalance between effort and reward, leading to decreased satisfaction (Spector & Jex, 1998). Therefore, WO is expected to negatively influence JS.

H3a: WO is negatively related to JS.

Work overload (WO) and EE: WO is also identified as a significant predictor of EE, as sustained high demands lead to physical and psychological fatigue (Maslach et al., 2001). From the COR perspective, continuous workload pressure accelerates the depletion of personal resources, thereby increasing exhaustion (Hobfoll, 2001). Consequently, WO is expected to have a positive effect on EE.

H3b: WO is positively related to EE.

2.4. Job satisfaction and quiet quitting intention

According to SET, employees who experience low job satisfaction (JS) tend to weaken their attachment to the organization and are more likely to engage in withdrawal behaviors. Quiet quitting intention (QQI) reflects a form of such psychological disengagement, characterized by reduced effort and involvement (Serenko, 2024). Therefore, lower JS is expected to increase QQI.

H4: JS is negatively related to QQI.

2.5. Emotional exhaustion and quiet quitting intention

Emotional exhaustion (EE) represents a state of depleted psychological resources that drives employees to protect their remaining energy. According to COR theory, individuals experiencing high EE are more likely to disengage from work as a coping mechanism (Hobfoll, 2001). As a result, EE is expected to increase quiet quitting intention.

H5: EE is positively related to QQI.

2.6. The mediating effect of Job satisfaction

Job satisfaction (JS) functions as a key attitudinal mechanism linking job characteristics and leadership behaviors to withdrawal outcomes. According to the JD-R framework, job resources such as empowering leadership enhance JS, whereas job demands such as responsibility vagueness and work overload diminish it, thereby shaping employees' work attitudes and behavioral intentions (Bakker & Demerouti, 2007). Empirical evidence also supports the mediating role of JS in translating work conditions into withdrawal-related outcomes (Ding & Wu, 2023).

Given that quiet quitting intention (QQI) reflects a form of psychological disengagement, JS is expected to mediate the effects of EL, RV, and WO on QQI through attitudinal pathways. Higher JS strengthens work attachment and reduces withdrawal tendencies, whereas lower JS increases disengagement.

H6a: JS mediates the effects of EL on QQI.

H6b: JS mediates the effects of RV on QQI.

H6c: JS mediates the effects of WO on QQI.

2.7. The mediating effect of Emotional exhaustion

EE represents a core component of burnout and reflects the depletion of employees' emotional resources under sustained job demands. Drawing on COR theory, continuous resource loss resulting from

high demands increases EE, which in turn drives withdrawal behaviors as individuals attempt to conserve remaining resources (Hobfoll, 2001). Prior studies have also confirmed the mediating role of EE between workplace stressors and withdrawal outcomes (Peng & Li, 2023).

In the context of quiet quitting, EE is expected to mediate the relationships between EL, RV, WO and QQI through stress-related mechanisms. Employees experiencing higher exhaustion are more likely to disengage and reduce effort as a coping strategy.

H7a: EE mediates the effects of EL on QQI.

H7b: EE mediates the effects of RV on QQI.

H7c: EE mediates the effects of WO on QQI.

2.8. The moderating effect of Perceived organizational support

Perceived organizational support (POS) is considered a key situational resource that helps employees cope with adverse working conditions. Drawing on COR theory, POS can buffer the negative psychological effects associated with low JS and high EE by providing emotional and instrumental support (Hobfoll, 2001). Consequently, POS is expected to weaken the relationships between JS, EE, and QQI.

H8a: POS moderates the JS-QQI relationship.

H8b: POS moderates the EE-QQI relationship.

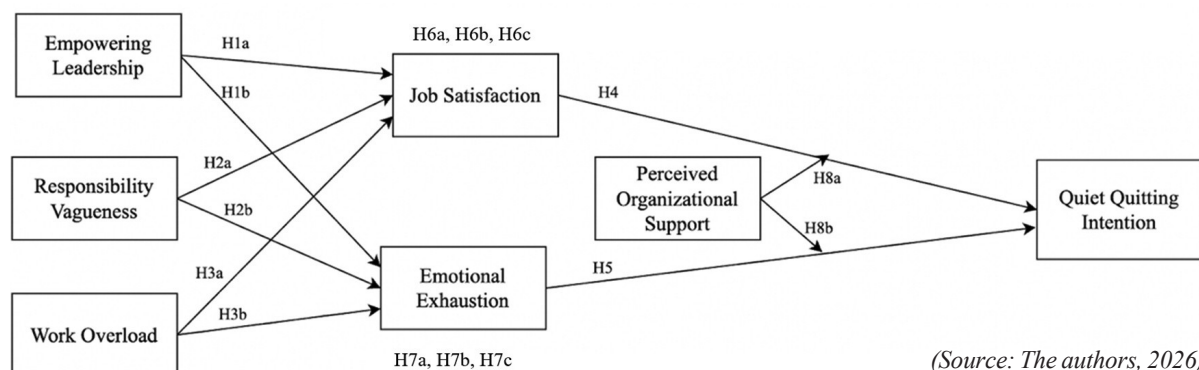
Based on the theoretical foundations and empirical evidence from past studies, this research has developed and proposed a synthesized conceptual model to analyze QQI in Generation Z workers in Vietnam.

3. Methodology

3.1. Measurement and questionnaire development

A structured self-administered questionnaire was

Figure 1. Proposed hypothetical framework



(Source: The authors, 2026)

used to collect data. All constructs in the model were measured using a five-point Likert scale with 1 = Strongly disagree to 5 = Strongly agree with measurement items being adjusted from established scales in past studies.

In order to provide contextual relevance and content validity within the Vietnamese context, the English items were translated into Vietnamese with small wording modifications to simplify expressions and enhance clarity for Generation Z respondents while preserving the original meaning of the scales.

3.2. Data collection methods

Data was collected between September and October 2025 using the non-probability convenience sampling approach via Google Forms and professional Facebook groups.

To ensure response quality and mitigate common method bias, an attention-check question was strategically included in the questionnaire (i.e. "In case you are reading this, please choose Strongly Disagree). During the data cleaning process, the initial 670 responses were strictly filtered to exclude unemployed individuals, non-Gen Z respondents, and those who failed the checking question, which resulted in 252 valid observations. According to Hair et al. (2017), the given magnitude of the sample has enough statistical power to reveal significant relationships in highly structured models.

3.3. Analysis methods

Preliminary cleaning was first done using Microsoft Excel to code the raw data and eliminate invalid data. This was used by IBM SPSS Statistics to compute the descriptive statistics.

To test the core hypothesis, the paper used PPLS-SEM that was run on SmartPLS software because of its strength in exploratory research and capability to deal with complex models. The analysis was done using the typical two-step method: the measurement model was measured; and the structural model was evaluated to identify the level of significance of the suggested relationships.

4. Results and discussions

4.1. Descriptive statistics

The descriptive statistics results indicate the mean in range from 3.01 to 3.49, the standard deviation

ranges from 0.954 to 1.108, which depicts a reasonable level of variability and consensus in the responses. Moreover, the data has the Skewness values (from - 0.345 to 0.021) and Kurtosis values (from - 1.085 to - 0.823) fall within the acceptable threshold of - 1 to 1 (Hair et al., 2017).

4.2. Measurement model

4.2.1. Assessing the reliability and convergent validity of the scale

Table 1 presents the reliability and convergent validity results. All constructs demonstrate strong internal consistency, with Cronbach's alpha values ranging from 0.865 to 0.923 and composite reliability (rho_c) values exceeding the recommended threshold of 0.70 (Hair et al., 2009). These results confirm that the measurement scales are reliable.

Table 1. Scale reliability results

	Cronbach's alpha	rho_a	rho_c	AVE
EL	0.903	0.906	0.924	0.634
RV	0.865	0.878	0.899	0.598
WO	0.907	0.912	0.928	0.682
JS	0.921	0.926	0.938	0.717
EE	0.923	0.925	0.940	0.722
POS	0.883	0.894	0.914	0.681
QQI	0.899	0.905	0.920	0.623

(Source: The authors, 2026)

In addition, convergent validity is supported, as all Average Variance Extracted (AVE) values exceed the threshold of 0.50 (Hair et al., 2021). This indicates that the constructs explain a substantial proportion of variance in their indicators, confirming adequate convergent validity.

4.2.2. Assessing discriminatory value

Discriminant validity was assessed using the HTMT criterion. All HTMT values were below the recommended threshold of 0.90 (Henseler et al., 2015), indicating that the constructs are empirically distinct.

These results confirm that the measurement model demonstrates adequate discriminant validity, with no significant overlap between constructs.

4.3. Structural model

4.3.1. Collinearity and model fit

The first method to gauge the strength of the

structural model was the test of collinearity conducted in terms of Variance Inflation Factor (VIF). As shown in the results, VIF of all variables in the inner model are in the range of 1.002 - 1.032. These values are by far too low and below the conservative level of 3.0 suggested by Hair et al. (2019), which supports the idea that the problem of multicollinearity is not a concern.

4.3.2. Direct relationship

Table 2 suggests the structural model is fully supported by the finding that all the direct paths are statistically significant ($p < 0.05$, $t > 2.05$). As observed, EL is the most significant positive predictor of JS ($\beta = 0.473$), proving H1a. However, WO and RV increase EE considerably (0.392 and 0.347, respectively, in support of H3b and H2b), indicating workload and role ambiguity as some of the biggest psychological pressures of Gen Z. Moreover, EE becomes the best predictor of QQI (H5: $\beta = 0.442$) larger than the effect of JS ($\beta = -0.333$, supporting H4). This leads to the crucial conclusion that burnout and exhaustion are the leading factors contributing to the QQI of Gen Z.

4.3.4. Mediating role of Emotional exhaustion and Job satisfaction

Table 4. Mediation analysis results.

(Source: The authors, 2026)

The mediation analysis differentiates two pathways which have an impact on QQI. Although the satisfaction pathway supports H6a and H6c, with EL ($\beta = -0.157$) serving as a protective factor against the negative impact of RV and WO, H6b ($\beta = 0.039$, $p = 0.051$) is rejected. Besides, the strongest indirect effect is produced by the WO through EE ($\beta = 0.173$, $p = 0.000$, H7c), which proves the effect of excessive demands resulting in withdrawal behaviours through energy depletion. EE is also an important mechanism that increases the effects of both RV (H7b) and dampens the effect of EL (H7a).

5. Discussions

The findings demonstrate that Empowering leadership (EL) enhances Job satisfaction (JS) while alleviating Emotional exhaustion (EE), as increased autonomy and perceived control strengthen employees' psychological resources. This result is consistent with prior research (Zhang & Bartol, 2010;

Table 2. Hypothesis testing (Direct effects)

Hypothesis	Path Coefficient (β)	T-Statistics	P-Values	Result
H1a	0.473	9.719	0.000	Supported
H1b	-0.228	4.113	0.000	Supported
H2a	-0.117	2.018	0.044	Supported
H2b	0.347	6.731	0.000	Supported
H3a	-0.118	2.055	0.040	Supported
H3b	0.392	8.255	0.000	Supported
H4	-0.333	7.242	0.000	Supported
H5	0.442	9.538	0.000	Supported

(Source: The authors, 2026)

4.3.3. Moderating role of Perceived organizational support (POS)

The results of the analysis establish that there are significant positive interaction effects of POS x JS ($\beta = 0.280$, $t = 6.869$, $p = 0.000$) and POS x EE ($\beta = 0.137$, $t = 3.121$, $p = 0.002$) on QQI. These results prove the H8a and H8b correct and indicate POS to be an influential moderator. This shows that the effect of internal states of employees in either being satisfied or exhausted on withdrawal behavior significantly depends on the magnitude of support.

Kim et al., 2018). In contrast, Role vagueness (RV) diminishes JS and exacerbates EE due to unclear expectations and role ambiguity, aligning with the Job Demands–Resources (JD-R) and Conservation of Resources (COR) frameworks (Jackson & Schuler, 1985). This effect is particularly salient among Gen Z employees, who exhibit stronger preferences for structure and career clarity. Similarly, Work overload (WO) elevates EE and reduces JS by accelerating resource depletion and intensifying effort–reward imbalance (Maslach et al., 2001).

Table 3. Moderation analysis results

Hypothesis	Path Coefficient (β)	T- Statistics	P- Values	Result
H8a	0.280	6.869	0.000	Supported
H8b	0.137	3.121	0.002	Supported

(Source: The authors, 2026)

Table 2. Hypothesis testing (Direct effects)

Hypothesis	Path Coefficient (β)	T- Statistics	P- Values	Result
H6a	-0.157	5.622	0.000	Supported
H6b	0.039	1.948	0.051	Rejected
H6c	0.039	1.980	0.048	Supported
H7a	-0.101	3.750	0.000	Supported
H7b	0.154	5.407	0.000	Supported
H7c	0.173	6.054	0.000	Supported

(Source: The authors, 2026)

Mediation analysis reveals that EE serves as a key mechanism linking EL, RV, and WO to quiet quitting intention (QQI), highlighting the centrality of stress-related processes. In contrast, JS only mediates the WO–QQI relationship, suggesting that attitudinal pathways are less relevant in the context of role ambiguity, consistent with mixed findings in prior studies (Wu & Wei, 2024). In the Vietnamese context, QQI appears to be driven more by burnout-related factors than by diminished job satisfaction.

Finally, Perceived organizational support (POS) functions as a boundary condition, buffering the adverse effects of WO on EE, JS, and QQI. As a situational resource, POS mitigates strain and preserves satisfaction rather than directly reducing withdrawal intentions, thereby extending prior conceptualizations of its role (Hobfoll, 2001; Maertz et al., 2007).

6. Conclusions and implications

The study provides empirical evidence on the predictors of QQI among Gen Z employees in Vietnam. The results suggest that EL, RV, and WO indirectly influence QQI through the mediating relationship of EE, and JS for mediation of EL and WO to QQI. In addition, the POS moderates the relationships between the psychological states of employees and QQI, which highlight the importance of organizational context in influencing employee responses.

The findings highlight that quiet quitting is not mainly motivated by objective working conditions but rather more by the internal psychological experiences of the employees. JS minimizes withdrawal behavior by having positive work experiences, whereas EE is a strong predictor of disengagement as a self-protective measure to prolonged stress. Notably, POS weakens the negative impact of low JS and high EE on QQI, suggesting that favorable organizational environments have the capacity to counter the negative psychological influence. Instead of having a direct impact on reducing quiet quitting, POS is a contextual resource that influences the way employees perceive and respond to workplace issues.

Practically, to encourage EL in organizations, firms should promote autonomy and meaning in the workplace, as well as reduce RV by clarifying roles and expectations. Managing WO is also important to avoid EE and disengagement. Moreover, dissatisfaction and burnout can be mitigated by enhancing POS through fairness, recognition, and care. Despite its contributions, the study is limited by its cross-sectional design and focus on Gen Z in Vietnam, which can influence the generalizability. Future research should adopt longitudinal approaches and application of the model in new settings to further explore the long-term and cross-cultural dynamics of quiet quitting ■

REFERENCE:

- Bakker, A. B., & Demerouti, E. (2007). The job demands–resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Blau, P. M. (1964). *Exchange and power in social life*. Transaction Publishers.
- Ding, J., & Wu, Y. (2023). The mediating effect of job satisfaction and emotional exhaustion on the relationship between psychological empowerment and turnover intention among Chinese nurses during the COVID-19 pandemic. *BMC Nursing*, 22(1), Article 57. <https://doi.org/10.1186/s12912-023-01357-y>
- Formica, S., & Sfodera, F. (2022). The great resignation and quiet quitting paradigm shifts: An overview of current situation and future research directions. *Journal of Hospitality Marketing & Management*, 31(8), 899–907.
- General Statistics Office of Vietnam - GSO (2024). Population size forecast for Vietnam. https://www.nso.gov.vn/wp-content/uploads/2025/12/ENG-pop_projection_fs_final.pdf
- Hair, J. F., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems*, 117(3), 442–458.
- Hair, J. F., Astrachan, C. B., Moisesu, O. I., Radomir, L., Sarstedt, M., Vaithilingam, S., & Ringle, C. M. (2021). Executing and interpreting applications of PLS-SEM: Updates for family business researchers. *Journal of Family Business Strategy*, 12(3), 100392.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43, 115–135.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337–421.
- Jackson, S. E., & Schuler, R. S. (1985). A meta-analysis and conceptual critique of research on role ambiguity and role conflict in work settings. *Organizational Behavior and Human Decision Processes*, 36(1), 16–78.
- Kim, K. T., & Sohn, Y. W. (2024). The impact of quiet quitting on turnover intentions in the era of digital transformation. *Systems*, 12(11), 460.
- Kim, M., Beehr, T. A., & Prewett, M. S. (2018). Employee responses to empowering leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*, 25(3), 257–276.
- Maertz, C. P., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behavior*, 28(8), 1059–1075. <https://doi.org/10.1002/job.472>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397–422. <https://doi.org/10.1146/annurev.psych.52.1.397>
- Nguyen, H. T., & Vu, M. H. (2025). Quiet quitting: Insights from Generation Z workers in Vietnam. *International Journal of Scientific Research and Management*, 13(1), 8267–8282.
- Peng, P., & Li, X. (2023). The hidden costs of emotional labor on withdrawal behavior. *BMC Psychology*, 11(1). <https://doi.org/10.1186/s40359-023-01392-z>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and burnout. *Journal of Organizational Behavior*, 25(3), 293–315.
- Serenko, A. (2024). The human capital management perspective on quiet quitting. *Journal of Knowledge Management*, 28(1), 27–43.
- Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain. *Journal of Occupational Health Psychology*, 3(4), 356–367.
- Tubre, T. C., & Collins, J. M. (2000). Role ambiguity, role conflict, and job performance. *Journal of Management*, 26(1), 155–169.
- Tummers, L. G., & Bakker, A. B. (2021). Leadership and job demands–resources theory. *Frontiers in Psychology*, 12, 1–13.
- Wu, A., & Wei, W. (2024). Rationalizing quiet quitting? Deciphering the internal mechanism of front-line hospitality employees' workplace deviance. *International Journal of Hospitality Management*, 119, 103681. <https://doi.org/10.1016/j.ijhm.2023.103681>

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands–resources model. *International Journal of Stress Management*, 14(2), 121–141.

Xueyun, Z., Mamun, A. A., Masukujjaman, M., Rahman, M. K., Gao, J., & Yang, Q. (2023). Modelling the significance of organizational conditions on quiet quitting intention among Gen Z workforce. *Scientific Reports*, 13(1).

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity. *Academy of Management Journal*, 53(1), 107–128.

Received date: February 2, 2026

Reviewed date: February 5, 2026

Accepted date: March 3, 2026

Ý ĐỊNH NGHĨ VIỆC THẦM LẶNG: VAI TRÒ TRUNG GIAN KÉP CỦA SỰ HÀI LÒNG CÔNG VIỆC VÀ KIẾT SỨC CẢM XÚC, CÙNG VAI TRÒ ĐIỀU TIẾT CỦA NHẬN THỨC VỀ HỖ TRỢ TỔ CHỨC

- **LÊ THỊ THANH HÀ¹**
- **NGUYỄN HUỲNH BẢO TRÂM¹**
- **NGUYỄN PHẠM QUỲNH ANH¹**
- **VŨ VIỆT DŨNG¹**
- **NGUYỄN NHẬT HUY¹**
- **TRẦN NGỌC ĐOÀN TRANG¹**

¹Trường Đại học Ngoại Thương - Phân hiệu TP. Hồ Chí Minh

TÓM TẮT:

Nghiên cứu này xem xét các yếu tố quyết định Ý định nghỉ việc thầm lặng, tập trung vào vai trò trung gian của Sự hài lòng trong công việc và Sự kiệt sức cảm xúc, đồng thời phân tích vai trò điều tiết của Nhận thức về hỗ trợ tổ chức. Dựa trên 04 nền tảng lý thuyết gồm: Lý thuyết Nhu cầu - Nguồn lực công việc, Lý thuyết Bảo toàn nguồn lực, Lý thuyết Trao đổi xã hội và Lý thuyết Tâm lý học nơi làm việc, nghiên cứu xây dựng một mô hình tích hợp nhằm giải thích hiện tượng giảm gắn kết của nhân viên. Kết quả cho thấy khối lượng công việc quá tải, lãnh đạo trao quyền và sự mơ hồ vai trò ảnh hưởng gián tiếp đến Ý định nghỉ việc thầm lặng thông qua vai trò trung gian của Sự kiệt sức cảm xúc và Sự hài lòng trong công việc, trong đó sự hài lòng công việc và kiệt sức cảm xúc đóng vai trò là các cơ chế truyền dẫn chủ yếu. Bên cạnh đó, Nhận thức về hỗ trợ tổ chức có tác động điều tiết đáng kể đến mối quan hệ giữa Sự hài lòng trong công việc, Sự kiệt sức cảm xúc và Ý định nghỉ việc thầm lặng. Những phát hiện này góp phần làm rõ hơn động lực của sự giảm gắn kết nhân viên, đặc biệt trong nhóm thế hệ Z, đồng thời cung cấp bằng chứng thực nghiệm về sự tương tác giữa nhu cầu công việc, nguồn lực và hỗ trợ từ tổ chức.

Từ khóa: ý định nghỉ việc thầm lặng, sự hỗ trợ từ tổ chức được cảm nhận, sự hài lòng trong công việc, sự kiệt sức về mặt cảm xúc, thế hệ Z.

DEVELOPING A DIGITAL PRODUCT PASSPORT (DPP) FRAMEWORK FOR CIRCULAR SUPPLY CHAINS: EVIDENCE FROM THE NATURAL LATEX MATTRESS INDUSTRY

● **TRAN THI HUONG¹ - HOANG DUC TAI¹ - LE VU MINH TU¹**
- HOANG THI NGOC LIEN¹ - TRINH THI UYEN MY¹ - DO THI KHANH HUYEN¹

¹ School of Economics and Management,
Hanoi University of Science and Technology

ABSTRACT:

Amid increasingly stringent sustainability regulations, such as the European Union's Anti-Deforestation Regulation (EUDR) and Eco-Design Regulation (ESPR), the Vietnamese natural latex mattress industry, and exporting sectors more broadly, faces mounting compliance pressures. These challenges necessitate comprehensive business restructuring and a decisive transition toward circular, environmentally sustainable production models. This study proposes a Digital Product Passport (DPP) framework tailored to the natural latex mattress industry to address the tension between fragmented smallholder supply networks and the rigorous data requirements of the European market. Adopting a document-based research design and comparative analysis grounded in leading standard frameworks, including CIRCASS and GPSNR, the study develops an integrative model that consolidates upstream data into unified product profiles to support circular supply chains. The findings establish a minimum data architecture capable of meeting EU regulatory requirements for traceability through shipment-level identifiers. Overall, the study provides both theoretical and practical contributions to support the rubber industry's proactive adaptation to green technical barriers and its transition toward a sustainable circular economy.

Keywords: Digital Product Passport (DPP), natural rubber mattress, EUDR, GPSNR.

1. Introduction

The natural latex industry plays a critical role in global material supply chains, particularly in emerging economies such as Vietnam, where it represents a strategic export commodity and a key

source of rural livelihoods. Moving downstream, the natural latex mattress segment represents a high-value application that contributes to value-added upgrading and sustainable product innovation within the rubber sector. Indeed, the natural latex