

**ĐẠI HỌC QUỐC GIA HÀ NỘI
TRƯỜNG QUẢN TRỊ VÀ KINH DOANH**

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NCS MAI VIỆT DŨNG

**THE EFFECT OF HYBRID WORK ON EMPLOYEE
PERFORMANCE OF GENERATION Z IN VIETNAM**

**Tác động của Làm việc kết hợp đến Kết quả làm việc
của nhân viên thế hệ Z tại Việt Nam**

**Chuyên ngành: Quản trị và Phát triển bền vững
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**TÓM TẮT LUẬN ÁN TIẾN SĨ
QUẢN TRỊ VÀ PHÁT TRIỂN BỀN VỮNG**

HÀ NỘI – 2026

Công trình được hoàn thành tại:
Trường Quản trị và kinh doanh, Đại học Quốc gia Hà Nội

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**Luận án đã bảo vệ tại Hội đồng đánh giá luận án tiến sĩ
tại Trường Quản trị và kinh doanh, Đại học Quốc gia Hà Nội
*Vào hồi 13 giờ 30 ngày 18 tháng 03 năm 2026***

Có thể tìm hiểu luận án tại:

- Thư viện Quốc gia Việt Nam**
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I. Rationale

Perhaps, this decade has been one of the most uncertain periods of time for our professional life. The sudden appearance of the epidemic outbreak put a pause to the development of any economy in the world and forced firms to go for a new work arrangement with an aim of searching for more protection for their employees (Brynjolfsson et al., 2020; Phuong, 2021). As a result, Work from home was introduced and widely adopted against our will (Kniffin et al., 2021) in over the world during the Pandemic. Nevertheless, the eradication of Covid-19, achieved through countless effort of scientists, governments and many others, resulted in the exclusion of Work from home (WFH) from our work environment.

As a Pandemic prevention, WFH might have been a marvelous solution. Nonetheless, from a HRM point of view, the impact of WFH on the employee performance was questionable considering controversial scientific findings. Some studies confirmed improvement in productivity of the WFH employees (Ekasari et al., 2022; Susilo, 2020). Some others uncovered that this work arrangement had no impact on the employee performance (Russo et al., 2024; Wolor et al., 2021) or was found to cause “side effects” that had negative impact on the employees’ mental health (Blomqvist et al., 2023) and job performance (Golden et al., 2008).

WFH has already gone but nice memories persisted. Employees still recall the good old days when they didn't have to wake up too early, return home too late, or spend hours stuck in traffic every day of the week. As a result of these recollections, the employees begin to feel strongly that they should once more be given greater flexibility and autonomy (Barrero et al., 2021; Munk, 2024). On the other side, businesses also face certain financial

constraints as a result of typical decreased leasing costs and tech-related investments due to WFH during the Pandemic (Fan & Moen, 2023). These issues seem to be a fantastic fit for both parties, and they have Hybrid Work (HW) as a negotiated solution which is becoming more and more popular (Tsipursky, 2023).

Hybrid Work combines the best of the two world, the traditional working method and the virtual one (Lauring & Jonasson, 2024). Supported with advanced technological development, HW is able to offer workers benefits that were unthinkable of just several years ago. They still can be autonomous and flexible and yet they can still regularly get together in person to discuss company plans and even engage in office gossip. Recalling of WFH, workers were found to have suffered from loneliness (Killgore et al., 2020; Wang & Huang, 2021), depression and anxiety (Choi et al., 2020), low job security (Brynjolfsson et al., 2020; Kaufman & Taniguchi, 2021), work-family conflict and behavioral stress (Molino et al., 2020; Spagnoli et al., 2020), HW is considered as a novel and a modern working method. Implemented in a normalized environment, many things remained unknown about HW, for instance, its impact on employee performance.

Generational theorists argue that although there might be some similarities, generally, Generations distinct one from another because they are born and raised in different context (Schroth, 2019; Seemiller & Grace, 2019). The literature review enlightens some notable characteristics of the Generation Z which are *diversity* (Halafoff et al., 2020; Seemiller & Grace, 2019) as they have witnessed a globalized world since young age, *digital native* (Katz et al., 2022; Lanier, 2017; Turner, 2015) because they have grown with a robust technological development, and *strive for a better*

planet (Mandić et al., 2023; T. N. Nguyen et al., 2024; Trinh & Nguyen, 2023) because they are aware of sustainable issues and are ready to react. Previous studies also coincide with the fact that the Gen Zers greatly value flexibility and autonomy at work (Chillakuri, 2020; N. T. Nguyen et al., 2022) which are two significant advantages that HW may provide. In summary, research on this topic is still in its very early stage, but it appears that this work style is a good fit for the aptitude and aspirations of this important generation.

In a nutshell, the workplace is witnessing two important societal trends at the moment. The first one is the shift of work method, from the traditional one to WFH and currently, WFH to HW. The second one is the arising importance of the Generation Z in the professional world. Not only they are a new source of energy for the labor market, they are also large in number, accounting for nearly one third of the total global population (Thach et al., 2020), and 13 million in a 100 million population, in the case of Vietnam (PWC, 2019). It won't be long before a large number of Gen Z work in a hybrid environment and at the moment, not too much is known about this tendency. That's why, from the author's point of view, it is necessary to understand how HW would affect this generation's job performance. The findings of this study would have meaningful contributions from both theoretical and practical standpoints.

II. Research objectives, subject and scope

General objective

The primary objective of this dissertation is to examine and assess the effects of Hybrid Work on the Performance of Generation Z employees in Vietnam. This investigation considers the mediating roles of three key

determinants, communication, job security, and job satisfaction, as well as the moderating role of gender. Additionally, the research seeks to offer strategic recommendations for organizations aiming to enhance the performance of Generation Z and to foster a more comprehensive understanding of this critical segment of the workforce.

Specific objectives:

- Develop a conceptual framework and empirically evaluate the impact of Hybrid Work on Generation Z's Employee Performance in Vietnam mediated by three determinants of performance (Communication, Job Security and Job Satisfaction).

- Analyzing the moderating role of Gender on the relationship between Hybrid Work and said mediators.

- Providing firms with recommendations to improve Generation Z's performance.

Research questions:

Based on the research objectives mentioned, this dissertation will focus on answering the following research questions.

- How does Hybrid Work affect the employee performance of Generation Z in Vietnam, and to what extent is this relationship mediated by communication, job security, and job satisfaction?

- What is the moderating role of gender in the relationship between Hybrid Work and the mediating factors of communication, job security, and job satisfaction?

- What decision can firms make to enhance Generation Z's performance under Hybrid Work arrangements in the Vietnamese context?

Research subject of the study:

Hybrid Work and its influence on Employee Performance within organizations in Accounting & Finance, Education, IT, and Marketing & Communication industries of Vietnam.

Research Scope:

The population of this research is the Generation Z of Vietnam. Participants in this study must be employed and have the ability to perform hybrid work. Due to budget constraints, data were collected mainly from the Northern and the Southern Region of Vietnam. The economies of these two regions, representing by Hanoi and Ho Chi Minh City, are expanding quickly and are able to keep up with the latest practices from developed economies, which is important for gathering data on hybrid workers. This is another rationale for selecting these two areas. Put another way, the idea and implementation of hybrid work may not be as popular in other provinces or cities of Vietnam.

.Research Period:

The time frame for the research is 2021–2025. However, the pandemic's elimination forced a revision to the original research proposal, meaning the study would now concentrate on the effect of HW rather than Work from home on the Employee Performance of the Vietnam's Generation Z. The data collecting process, which was only carried out as a pilot test in early 2024, had been actually delayed by this adjustment. The formal round of data collection took place from March to July of 2024. The interviews in study two were taken place in the first quarter of 2025.

Hypothesis

After conducting the literature reviewed which is mentioned in the Dissertation. Several hypotheses and a research model are proposed as below.

- *H1: Hybrid Work has a positive impact on Employee Performance of the Generation Z.*
- *H2: Hybrid Work has a positive impact on Communication of the Generation Z*
- *H3: Communication mediates the impact of Hybrid Work on Employee Performance of the Generation Z*
- *H4: Hybrid Work has a positive impact on Job Security of Generation Z*
- *H5: Job Security mediates the impact of Hybrid Work on Employee Performance of Generation Z*
- *H6: Hybrid Work has a positive impact on Job Satisfaction of the Generation Z*
- *H7: Job Satisfaction mediates the impact of Hybrid Work on Employee Performance of the Generation Z*
- *H8: Gender moderates the relationship between Hybrid Work and Communication*
- *H9: Gender moderates the relationship between Hybrid Work and Job Security*
- *H10: Gender moderates the relationship between Hybrid Work and Job Satisfaction*

Research Model

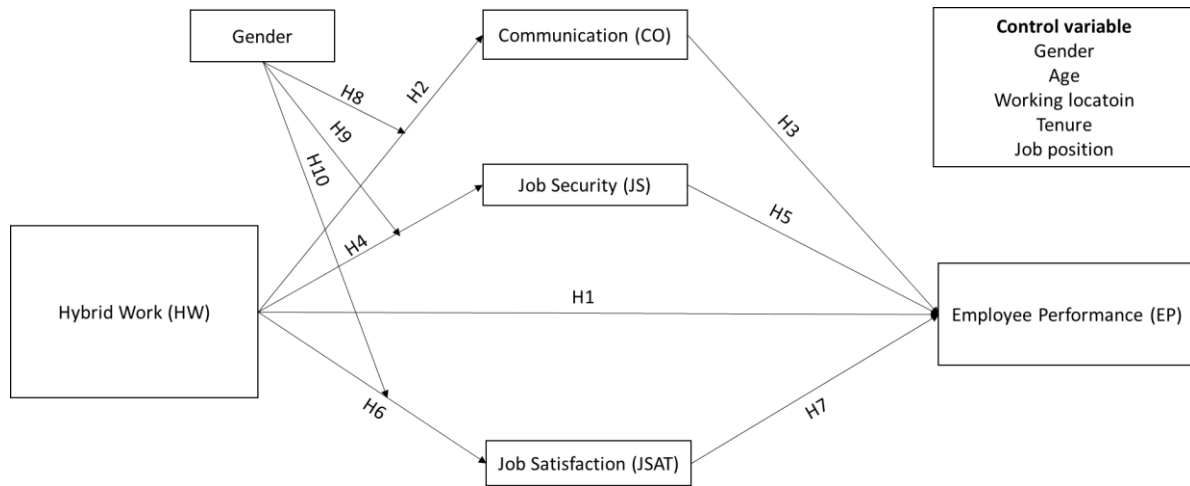


Figure 1 Proposed Research Model

III. Research methodology

This study employed a mixed-methods and multilevel approach to leverage the advantages of both quantitative and qualitative analyses. The primary objective is to gain deeper insights into Generation Z, with a particular focus on assessing the impact of HW, a new work arrangement, on their performance at work. Utilizing a multilevel framework offers a comprehensive perspective of organizations by exploring the complexity of social behaviors from multiple viewpoints.

In the quantitative study, data was collected from the Gen Z employees located in Hanoi and HCM Cities. These young professionals work in the Accounting and Finance, Education, IT and Marketing industries. These industries are considered top employers for hybrid works (Morgan, 2022; Office for National Statistics, 2024).

In the qualitative study, the author selected the IT industry as the context for conducting semi-structured, in-depth interviews with 14 business leaders. Their insights were both valuable and informative, offering a deeper understanding of the impact of Hybrid Work on employee performance. Importantly, gathering perspectives from managerial-level

participants (multilevel approach) also helped mitigate potential bias, particularly social desirability (Trochim et al., 2016) which may arise when employees are asked to evaluate their own performance directly.

1. Research Design: the table below explains the research design process adopted.

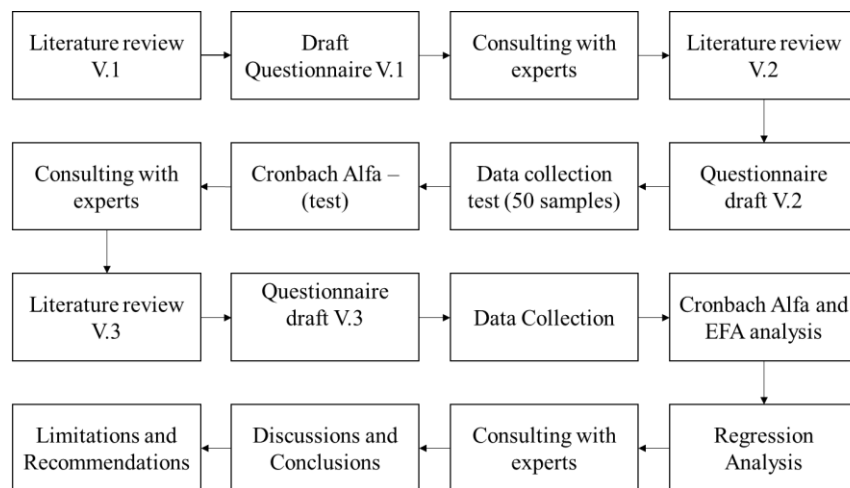


Figure 2 Research design process

2. Data collection:

Study 1:

Data collection process was conducted in the first half of 2024. This process consists of two main steps. The first step was conducted at the beginning of 2024 with a small group of 4th year students at Hanoi School of Business and Management, Vietnam National University, Hanoi with the objective of experiencing the feedback of the participants. These groups of students have already finished their 5-month internship. This is to make sure that they really have some work experience. Google forms containing questionnaires were distributed to them. Among those 57 responses received, 49 were valid representing 86% of the valid response rate.

In the second step, questionnaires were sent out to SMEs in the Northern part and the Southern part of Vietnam via Google Forms. These

are the most two populous areas of the country where most of the economic activities are concentrated. Only firms in the Accounting & Finance, Education, IT, Marketing & Communication industry were selected because they are considered among the top industries for hybrid work hiring according to Flexjob (Morgan, 2022) and the Office for National Statistics (2024).

By the end of July, 2024, the author received 837 responses, out of which 81% were statistically valid.

Study 2:

In Study 2, the author interviewed 14 business leaders (from Team Leader to CEO) from 4 IT SMEs, 2 located in HCM City and 2 located in Hanoi. Semi structured, face to face interviews were conducted individually with those located in the northern part of Vietnam and online with those in the southern part, each of which lasts from 15 to 20 minutes. The participants were asked to share their opinions on the implementation of Hybrid Work, the performance of the Hybrid Workers as well as their communication, job satisfaction and job security. They also shed lights on the comparison between the hybrid work arrangement and traditional office work. The language used during interview was Vietnamese. Each of the interviewees was assigned with a code. The speech was recorded and translated into English. Back translated was implemented to ensure that the messages were consistent. The table below provides the list of interviewees participated.

3. Data analysis

3.1 Descriptive Analysis:

Items	No.	Percentage (%)
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Gender	Male	147	39.7
	Female	223	60.3
Age	22 – 24	308	83.2
	25 – 27	62	16.8
Industry	Accounting &	69	18.6
	Finance		
	Education	87	23.5
	IT	113	30.5
	Marketing & Communication	106	28.6
Hybrid Work	1 day	67	18.1
Frequency (days working out of the office/week)	2 days	208	56.2
	3 days	72	19.5
	4 days	23	6.2
Hybrid Work Policy	Existence of Hybrid Work Policy	142	38.4
	No Hybrid Work Policy	135	36.5
	No Hybrid Work Policy but I am allowed to do so	93	25.1

3.2 Reliability Test

The Alfa value is greater than 0.7 which is acceptable (Taber, 2018)

No.	Constructs	No. of Items	Cronbach's Alfa
1	Hybrid Work - Boundarylessness	3	0.845
2	Hybrid Work - Demand for constant learning	3	0.801

3	Hybrid Work - Non work-related interruptions	3	0.791
4	Horizontal Communication	3	0.769
5	Upward Communication	3	0.779
6	Job Security	4	0.701
7	Job Satisfaction	5	0.831
8	Employee Performance - Task Performance	6	0.858
9	Employee Performance - Contextual Performance	6	0.839
	Total	36	

Table 1 Reliability test (SPSS 20)

3.3 EFA:

The factors are loaded accordingly in the EFA analysis.

In this Exploratory Factor Analysis (EFA) step. The author set a bar of 0.4 for factor loading as recommended by Field (2013) where constructs should have at least 3 items with a loading >0.4 .

The result illustrates that there are 8 factors, with Eigenvalue greater than or 1, that accumulatively explain 66.488% of variance (Please refer to Appendix III for more details).

As reflected in the table below, the KMO value is 0.898 ($0.5 < \text{KMO Value} < 1$) and the Barlett's Test is below 0.05, suggesting that there is considerable correlation in the data collected in this research.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.898
Bartlett's Test of Sphericity	Approx. Chi-Square	5734.4
	df	14
	Sig.	.000

Table 2 KMO and Bartlett's Test (generated by SPSS 20)

3.4 CFA:

As illustrated in the table below, Chi-square/df = 2.070 (<3), CFI = 0.914 (>0.9), TLI = 0.902 (>0.9), RMSEA = 0.054 (<0.06) provide evidence of strong fit (Byrne, 1994; Hair et al., 2010). In the situation of GFI, Byrne (1994) considered it as a very good indicator if it is greater >0.95 and a good indicator if it is greater than 0.9. Nonetheless, GFI is heavily affected by the sample size and the number of indicators and not always recommended to be used (Kline, 2023), while other scientists considered GFI >0.8 acceptable (Doll et al., 1994) which is the case of this study with GFI=0.866. Overall, the above mentioned confirms a good model fit.

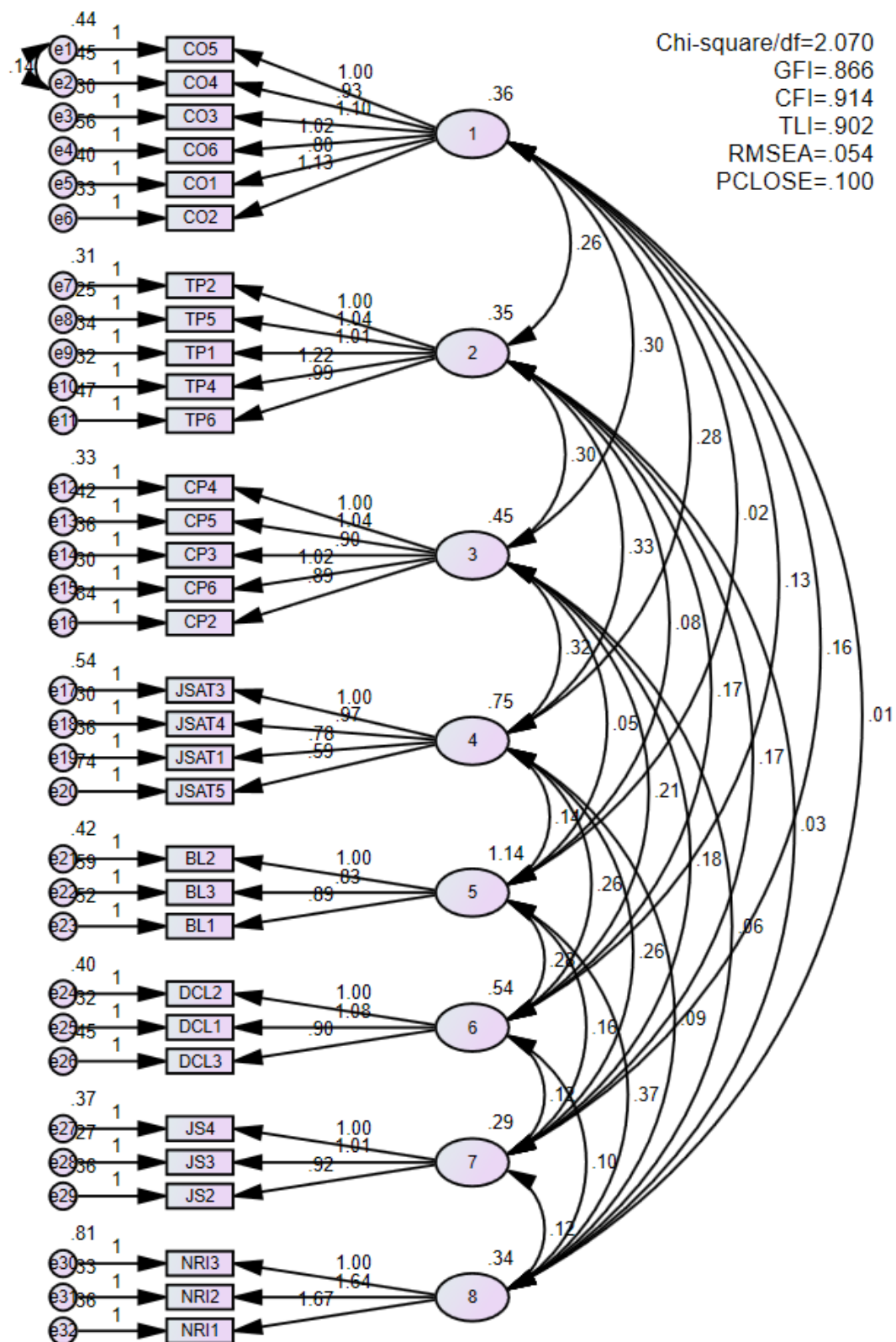


Figure 3 CFA Analysis (IBM SPSS AMOS)

3.5 Regression Analysis

The Table below shows that F_HW has positive impact on F_EP ($b=0.0847$), F_CO ($b=0.4154$), F_JS ($b=0.5496$), F_JSAT ($b=1.2526$). F_EP is regressed onto F_HW, F_CO, F_JS, F_JSAT, with $R^2=0.5812$, the model explains 58.12% of the variance of F_EP. As a result, H1, H2, H4, H6 are accepted.

The data also confirms that Gender moderates F_JS and F_JSAT and doesn't moderate F_CO because zero falls out of CI [-3798;0148]. Therefore, we rejected H8 and accepted H9 and H10.

Variables	Employee Performance (F_EP, Dependent)	Communication (F_CO)	Job Security (F_JS)	Job Satisfaction (F_JSAT)
<i>b</i>				
Independent				
Hybrid Work (F_HW)	0.0847**	0.4154**	0.5496***	1.2526***
Mediators				
Communication (F_CO)	0.4726***	---	---	---
Job Security (F_JS)	0.1345***	---	---	---
Job Satisfaction (F_JSAT)	0.2168***	---	---	---
Moderator (Gender)				
Gender	---	0.6855	0.4109	1.9747***
HW*Gender		-0.1825	-0.1797**	-0.5967***
(LLCI-ULCI)	---		-0.3531;-	-0.8207;-
		-0.3798;0.0148	0.0064	0.3728
R2	0.5812			

$N=370$, * $p<0.1$, ** $p<0.05$,
*** $p<0.01$

Figure 4 Regression Analysis (Authors)

As reflected in the table below, F_JS mediates the impact of F_HW on F_EP while F_CO and F_JSAT mediates this relationship conditionally (Zero is found between LLCI and ULCI). Hence, we accepted H3 and H7 and conditionally accepted H5

Indirect Effect	Male	Female
	Effect, [LLCI-ULCI]	
F_HW -> F_CO -> F_EP	0.1101,[0.0409;.0.1906]	0.2038,[-0.0330;0.0807]
F_HW -> F_JS -> F_EP	0.4097,[0.0210;.0.0834]	0.2056,[0.0072;.0.0505]
F_HW -> F_JSAT -> F_EP	0.1422,[0.0839;.0.2084]	0.0128,[-0.0260;0.0546]

Table 3 Indirect Effect (Authors)

As illustrated in the following graph, the higher the value of F_HW, the higher the value of F_JS, indicating a lower level of job security in the case of Gen Z female workers when hybrid working.

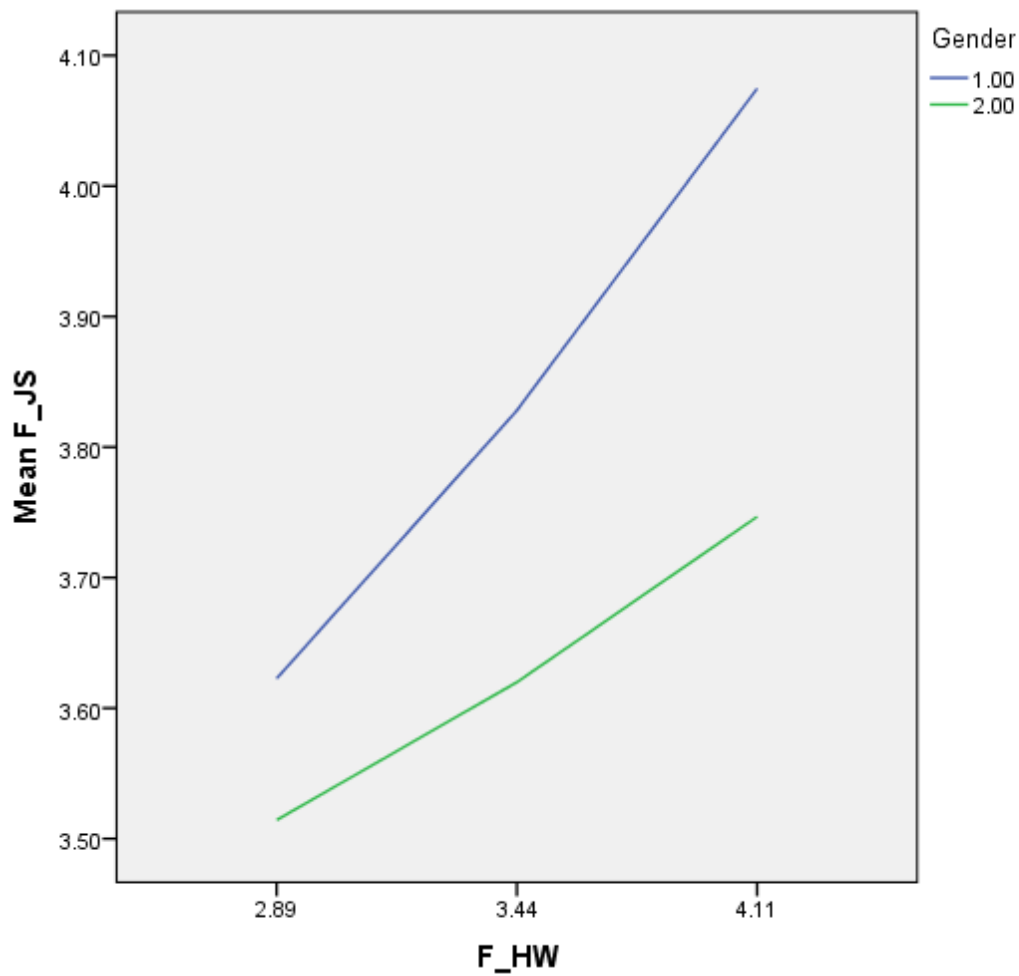


Figure 5 Gender moderating F_HW-F_JS

The following graph shows us a higher level of job satisfaction in the situation of Gen Z male workers as compared to their female peers when the frequency of Hybrid Work increases.

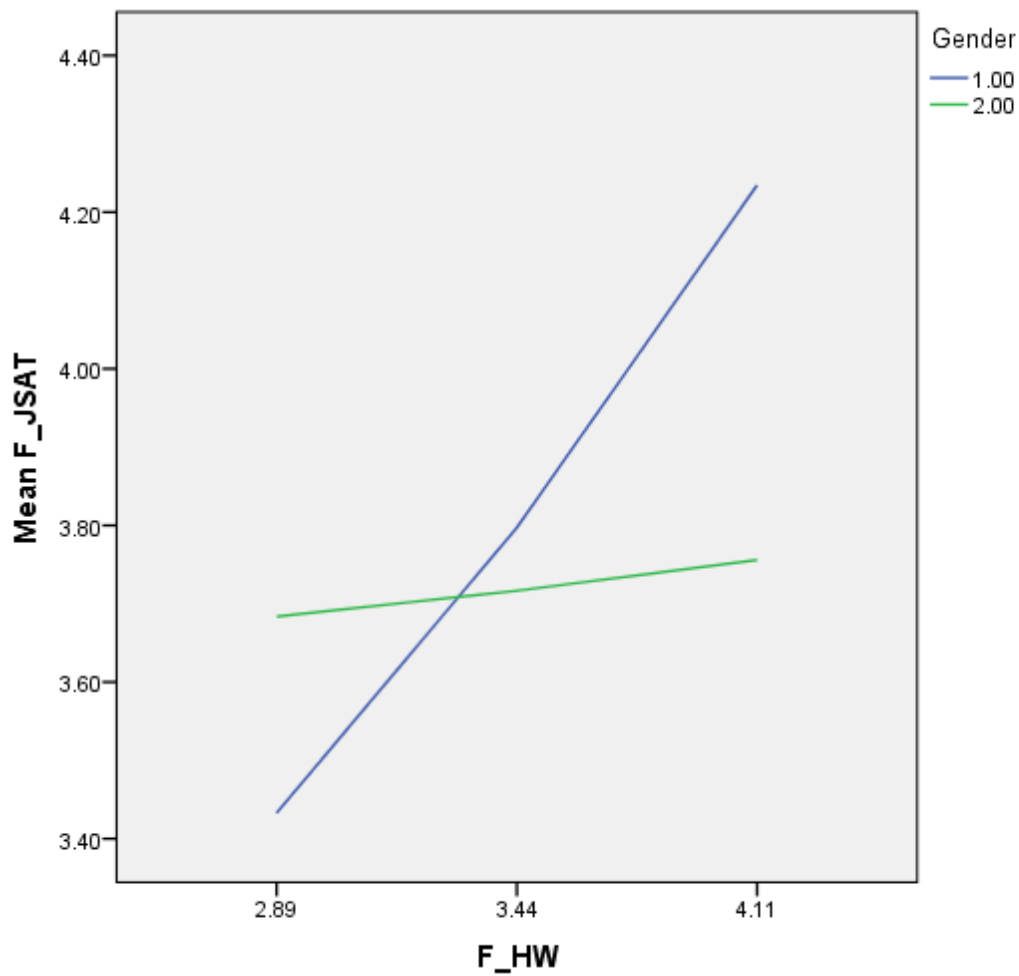


Figure 6 Gender moderating F_HW-F_JS

IV. Research results

The table below summarizes the confirmation status of Hypothesis. In the dissertation, the author will provide a deeper discussion on the relationship identified between the constructs and the link with the findings drawn from the interviews.

No	Hypothesis	Status
1	<i>H1: Hybrid Work has a positive impact on Employee Performance of Generation Z</i>	Accepted
2	<i>H2: Hybrid Work has a positive impact on Communication of Generation Z</i>	Accepted

3	<i>H3: Communication mediates the impact of Hybrid Work on Employee Performance of Generation Z</i>	Conditionally Accepted
4	<i>H4: Hybrid Work has a positive impact on Job Security of Generation Z</i>	Accepted
5	<i>H5: Job Security mediates the impact of Hybrid Work on Employee Performance of Generation Z</i>	Accepted
6	<i>H6: Hybrid Work has a positive impact on Job Satisfaction of Generation Z</i>	Accepted
7	<i>H7: Job Satisfaction mediates the impact of Hybrid Work on Employee Performance of Generation Z</i>	Conditionally Accepted
8	<i>H8: Gender moderates the relationship between Hybrid Work and Communication</i>	Rejected
9	<i>H9: Gender moderates the relationship between Hybrid Work and Job Security</i>	Accepted
10	<i>H10: Gender moderates the relationship between Hybrid Work and Job Satisfaction</i>	Accepted

Table 4 Confirmation of Hypothesis

V. Discussion and Implications:

1. Theoretical implications

First, the study extends the Theory of Performance (Elger, 2007), Social Exchange Theory (P. Blau, 2017; Homans, 1961), and PE Fit Theory (Kristof, 1996) by examining how Hybrid Work shapes Employee Performance and how this relationship is mediated by Communication, Job Satisfaction and Job Security.

Second, the dissertation contributes to the literature by introducing gender as a moderating factor in the hybrid work context. The study clarifies that genders do not experience Hybrid Work in the same manner.

Third, the study enriches Hybrid Work scholarship in emerging markets, particularly Vietnam, a context where hybrid work is rapidly evolving but academically underexplored.

Fourth, the dissertation contributes to theory by providing new insights into how Generation Z in Vietnam experiences hybrid work. As a growing part of the national workforce, Gen Z has unique expectations and behaviors. Understanding how this cohort responds to hybrid work and its related factors adds a valuable generational perspective to existing theories.

2. Practical implications:

The implementation of Hybrid Work not only improves Employee Performance but also helps organizations to attract and retain Gen Z talents.

Hybrid Work shouldn't be a standalone policy and should be accompanied by other factors such as clear communication channels, effective monitoring system, active leadership involvement.

Hybrid Work should be implemented on an optional basis giving the employees the right to choose to opt in or opt out. Training for female workers and people of other Generation such as X and Y is recommended.

Generation Z shouldn't take Hybrid Work for granted. Conversely, they should show proactiveness and the right attitude to demonstrate that they deserve such a good policy and trust from the organizations.

VI. Dissertation Structure

The dissertation is structured as follows: it commences with an introduction, proceeds through five chapters, and concludes with a final summary. The introduction outlines the rationale for the study, presents the research questions and objectives, and provides an overview of the research process, methodologies, key findings, and principal contributions. The structure of the dissertation is detailed below.

- **Introduction**
- **Chapter 1:** Literature Review
- **Chapter 2:** Theoretical Framework

- **Chapter 3:** Research Methodology
- **Chapter 4:** Research Results
- **Chapter 5:** Discussions and Implications
- **Conclusions**

List of author's publications:

1. Tug of War on flexibility. Why will Hybrid Work be the sustainable solution? Sustainable Organizations. Model and Practices. Springer. [D.V, Mai; T.N, Nguyen]. *To be published. Book chapter accepted, final manuscript sent to publisher on 13th Sep 2025.*
2. The impact of internal CSR practices on organizational commitment in the construction industry of Vietnam (2025), Discover Sustainability, Springer [P.N, Nguyen; D.V, Mai (**corresponding author**); T.N, Nguyen]. 10.1007/s43621-025-01641-8.
3. Study of factors influencing the organizational commitment of Generation Z working in the IT sector of Vietnam (2024), Journal of Infrastructure, Policy and Development [T.N, Nguyen; D.V, Mai; Vu A.T], doi:/10.24294/jipd.v8i7.4706
4. Post Covid-19 Economy of Vietnam, Generation Z, opportunities and challenges for Argentinian enterprises (2023), VI Congreso Nacional de Comercio Internacional III Encuentro Nacional de Enclaves Productivos y Servicios Logísticos, National University of Lujan, Argentina [D.V, Mai; T.D, Dao], ISSN: 2545-8930.
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6. Human Security in Organizations in times of Covid-19 Pandemic (2022), Proceedings: The 1st ASEAN Cooperation Forum on Management of Nontraditional Security (ACF-MNS1), 682 – 669 [T.N, Nguyen; D.V, Mai; Q.A, Cao, X.T. Le], ISBN: 978-604-9995-00-2.
7. Covid-19 và các giải pháp nhân sự có thể học hỏi từ các doanh nghiệp Mỹ (2021), Kinh tế Dự báo, Bộ Kế hoạch và Đầu tư, 764(10), 70-72 [D.V, Mai; D.H.V. Nguyen, A.T.Hoang], ISSN 0866-7120
8. Phát triển hệ sinh thái, nguồn nhân lực phục vụ Đổi Mới Sáng Tạo - Kinh nghiệm từ Dự Án Momentum (Tây Ban Nha) và một số gợi ý cho Việt Nam, Kinh tế Dự báo, Bộ Kế hoạch và Đầu tư, 759(5), 51-53 [D.V, Mai; H.Tr. Dang, D.H.V. Nguyen], ISSN 0866-712