

Job Satisfaction and Organizational Commitment of Millennial and Gen Z Hotel Employees: A Basis for Management Technique Development

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ABSTRACT

The workforce is now composed of multi-generational employees. In the coming years, Millennials and Gen Z will dominate the labor force. The purpose of this study is to investigate the job satisfaction and organizational commitment of Millennial and Gen Z hotel employees. Understanding this future hospitality workforce is pivotal as empirical studies since both generations are known to be the “job hopper” generation. There has been a paucity in the study with regards to Gen Z hotel employees as they are still starting to penetrate the workforce. It was also the objective of this study to see whether there is a difference between Millennial and Gen Z employees in terms of their job satisfaction and organizational commitment. This study solely focused on hotel employees in Bacolod City (n = 90). The results of the study suggests Millennial and Gen Z employees are highly satisfied, and highly committed with their workplace despite of what previous studies suggest. However, the study also infers that gender of Gen Z employees shows a significant difference when it comes to job satisfaction. It is also extrapolated that employee’s job satisfaction has a strong positive relationship with their organizational commitment. This supports previous studies implying that job satisfaction is a predictor of organizational commitment.

Keywords: *Millennials Generation Z, Hospitality Industry, Job Satisfaction, Organizational Commitment.*



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INTRODUCTION

According to national statistics, the population of the Philippines is composed of around 70% millennials and Gen Z. Gen Z makes up the largest portion of the population, reaching almost 40

million (Ledesma, 2021). With more than one-third of the world's population identifying as members of Gen Z, it is predicted that they will soon overtake Millennials as the generation with the largest global population (Deloitte, n.d.). With

Generation Z entering the workplace, there are currently three generations (Gen X, Gen Y, and Gen Z) that must work together and coordinate within the company (Nabahi, Riyanto, 2020). With a broad customer base, the hospitality industry may manage and incorporate workforce diversity to provide customers with high-quality service that matches their ever-rising expectations. However, creating a diverse workplace culture in the hospitality industry is difficult because each employee has unique attitudes, beliefs, and behaviors that can affect retention and satisfaction (Hsaio, et.al, 2019). If there are more differences than similarities across worker generations and whether generational classifications are appropriate groupings to distinguish workers are topics of discussion.

The workforce is more diverse than it was in the past. Employees from different generations are now working side by side in the workplace for the first time in global history. By 2025, the Millennial Generation is anticipated to represent more than 75% of this demographic proportion (Alcantara, et.al., 2020 cited Ernst & Young, 2015). Despite the numerous definitions for the term "generation," it is frequently used to refer to a group of people based on their birth years. In light of the rise in age difference, there has been a significant amount of debate regarding possible generational disparities at work. The National Academies of Science, Engineering, and Medicine have stated that some authors have claimed that there might be as many as five generations at work today (2020).

The travel and tourism sector contributes \$1 trillion (+21.7% growth) more to the global GDP in 2021 than it did in the previous year. It's also in the same year where 18.2 million jobs were restored, up 6.7% from the previous year due to the unprecedented global pandemic (World Travel and Tourism Council, 2022). The contribution of Tourism Direct Gross Value Added (TDGVA) to the Philippine economy in 2021, as measured

by the Gross Domestic Product (GDP), is estimated at 5.2 percent. In addition, Employment in tourism related industries was estimated at 4.90 million in 2021, higher by 4.6 percent compared with 4.68 million in 2020 (Philippine Statistics Authority, 2022).

The quality of customer service that hotels deliver is a significant determinant of their overall profitability. As a result, the main goal of the hotels is to motivate their staff to help the hoteliers deliver quality service to their customers (Ghebreorgis, 2018). Because employees directly contribute to an organization's success or failure, employees are its genuine assets.

Since it has been demonstrated to be crucial for employee recruitment, hiring, and retention, human resources experts have investigated what employees want. According to studies, employees' expectations of their employers do not vary as much among generations (Bae, 2021). Bae has also cited research from Kaye and Jordan-Evans (1999), who interviewed more than 3,000 workers from a range of industries and job titles. They discovered that employees prioritized the importance of people, contribution, autonomy, and recognition. The same topic was posed in research by Heathfield (2020), which was also cited in Bae's paper, and the same answers were given: people, autonomy and trust, and recognition and appreciation.

Customer satisfaction and the business operational performance are heavily influenced by organizational commitment and work performance from the service staff. The main consideration in service industry management is how to improve employee satisfaction, organizational commitment, and work performance. Increasing emphasis on customer happiness, which has previously demonstrated that it may boost a business's financial success through increased customer loyalty (Tarigan and Hatane, 2019). In the hotel business, research on

organizational commitment is a continuous topic of interest since employers prefer to work and employ committed and loyal employees who will give their absolute best to the task at hand. Moreover, organizational commitment enforces both attitudinal and behavioral loyalty of employees. In addition, organizational commitment makes an employee more loyal in their attitudes and behaviors. However, recent research has revealed that jobs in the hospitality industry are characterized by poor pay, insufficient job security, lengthy workdays, a dearth of opportunities for personal growth, and seasonality (Garcia-Lopera, et. al., 2020).

The capability of employers to convey a value proposition that closely matches the needs of their target employees is crucial for success in attracting talent in the hospitality business (Kapuciski et al., 2022). As a result, the issue of how to recruit and keep qualified workers will only increase in relevance. For hotel managers to enhance their staff's attitudes and behaviors at work, they must have a comprehensive understanding of their needs to feel involved and what contributes to their motivation to remain committed to the company (Hsiao, Ma, & Auld, 2017). Teams that are extremely devoted to their strategic goals and focused on organization and work are needed in business organizations. One of the key responsibilities of the company is human resource management, which places a high priority on the welfare of employees, their working circumstances, and their job satisfaction. This promotes high levels of organizational commitment (Tiwari and Singh, 2014; Kurtessis et al., 2017 cited by Herrera & De Las Heras-Rosas, 2021).

Background of the Study

In a report by Horwarth HTL (2018) DOT has accredited 1,760 accommodation establishments in the Philippines in 2017, and the number has been growing ever since. Now that there are more than three generations working together,

the researcher is interested in learning if standards can also be developed to ensure a more inclusive workplace. Between the emergence of the first traditionalists and Gen Z, there has been such a tremendous quantity of technical advancement that it has produced two completely distinct living experiences (Rice, 2021).

A multigenerational workforce, which includes workers from several generations, could be used to describe the current workforce (Alcantara, et.al., 2020). To date, only a few studies have focused on the traits of Gen Z to learn more about their preferences, interests, and expectations (Goh and Okumus, 2020). In the current economic climate, organizations must invest in their human capital to be competitive (Mahutga, 2019). Understanding and accepting generational differences and maximizing the strengths of each generation will bring invaluable results to organizational harmony. Management's failure to address work value differences and stereotypes may result in low organizational morale, higher turnover rates, and reduced profits (Alcantara, et. al., 2020). As such, job satisfaction is a prerequisite for a sustainable workplace and the organization as a whole (Hristov & Chirico, 2019).

It is in this regard that the researcher aimed to understand the job satisfaction and organizational commitment of both Millennial and Gen Z hotel employees. It has been identified that generational differences and their effects on workers have been up for discussion. In line with this, the researcher aimed to investigate whether there is indeed a disparity between the two generations when it comes to job satisfaction and organizational commitment. The paucity of relevant studies regarding Gen Z in the workforce also motivated the researcher to dive deep into the understanding of the said topic. The researcher intended to identify the preferences of Millennial and Gen Z workers in the hotel industry since they would eventually become

the majority population in the workplace. This study aimed to aid in management develop strategies to enhance employee's job satisfaction and organizational commitment.

Statement of the Problem

This study will answer the following questions:

1. What are the demographic profile and employment background of the respondents in terms of their:
 - 1.1. Gender
 - 2.1. Year of Birth
 - 3.1. Monthly Income
 - 4.1. Length of Service
 - 5.1. Employment Type
 - 6.1. Job Position
2. What is the job satisfaction level of Millennial and Gen Z respondents in terms of:
 - 2.1. Pay
 - 2.1. Promotion
 - 3.1. Supervision
 - 4.1. Fringe Benefits
 - 5.1. Contingent Rewards
 - 6.1. Operating Conditions
 - 7.1. Coworkers
 - 8.1. Nature of Work
 - 9.1. Communication
3. What is the organizational commitment level of Millennial and Gen Z respondents in terms of:
 - 3.1. Affirmative
 - 3.1. Continuance
 - 3.1. Normative
4. Is there a significant difference in the overall job satisfaction level between Millennial and Gen Z respondents when the demographic profile is used as test factors?
4. Is there a significant difference in the overall organizational commitment level between Millennial and Gen Z respondents when the demographic profile is used as test factors?
4. Is Job Satisfaction a predictor of Organizational Commitment of both Millennial and Gen Z respondents?
4. Is there a significant difference between the

Job Satisfaction levels of Millennial and Gen Z respondents?

4. Is there a significant difference between the Organizational Commitment of Millennial and Gen Z respondents?
4. Based on the data gathered what recommendation could be given for human resource management development?

Herzberg Theory

The two-factor theory, also known as the motivator-hygiene theory, was proposed in 1959 by behavioral scientist Frederick Herzberg. Herzberg asserts that certain aspects of the job can lead to satisfaction while other aspects can shield employees from unhappiness. Herzberg argues that "No satisfaction" and "No dissatisfaction" are the opposites of "Satisfaction" and "Dissatisfaction," respectively.

Herzberg classified these job factors into two categories:

1. Hygiene factors - Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or if these factors are non-existent at workplace, then they lead to dissatisfaction.
1. Motivational factors - According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit.

Three Component Model of Commitment

Meyer and Allen (1984) first proposed two dimensions of organizational commitment:

Affective commitment and continuance commitment. Later, Meyer and Allen (1991) finalized their multidimensional commitment model by adding normative commitment as the third construct. Employees with affective commitment stay with the organization because they want to; those with continuance commitment stay because they need to; and individuals with normative commitment remain because they feel they should (Allen and Meyer, 1990). Allen and Meyer (1990) asserted that the three dimensions are distinguishable components of organizational commitment, not separate types of commitment, so employees may experience each dimension to a different degree.

John Meyer and Natalie Allen developed their "Three Component Model of Commitment" and published it in the 1991 "Human Resource Management Review." The model explains that commitment to an organization is a psychological state and that it has three distinct components that affect how employees feel about the organization that they work for. Additionally, Meyer and Allen (1997) claimed that three dimensions of organizational commitment should be considered together as a set instead of specific "different" types of organizational commitment.

The three components are:

1. Affection for your job ("affective commitment").
2. Fear of loss ("continuance commitment").
3. Sense of obligation to stay ("normative commitment").

Generational Differences

Howe and William Strauss, historians and the founders of modern generational theory, argue that generations develop over 80- to 100 years in four stages: childhood, young adulthood, midlife, and elderhood (roughly one human life). Every generation displays a collective identity rooted in its unique place in historical time and space. This means that each generation develops within

and makes use of its collective milieu, the kaleidoscopic constellation of circumstances, movements, and technological advancements that shape its values and framework of meaning (Fuentes, 2015). In their study from 2020, Alcantara, Alvarez, and Gabriel identified the various generations in contemporary society and cited several other studies in the process. Those who were born before 1945 are the traditionalists, also referred to as the Veterans, Silent Generation, Matured, and Greatest Generations (Murphy, 2007; Tolbize, 2008; cited Alcantara, 2020). Since the majority of them are retired or have already left the workforce, they are the oldest generation in the workplace. According to previous research, members of this generation are "conservative and disciplined, as having a sense of obligation, and as observing fiscal restraint." In the workplace, they prefer formality and a top-down hierarchy, demand respect, and feel more confident in their decisions when they can look back on past successes (Niemic, 2002; Toblize, 2006; Kersten, 2002; cited Alcantara, et. al., 2020).

According to Tolbize (2008), as cited in the study of Alcantara, et. al. (2020), the Baby Boomers are people who were born between 1943 and 1965. A total of 17 million more babies were born during this time, earning them the title "Baby Boomer" generation. This generation was brought up to respect authority figures, view work as a means of contributing to society and achieving personal fulfillment, and believe that their actions could make a positive difference in the world. They have also been referred to as the individuals who started the trend of the workaholic. The current workforce views success as a result of perseverance and sacrifice. They produce excellent work but are easily offended by criticism. Instead of emphasizing results, they are more process-focused. Approximately half of the workforce from this generation will be retiring in the coming years.

On the other hand, those who were born between

1968 and 1979 are referred to as members of Generation X, also known as Baby Busters, Twenty-somethings, Thirteenth Generations, and Post-Boomers. This generational cohort has been defined as the children of older baby boomers who experienced economic, family, and societal insecurity as children. They are characterized as being less devoted to their employers and more independent, autonomous, and self-reliant (Murray, 2011; cited Alcantara, et.al., 2020).

The Millennials, also known as Generation Y, the Net Generation, Digital Natives, Generation www, Echo Boomers, and N-Gens, are the next generation. This generation is shaped by significant technological and communicational innovations. Alcantara, Alvarez, and Gabriel (2020) have cited Murray (2011), saying that millennials are better at multitasking, more at ease with technology, and enjoy working in teams. They are characterized as ambitious, entitled, technologically savvy, flexible, needing supervision and structure, appreciating teamwork and collective action, adaptable to change, inexperienced, particularly in handling difficult people issues, achievement-oriented, most confident, and highly educated (Murphy, 2007; Murray, 2011; Tolbize, 2008; cited Alcantara, et. al. 2020), with a focus on their workplace characteristics.

According to Cismaru and Iunius (2019) as cited by Bakker, the hospitality industry is significantly impacted by this and can be used as an example because it is based on the core values of the generations that preceded the millennial generation, such as hierarchy, formalism, and loyalty. It has also been concluded that shared experiences shape the generational profile and that generations are not defined by age but rather by the social, economic, and political context in which they were raised (Bakker, 2020). According to Randstad's survey (2022), Gen Z and millennials would leave their jobs if it got in the way of their personal lives, or wouldn't accept

it in the first place if they had issues with the company's social or environmental politics. The values of Generations Y and Z, which call for autonomy, appreciation, a work-life balance, and other modern values, are currently putting a strain on this traditional management culture. If an industry cannot meet these demands, other sectors will become more attractive (Mahutga, 2019).

Millennials

"Job hoppers", that's what Millenials are known for. However; despite a reputation for job hopping a recent survey by Randstad has uncovered that, Millennial workers are just as likely to stick with their employers as Gen X workers were when they were the same age. Roughly seven-in-ten each of Millennials ages 22 to 37 in 2018 (70%) and Gen Xers the same age in 2002 (69%) reported working for their current employer at least 13 months. About three-in-ten of both groups said they'd been with their employer for at least five years. Literature on Millennials has indicated that organizations have not been very successful in their retention efforts, hence the continual high turnover. The low employee retention and high turnover rates have been a tremendous financial drain on organizations, and strategies need to be developed to retain employees (Tadesse, 2018).

Leadership is a crucial component of every organization. Young adults are gaining employment, particularly in the public sector. Within the public sector, leadership is defined as delivering permitted processes in an efficient, effective, and legal manner, investing in followers who produce results and support the organization, and establishing connections between the organization and its surroundings. Millennials are more focused in changing the world than gaining wealth. They are well educated and unafraid to seek new careers if their current ones don't advance their ideals. Millennials like to work for companies with open channels of communication (Galstyan, 2018). Millennials are the first work-life

integrators. They are out to change the world, and are filled with aspiration and ideas (Olson, 2018).

Generation Z

Generation Z is the first generation that matured alongside advanced technologies, in particular the rapid evolution of how people communicate and interact (Nabahi, Riyanto, 2020). Based on the conclusion from the Pew Research Center by Dimock (2019), Generation Z begins in 1997 and ends in 2012. This generation is shaped by its "always on" technology environment. Generation Z is, like the Millennials, a digital native and is the first generation to have not experienced a world without the internet. Because of their lifelong exposure, they are not only highly familiar with it but also depend on it (Goh & Lee, 2018). Gen Z will make up one-quarter of the workforce in 2025. This youngest generation in the workforce has arguably been more impacted by the pandemic than their older colleagues, more prone to the disruption of lost jobs and lost job offers, hybrid or remote work experiences, and the impacts of uncertainty on their prospects for the future (Viser 2022). Like Millennials, previous studies have said that Generation Z is known to be a "job hopper" generation. They like to switch between jobs for a certain reason (Nabahi, Riyanto, 2020).

Multiple sources were cited to describe the characteristics of Generation Z in an article from the Wharton School at the University of Pennsylvania. According to the Wall Street Journal, Gen Z'ers are "sober, industrious, and driven by money," but they are "socially awkward and timid about taking the reins," Inc. magazine claims, and they are more diverse and risk-averse. They "want to work independently and be recognized on their own merits rather than those of their team," according to Forbes (Make Way for Generation Z, 2019). Supporting the Forbes report, other researchers have stated that compared to other generations, Gen Z workers

exhibit a distinctive value set in the workplace (Chen, Chen, & Chi, 2019; Sakdiyakorn et al., 2021; cited Leung, et. al., 2021). Moreover, they require a sense of pride and fulfillment from their work and tend to work in a firm whose values match their own. However, the overwhelming complaints of low pay, long working hours, and physically demanding work make them reluctant to join the hotel industry (Goh & Lee, 2018).

According to a study by Goh and Lee (2018), Generation Z showed a largely favorable view toward the hospitality sector. The possibility that Gen Z's sentiments are not stable and may change over time is evidenced by the fact that attitudes regarding working in the hospitality industry fluctuate.

In accordance with studies on Gen Z's organizational commitment, they appear to favor frequent job changes over staying at one place for an extended period of time. Today, however, a large number of companies still employ the same employee retention strategy. They use their high salaries and well-known reputations to entice potential employees. For older generations, it might work remarkably well. But because Generation Z has particular expectations and preferences for the workplace, it stands out. Even though they value money highly, they do not prioritize it over other factors when choosing a career. Beyond just having a high salary, Generation Z has a wide range of expectations. They favor occupations that necessitate a particular set of skills. When they can put their skills to use at work, they are extremely happy. Furthermore, they place a high value on professional development, which is made possible by development programs that will increase their chances of pursuing their ideal career path. Gen Z is all about workplace flexibility, both in terms of time and in terms of the type of work (Nabahi, Riyanto, 2020).

Therefore, it's critical to keep in mind that

employees in the hospitality industry will eventually leave the industry if their expectations are not met during their employment. The opportunity to interact with people from different cultures was mentioned by respondents from Generation Z who work in the hospitality industry. This was consistent with earlier research findings that demonstrated a relationship between organizational diversity and job satisfaction and organizational commitment among those employed in the hotel industry (Goh, Lee, 2018).

Job Satisfaction

Hoppock (1935) coined the phrase "job satisfaction," suggesting that it refers to employees' feelings and attitudes toward their work and is a subjective response to such employment. Employee job satisfaction is a subject that has attracted a lot of interest from both researchers and practitioners. Job satisfaction has received exhaustive research. It is a key component of numerous theories about organizational phenomena and is associated with a variety of elements essential to human resource management, including performance, unproductive conduct at work, turnover, and employee health (Meier, Spector, 2015).

Several researchers suggest that different people prefer different features of a job, and hence, job satisfaction will be highest when there is a good match between the person and the job. In line with this assumption, the smaller the discrepancy between having and wanting, the higher the job satisfaction (Verquer, Beehr, and Wagner, 2003 cited by Spector, 2015). Job satisfaction was found to be related to employee turnover as low job satisfaction increases the employee's intention to quit his/her job. Job satisfaction has an indirect influence on turnover through its direct influence on the formation of intent to leave. Consequently, it has a positive impact on organizational commitment (Gasengayire and Ngatuni, 2021). The impact of

motivation, training and working conditions on employee performance is significant. These could be owed to the fact that employees are satisfied with their current salary, rewarded for the quality of their efforts, received recognition and appreciation from their supervisor, got incentives and bonus and promotions as well, and the tips and encouragement given by customers are so considerable that influencing employees' performance (Ghebregiorgis, 2018).

Job satisfaction has been linked to many variables, including performance, absenteeism, and turnover. Job satisfaction is significant because a person's attitude and beliefs may affect his or her behavior. Attitudes and beliefs may cause a person to work harder or work less. Job satisfaction also impacts a person's general well-being for the simple reason that people spend a good part of the day at work. Consequently, a person's dissatisfaction with work could lead to dissatisfaction in other areas of life (Kumar, 2017).

In a study by Heimerl, Haid, Bedekit, and Scholl-Frissem (2020) They have cited numerous sources about job satisfaction. Stating that there is a relatively high level of employee turnover in the hospitality industry compared with other industries, which leads to enormous additional costs every year. A low level of job satisfaction is cited as the reason for this high turnover, and this turnover is believed to be caused by stress and work overload due to the rapid growth of the hospitality industry (O'Neill & Davis, 2011 cited Heimerl et. al. 2020). Employee satisfaction can be seen as an indicator to check if employees are content with their jobs and work placement. Gherbregioris (2018) stated that because the hospitality industry is a manpower-intensive industry for which the hotels need to emphasize on the performance of the employees and should take appropriate measures for enhancing their performances. Further, the performance of the employees is crucial in the hotel industry as the

guests have direct interaction with the employees and thus it is the employees of the hotels that are responsible for satisfying the guests.

Affect Theory

The best-known job satisfaction model is arguably Edwin A. Locke's Range of Affect Theory from 1976. This theory's central tenet is that job satisfaction is primarily influenced by the gap between what an individual wants and receives from their position. According to the theory, the degree of autonomy in a job, for example, might influence how content or dissatisfied individuals feel when expectations are satisfied or not. When a person appreciates a certain aspect of their employment, it has a greater positive and negative impact on their happiness as supposed to when they don't value that aspect, both in terms of expectations being met and not being satisfied. According to Locke's theory, one's perception of the relationship between what they desire from their employment and what they perceive it to offer or entail determines whether they are satisfied or unsatisfied with it. Merely explained, the level of enjoyment employees experience at work can be used to define job satisfaction.

Spector's Job Satisfaction Survey

The job satisfaction survey was developed to fill the need for an instrument for human service. This scale measures 9 aspects of job satisfaction, which were chosen from a review of literature on job satisfaction dimensions. Although it might also apply to other organizations, it was created specifically for nonprofit, public, and human service organizations (Spector, 1985). The job facets include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication.

Organizational Commitment

With the majority of studies concentrating on job satisfaction, turnover intention, and organizational citizenship behavior, organizational

commitment has grown to be a significant research area in occupational psychology (Gao, et al., 2021). Prior research has shown that employees will become more internally attached to the organization by realizing its organizational value if the company can offer them a variety of support measures to help them achieve work-life balance (Liu, et al., 2021).

According to a study by Alif Hiola and Hanurawan (2022) organizational commitment is directly and favorably influenced by employees' job satisfaction in the. This relationship exists between employees' job satisfaction, organizational commitment, and job performance. The level of job satisfaction of employees has an impact on their organizational commitment. The existing research on organizational commitment in the hotel industry focuses more on using the developed scale to carry out empirical research. The existing research on organizational commitment in the hotel industry focuses more on using the developed scale to conduct empirical research that found that job satisfaction was mentioned the most and had a significant impact on organizational commitment. Researchers looked at the relationships between employees' job satisfaction, organizational commitment, the subjective perception of their choice of jobs, turnover intention, and behavior (Liu et al., 2021).

Organizational commitment is a significant issue in the hospitality industry because hotels frequently show their preference for hiring staff who are devoted to the organization (Garcia-Lopera et al., 2020). Perceived organizational support has a greater impact on men's work commitment than it does on women, according to research by Liu, Cho, and Putra (2017). Hsiao, Ma, Lloyd, and Reid (2019) noted that work commitment (i.e., an employee's emotional connection to the organization and its objectives) may lessen an employee's intention to quit their job and increase their commitment to the organization/company.

Hypotheses Development

The plan for the study's execution is presented in the conceptual framework (figure 1). To support the study's first hypothesis, the demographic profile of the Millennial respondents will be used to see if there is a significant difference in terms of Job Satisfaction, on the other hand, the second hypothesis is proven using the demographic profile of Gen Z respondents. The third hypothesis used the demographic profile of Millennial respondents to see the significant difference in terms of Organizational Commitment, while the fourth hypothesis used the demographic profile of Gen Z respondents. The fifth and sixth hypothesis used the Job Satisfaction level of Millennial and Gen Z respondents respectively to determine whether they are predictors of Organizational Commitment. The seventh hypothesis is proven by comparing both Job Satisfaction of Millennial and Gen Z employees to see if there is a significant difference between the two cohorts. Lastly, comparing the Organizational Commitment of both Millennial and Gen Z employees proves the eighth hypothesis for the study. After which, recommendations for human resource management is formulated.

This study is solely focused on the job satisfaction and organizational commitment of Millennial and Gen Z employees in selected hotel establishments, which have given the researchers prior approval. The study is focused on Millennial and Gen Z hotel employees located around Bacolod City. Due to the confidentiality and internal policies of most hotels, the researcher complied with the request of the management to leave the names of the said establishments out of the paper. In addition, the total number of establishments that participated in the research was not specified as per the agreement of the researcher and the involved parties. Due to the

size of the hotels in Bacolod City, there is a limited number of employees per hotel with an estimated average of 50 - 70 employees. Employees who are considered on-call are not included in the study since they do not meet the criterion of receiving a fixed income from company. The study is limited to a specified number of employees approved by the Human Resources Department of the said company, which is estimated to be 15 - 20 respondents per hotel.

Hypothesis

1. Ho1: There is no significant difference in the overall job satisfaction level of Millennial respondents when their demographic profile is used as test factors.
2. Ho2: There is no significant difference in the overall job satisfaction level of Gen Z respondents when their demographic profile is used as test factors.
3. Ho3: There is no significant difference in the overall organizational commitment level of Millennial respondents when their demographic profile is used as test factors.
4. Ho4: There is no significant difference in the overall organizational commitment level of Gen Z respondents when their demographic profile is used as test factors.
5. Ho5: Job Satisfaction is not a predictor of Organizational Commitment for Millennial respondents.
6. Ho6: Job Satisfaction is not a predictor of Organizational Commitment for Gen Z respondents.
7. Ho7: There is no significant difference between the Job Satisfaction of both Millennial and Gen Z respondents.
8. Ho8: There is no significant difference between the Organizational Commitment of both Millennial and Gen Z respondents.

Conceptual Framework

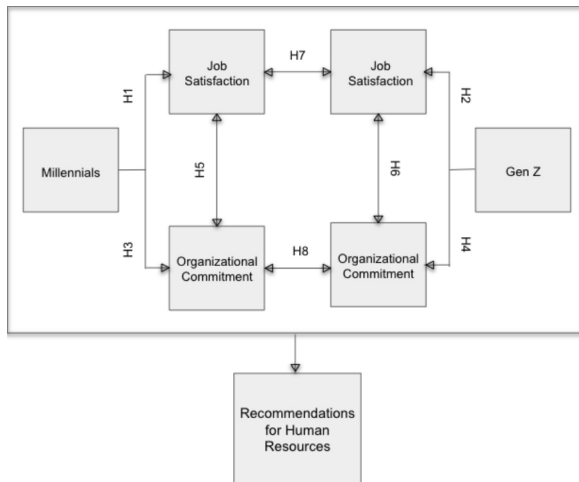


Figure 1. Conceptual Framework

METHODS

This particular paper utilizes a descriptive-correlational-comparative research design since it describes the characteristics of the variables considered in the study and also seek to determine whether there are certain relationships and differences that occur naturally between and among them (Crossman, 2019). The descriptive method enables the study to identify and describe the behaviors of the participants considered in relation to the variables being measured. On the other hand, the correlational method is employed to discover associations among variables and to allow the prediction of future events from present knowledge (Selamat & Jaffar, 2017). The differences between the treatment groups were compared using inferential statistics. It differs fundamentally from descriptive statistics, which only summarizes the data that has actually been measured, in that it allows you to draw conclusions based on extrapolations (Chin, Lee, 2008).

Utilizing the said design, the study aims to describe the profile of the intended participants by identifying their demographic profile in terms of gender and monthly income, as well as their employment background in terms of place of employment, length of service, type of

employment, and job position. Additionally, the study also intends to determine the level of job satisfaction and organizational commitment of the respondents. The former will be measured using certain variables identified by Paul Spector in his formulated questionnaire in line with Edwin A. Locke's Range of Affect Theory, and Herzberg's Two Factor Theory; whereas the latter will be measured based on the Three Component Model of Commitment introduced by Meyer and Allen. Furthermore, as for the inferences to be made, the study would seek to determine whether there are significant differences in the job satisfaction level and organizational commitment of the respondents when they are grouped according to their demographic profile and employment background. Finally, the resulting job satisfaction level of the respondents and their current organizational commitment will be tested using correlational statistical tools in order to find out whether there is a statistical relationship that exists between the aforementioned variables.

The protection of the respondents of this study is important and was treated as such through the implementation of appropriate ethical principles. The anonymity and confidentiality of the respondents has been preserved by not revealing their names and identities in the data collection, analysis, and reporting of the findings of the study. This study is of voluntary participation, and questionnaires were distributed after consent was received. The purpose of why this study is being undertaken has been explained to the respondents before asking them to answer the questionnaire as part of the full disclosure agreement that was adhered to throughout the period of conducting the survey.

The administration of the survey questionnaires began right after the approval of the ethics committee for this paper and when such paper was approved for conducting the survey. Due to time constraints, the timetable for this was set

for late October to the first week of November. The study was conducted in-person and via Google Forms. The researcher reached out to HR managers of the hotels, and had them help disseminate the questionnaires to their employees. Screener questions based on the given criterion to select participants were added at the beginning of the questionnaire. This means that participants answering the survey online were screened as to whether they have qualified as a participant in the said study. If participants pass the identified criterion, that is to signify them as part of the Millennial and Gen Z population employed within hotels in Bacolod City, then they are formally be included as participants in the study and were asked to answer the survey questionnaire.

As there are no open-ended questions involved in the survey, the participants may opt to answer the survey by themselves or ask the guidance of the conducting researcher for any clarifications or inquires in accomplishing the questionnaire. Moreover, the participants were asked for their consent before letting them take the questionnaire, as this was voluntary on their part. The participants who were willing to give their consent are also assured of the confidentiality of all information. The survey also includes an explanation of the purpose for which the survey is being conducted. Since the aim of the study is to determine the job satisfaction and organizational commitment of Millennial and Gen Z hotel employee's standpoint, the paper considered the sample to be included in the study based on such criteria. According to Bryman & Bell (2015), a Viser report (2022), and a study by Dimrock (2019) of the Paw Research Center, Millennials are those born between 1981 - 1996 , and an individual who is considered as Generation Z is born between 1997 and 2012, who are presently around the age of 10 to 25 years old. However, since the study is focused on hotel employees, this would mean that Gen Z employees would be around 18 to 25

years of age. Moreover, since the study utilizes the total enumeration approach of selecting the respondents, this implies that all Millennial and Gen Z employees from each of the hotels officially recognized as such were regarded as the intended respondents for this study.

In terms of the instrument which was used for this particular study, a survey questionnaire was formulated which were adopted from certain theoretical frameworks and selected questionnaires found in literature related to this research and conveniently modified to suit the inquiries of the study's objectives. According to Cober et al. (2010), a survey questionnaire is defined as a research instrument that consists of a set of questions or other types of prompts that aims to collect information from an intended participant. It is typically a mix of close-ended questions and open-ended questions. The survey questionnaire is a type of data gathering method that is utilized to collect, analyze, and interpret the different views of a group of people from a particular population. This research instrument has been used in different fields such as research, marketing, political views, and psychology. Since the researcher correspondingly wishes to collect, analyze and interpret the different views of the participants in line with the variables considered, a survey questionnaire will be utilized.

The researcher created a survey questionnaire divided into three parts. The first part seeks the demographic profile of the respondents. The second portion of the questionnaire measures the job satisfaction level of the participants. The last part of the questionnaire measures the organizational commitment of the respondents. The first section of the questionnaire is centered on the demographic profile and the employment background of the study's participants. The demographic variables asked were as follows: gender, year of birth (to identify whether they're part of the Millennial or Gen Z cohort), monthly

income, place of employment, length of service, employment type, and job position. The first section answers the first objective of the study, stated in the Statement of the Problem section.

Part two of the questionnaire adapted Spector’s published Job Satisfaction Survey to measure the respondent’s job satisfaction level. This was developed by Spector (1985) and contains 36 items based on nine job facets. The job facets include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work, and communication. The survey was specifically for job satisfaction in human services, nonprofit, and public organizations. The researcher purposefully chose this survey among other job satisfaction surveys since it matched the classification of the respondents, was easily accessible, and is free for use.

Below are internal consistency reliabilities (coefficient alpha), based on a sample of 2,870.

Table 1. Reliability for Spector’s Job Satisfaction Survey

Scale	Alpha	Description
Pay	0.75	Pay and Remuneration
Promotion	0.73	Promotion Opportunities
Supervision	0.82	Immediate Supervisor
Fringe Benefits	0.73	Monetary and Nonmonetary Fringe Benefits
Contingent Rewards	0.76	Appreciation, Recognition, and Rewards for Good Work
Operating Procedures	0.62	Operating Policies and Procedures
Coworkers	0.60	People You Work With
Nature of Work	0.78	Job Tasks Themselves
Communication	0.71	Communication within the Organization
Total	0.91	Total of All Facets

The last part of the questionnaire adapted the revised Three-Component Model (TCM) Employee Commitment Survey (Meyer, Allen, 1993), to measure the organizational commitment of the respondents. This includes 24 items with eight items measuring each of the three components. Each component had adequate internal consistency reliability (i.e., Cronbach’s alpha): affective commitment scale, .87; continuance commitment scale, .75; and normative commitment scale, .79. Also, a principal components analysis conducted on all 24 items explained 58.8 (affective), 25.8 (continuance), and

15.4 (normative) percent of the variance (Allen, Meyer, 1990).

The sampling technique that was used in the study is the total enumeration method, a type of purposive sampling technique that involves examining the entire population that shares a particular set of characteristics identified (Crossman, 2017). In which case, the participants are selected based on a certain criterion that depends on the characteristics of the population considered in the objectives of the study (Nuji et al., 2018). As such, the total sample was dependent upon the total number of Millennial and Gen Z employees added from each of the hotels who have agreed to participate in the study. Human resource managers of the identified hotels play a vital role in selecting the respondents since they were the ones disseminating the questionnaires to the employees due to internal and confidentiality policies of the company. Employing a descriptive-correlational approach, the statistical treatment for each objective identified in the Statement of the Problem section are as follows: For the first objective of the study - which aims to describe the demographic profile and the employment background of the chosen respondents, a frequency distribution table is presented, showing the tallies of each classification group of the profiling variables considered, which is appropriate given that the said variables are nominal or categorical in nature. A percentage of the tallies will also be shown along with the number of tallies.

For the second and third objectives - which aimed to determine the level of job satisfaction and level of organizational commitment of the respondents that were measured using the specified factors identified from the theories and framework adopted for this study, the statistical treatment used were mean and standard deviation. Tables and enumeration of results for each item comprising the variables considered were arranged in descending order from highest

to lowest mean score. A comparative table between Millennials, Generation Z, and overall (combined) was shown comprising each category's respective mean and standard deviation for the individual job satisfaction and organizational commitment factors being measured, as well as the overall job satisfaction and organizational commitment level. The weighted mean computed from all the item scores for a given variable were used as the basis for the interpretation of results and findings based on the Mean Distribution of Findings table, presented below.

Table 1. Mean Distribution of Findings

Variable	Rating	Measurement	Interpretations
Job Satisfaction	4.50 - 5.00	Strongly Agree	Extremely Satisfied
	3.50 - 4.49	Agree	Highly Satisfied
	2.50 - 3.49	Neither Agree nor Disagree	Satisfied
	1.50 - 2.49	Disagree	Slightly Unsatisfied
	1.00 - 1.49	Strongly Disagree	Not Satisfied
Organizational Commitment	4.50 - 5.00	Strongly Agree	Extremely Committed
	3.50 - 4.49	Agree	Very Committed
	2.50 - 3.49	Neither Agree nor Disagree	Committed
	1.50 - 2.49	Disagree	Slightly Committed
	1.00 - 1.49	Strongly Disagree	Not Committed

For the fourth and fifth objectives, which sought to compare the means of the job satisfaction and organizational commitment level between Millennials and Generation Z when grouped according to their demographic profile, inferential statistical tools were utilized. As part of preliminary analysis, Shapiro-Wilk test was used to test the normality of data. This assumption of normality claims that the sampling distribution of the mean is normal or that the distribution of means across samples is normal (Shapiro & Wilk, 1965). P-value for the said test indicated a non-significant result for each item (p-value > 0.05) which suggests that the data is normally distributed and therefore, does not violate the assumption of using parametric statistical tools for comparing differences such as t-test and One Way ANOVA. Since the levels of job satisfaction and organizational commitment (though technically measured as ordinal data) may be considered as interval dependent variables based on their computed weighted means, a parametric test was considered to be the valid statistical

tool, given as well that the test factor variables (demographic profile & employment background) are treated as categorical data. Specifically, Independent Sample T-test and One Way ANOVA - both parametric types of tests for analyzing significant differences among several independent categorical variables based on a continuous outcome variable (Crossman, 2017), were utilized for the said objectives - which sought to determine whether there is a significant difference in the respondents' level of job satisfaction and organizational commitment (dependent variables) when they are grouped according to demographic profile and employment background (independent variables). Independent Sample T-test was used for the variable gender, since the said variable has only two independent groups. On the other hand, One Way ANOVA was tested for monthly income, place of employment, length of service, type of employment, and job position, since each of these variables has more than two independent groups. This allowed the study to determine whether job satisfaction and organizational commitment levels are significantly different for different groups of people according to variations in their demographic profile and employment background information. However, as these tests assume homogeneity of variances which means that the variance of the means within the groups of each of the demographic and employment variables is assumed to be equal (Yale Stat, 2013), Levene's test was also calculated in order to determine if the homogeneity of variance assumption is violated or not. In the instance wherein Levene's test is violated, which means that the variances of means within groups of a certain category are found to be unequal, Welch's ANOVA was to be used instead, given the information that the said alternative parametric test is not sensitive to unequal variances and is considered to be a robust test for equality of means (Le Roy, 2012). P-values for the said tests were assessed based on the chosen significance level or alpha ($\alpha=0.05$). Moreover, a comparative table was again used

to assess whether Millennials and Generation Z have similar or contrasting differences in one or several job satisfaction and organizational commitment factors when demographic and employment groups are considered.

For the sixth variable which aims to determine whether job satisfaction is a predictor of organizational commitment. Pearson product-moment correlation was used. This is a measure of linear correlation between two sets of data. Two variables are said to be correlated if change in one variable is accompanied by change in the other - either in the same or opposite direction. Since the variables that will be measured are at least interval in nature, the said test may be considered appropriate. A scatter plot was used to check for the linearity of the data, and is used to observe the relationship between variables. The magnitude of the Pearson Correlation Coefficient determines the strength of correlations. Should the coefficient value be $0.1 < |r| < .3$ it means that the relationship is weak. If the value is $0.3 < |r| < .5$ it is said that the relationship is moderate, while $|r| > .5$ implies that there is a strong relationship between the two variables. Moreover, the correlation coefficient would also determine the direction of relationship - if the value is positive, then it would mean that the variables in question are directly related (as one variable increases/decreases; the other also increases/decreases); whereas if the value is negative, it would mean that such variables are inversely related (as one variable increases/decreases; the other decreases/increases). Assessing the significance of correlation will again be based on the chosen p-value or alpha of 0.05. Lastly, for the seventh and eighth objective, which aims to determine whether there is a significant difference between the respondents' job satisfaction level and their level of organizational commitment, Independent Sample T-test is used.

RESULTS & DISCUSSION

To address SOP #1, Table 3 shows how the randomly chosen participants were distributed based on their demographic characteristics and employment backgrounds, using factors like gender, year of birth, monthly income, length of service, employment type, and job position.

The preliminary findings supports the study by Liu, Gao, Zhu, and Jin (2021), which claimed that women make up a larger percentage of the hotel workforce. The study revealed that 55 out of 90 respondents were female making up 61% of the total respondents, while there were 35 or 39% male respondents. According to a 2015 white paper by the Hospitality Industry Pipeline (HIP) Coalition, the workforce in the tourism and hospitality industry is comprised of 70% women. Despite this number, only 30% of women are accounted for all hospitality leaders in 2021 (Hardin, 2022).

In terms of respondents' years of birth, 47, or 52%, are Millennials (born between 1981 and 1996), while 43, or 48%, are members of Generation Z (born between 1997 and 2004). This is due to the fact that Gen Z is only now beginning to enter the workforce, therefore there are fewer respondents from their generation.. According to a Viser (2020) article, by 2025, Gen Z will account for one-fourth of the workforce. According to the Department of Labor and Employment, the new published minimum daily wage for Western Visayas is PHP 450/day (2022). In the findings of this study, most respondents receive a salary of Php 15, 000 or less per month. They are represented by 34 or 38% of the respondents. While 18 or 20% of the respondents, respectively, receive both PHP 15, 001–20,000,001 and PHP 30,001 or More.

More than 50% of the respondents have worked for the same employer for more than a year,

according to their length of service. 32 or 36% have stayed in the same company for more than 3 years. This refutes all prior research characterizing both Millennials and Gen Z as "job hoppers" and supports a study by Viser (2022), which reveals that more than 50% of Gen Z respondents in their research intended to stay with their employer for more than three years. Millennial workers are just as likely to stick with their employers; 3 out of 10 Millennials stick with the same employer for at least 5 years (Bialik and Fry, 2019). In contrast, 25 or 28% of the respondents have only been with their employer for less than 6 months.

The majority, 62 or 69%, of the respondents hold a regular position in their place of employment. Contractual, project-based, casual, or

probationary employees make up about 19 or 21% of the workforce, while trainees and interns make up about 9 or 10%. This is in line with the data gathered in terms of the job position of the respondents, wherein 55 or 61% are rank and file, 19 or 21% have a supervisory role, and 16 or 18% of the respondents hold a managerial position. These results concerning the distribution of participants according to their demographic profile and employment background are vital to understand whether representatives from the difference cohorts may have differences in their perceptions towards their current level of satisfaction in the workplace and their organizational commitment level, which are all covered in the main objectives of the particular study at hand.

Table 3. Demographic Profile Distribution of the Respondents

		MILLENNIALS		GEN Z		TOTAL	
Variable	Category	f	%	f	%	f	%
Gender	Male	18	38%	17	40%	35	39%
	Female	29	62%	26	60%	55	61%
	Total	47	100%	43	100%	90	100%
Year of Birth	Millennials	47	100%			47	52%
	Generation Z			43	100%	43	48%
	Total	47	100%	43	100%	90	100%
Monthly Income	P 15,000 or Less	9	19%	25	58%	34	38%
	P 15,001 - 20, 000	12	26%	6	14%	18	20%
	P 20, 001 - 25, 000	9	19%	3	7%	12	13%
	P 25, 001 - 30, 000	6	13%	2	5%	8	9%
	P 30, 001 or More	11	23%	7	16%	18	20%
	Total	47	100%	43	100%	90	100%
Length of Service	Less than 6 Months	4	9%	21	49%	25	28%
	6 Months to 1 Year	6	13%	6	14%	12	13%
	More than a Year but less than 2 Years	4	9%	10	23%	14	16%
	More than 2 Years but less than 3 Years	5	11%	2	5%	7	8%
	More than 3 Years	28	60%	4	9%	32	36%
	Total	47	100%	43	100%	90	100%
Employment Type	Trainee / Intern / OJT	1	2%	8	19%	9	10%
	Contractual / Project-Based / Casual / Probationary	6	13%	13	30%	19	21%
	Regular	40	85%	22	51%	62	69%
	Total	47	100%	43	100%	90	100%
Job Position	Managerial	11	23%	5	12%	16	18%
	Supervisory	14	30%	5	12%	19	21%
	Rank and File	22	47%	33	77%	55	61%
	Total	47	100%	43	100%	90	100%

Looking at the mean score for millennials, three (3) out of four (4) statements were given a mean that interprets to being highly satisfied, as supposed to Gen Z's who were highly satisfied with all statements regarding pay. Millennials has a mean score of 3.29 and a standard deviation of 1.29 for statement "it is easy to receive a raise" which interprets to "satisfied", while Gen Z respondents has a mean score of 3.63 and a standard deviation of "highly satisfied" for the same statement. In a study by Goh and Lee (2018), it was found that Gen Z workers are not motivated by salary, however, it is a basis to motivate them to pursue a management role in an organization (What Gen Z Really Want, 2022). The table shows that both Millennial (mean = 3.69) and Gen Z (mean = 3.84) respondents are "highly satisfied" in terms of pay.

Both Millennial and Gen Z respondents are highly satisfied in terms of promotion. The statement

"Those who do well on the job stand a fair chance of being promoted" received he highest mean score for both cohorts, receiving a mean score of 3.94 and 3.93. Millennials scored the statement "There is a great possibility for promotion on my job" the lowest receiving a mean score of 3.57 and a standard deviation of 1.19. Gen Z, on the other hand, has the statement "I am satisfied with my chances for promotion" has the lowest mean score of 3.63 and a standard deviation of 1.00. This is also the same statement with the lowest overall mean score of 3.62.

Millennial respondents are "extremely satisfied" in terms of supervision. The statement "I like my supervisor" has the highest mean score of 4.68 with a standard deviation of 0.52. The statement "My supervisor is quite competent in doing his/her job" received the highest mean score from Gen Z (mean = 4.63). This is the only statement that can be interpreted as "extremely satisfied" for

Table 4. Job Satisfaction Level of Respondents in Terms of Pay

PAY	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
I feel I am being paid a fair amount for the work I do	3.93	1.11	Highly Satisfied	3.63	1.29	Highly Satisfied	3.78	1.20	Highly Satisfied
It is easy to receive a raise	3.29	1.28	Satisfied	3.63	1.29	Highly Satisfied	3.46	1.29	Satisfied
I feel appreciated by the organization when I think about what they pay me	3.89	0.96	Highly Satisfied	4.09	1.09	Highly Satisfied	3.99	1.02	Highly Satisfied
I feel satisfied with my chances for salary increases	3.66	1.2	Highly Satisfied	4.02	1.18	Highly Satisfied	3.83	1.20	Highly Satisfied
TOTAL	3.69	1.14	Highly Satisfied	3.84	1.21	Highly Satisfied	3.77	1.18	Highly Satisfied

Table 5. Job Satisfaction Level of Respondents in Terms of Promotion

PROMOTION	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
There is a great possibility for promotion on my job	3.57	1.19	Highly Satisfied	3.79	0.94	Highly Satisfied	3.68	1.08	Highly Satisfied
Those who do well on the job stand a fair chance of being promoted	3.94	1.15	Highly Satisfied	3.93	1.05	Highly Satisfied	3.93	1.10	Highly Satisfied
People get ahead as fast here as they do in other places	3.62	1.09	Highly Satisfied	3.63	1.00	Highly Satisfied	3.62	1.04	Highly Satisfied
I am satisfied with my chances for promotion	3.87	1.08	Highly Satisfied	3.79	0.99	Highly Satisfied	3.83	1.03	Highly Satisfied
TOTAL	3.75	1.13	Highly Satisfied	3.79	1.00	Highly Satisfied	3.77	1.06	Highly Satisfied

Gen Z respondents. For millennials, three (3) out of four (4) statements are considered “extremely satisfied”. Management was found to be one of the key elements in Dr. Kumar's 2017 study to determine how satisfied workers are with their jobs. Overall, millennial and Gen Z respondents are said to be highly satisfied in terms of supervision with a mean score of 4.43 and a standard deviation of 0.87. According to Lee and Cho (2016), transformational leadership was the style of leadership that had the biggest positive impact on millennials.

Both millennial and Gen Z respondents are reportedly highly satisfied with their fringe benefits. The statement “The benefit package we have is reasonable” received the lowest mean for both millennials and Gen Z, with the mean score and standard deviation of 4.19 (0.09) and 3.86 (1.04) respectively. Millennials has the highest mean score for the statement “All the benefits we should have is available and given

to us” (mean = 4.34), while Gen Z has the highest mean score for the statement “I am greatly satisfied with the benefits I receive” (mean = 4.23). Stahl (2020) noted that Millennials and Gen Z are looking for compensation benefit packages that meet their changing needs in an article that appeared in Forbes. With the gathered data, it is likely that hotels are able to cope and meet the needs of both Millennial and Gen Z employees.

In a study by Bakker (2020), it was mentioned that Millennials crave prestige and status in their jobs, and expect immediate rewards. Based on the gathered data, respondents, both Millennials and Gen Z, are highly satisfied with their jobs in terms of contingent rewards. Although all statements have the mean score which translates to “highly satisfied”, the statement “There is a wide array of rewards for those who work here” has the lowest mean score for both Millennials and Gen Z, with means of 3.72 and 3.86 respectively.

Table 6. Job Satisfaction Level of Respondents in Terms of Supervision

SUPERVISION	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
My supervisor is quite competent in doing his/her job	4.55	0.65	Extremely Satisfied	4.63	0.62	Extremely Satisfied	4.59	0.63	Extremely Satisfied
My supervisor is impartial to me	4.32	1.04	Highly Satisfied	4.02	1.30	Highly Satisfied	4.18	1.18	Highly Satisfied
My supervisor shows a lot of interest in the feelings of subordinates	4.55	0.65	Extremely Satisfied	4.33	1.02	Highly Satisfied	4.44	0.85	Highly Satisfied
I like my supervisor	4.68	0.52	Extremely Satisfied	4.3	0.99	Highly Satisfied	4.50	0.80	Extremely Satisfied
TOTAL	4.53	0.72	Extremely Satisfied	4.32	0.98	Highly Satisfied	4.43	0.87	Highly Satisfied

Table 7. Job Satisfaction Level of Respondents in Terms of Fringe Benefits

FRINGE BENEFITS	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
I am greatly satisfied with the benefits I receive	4.30	0.81	Highly Satisfied	4.23	0.97	Highly Satisfied	4.27	0.88	Highly Satisfied
The benefits we receive are as good as most other organizations offer	4.26	0.94	Highly Satisfied	4.05	1.02	Highly Satisfied	4.16	0.98	Highly Satisfied
The benefit package we have is reasonable	4.19	0.09	Highly Satisfied	3.86	1.04	Highly Satisfied	4.03	0.98	Highly Satisfied
All the benefits we should have, is available and given to us	4.34	0.92	Highly Satisfied	4.14	1.06	Highly Satisfied	4.24	0.99	Highly Satisfied
TOTAL	4.27	0.69	Highly Satisfied	4.07	1.02	Highly Satisfied	4.17	0.96	Highly Satisfied

The job satisfaction level of both millennial and Gen Z respondents received an overall mean score of 4.00 with a standard deviation of 1.00, which can be interpreted as highly satisfied. The statement “My effort to do a good job are seldom blocked by red tape” received the lowest mean score for both cohorts, with mean scores of 3.72 (Millennials), and 3.86 (Gen Z).

Job satisfaction is highly dependent on coworkers. Occhipinti, Rollo, and Klimowicz's (2018) study found a statistically significant correlation between having a supportive network and being involved in one's work and feeling satisfied at work. With the data gathered, Gen Z's overall satisfaction with their coworkers has a mean score of 4.58 with a standard deviation of 0.63, which implies that they are extremely satisfied with their job in terms of their coworkers. Despite having an overall mean score of 4.45, millennials

are extremely satisfied with the statement “I enjoy my coworkers” (mean = 4.62). Two (2) of four (4) factors for coworkers are interpreted as highly satisfied, while only one (1) statement was interpreted as highly satisfied for Gen Z respondents.

Millennials seek meaningful jobs that allow them to use their creativity. They want to be part of something meaningful and significant, and to be able to make a difference. They're eager about opportunities for work variety, challenges, and even decision making they value personal development and like to voice their opinions (Lu and Gursoy, 2013). Similar to Millennials, Gen Z workers exhibit a distinctive value set in the workplace (Leung et al., 2021). They require a sense of pride and fulfillment from their work and tend to work in a firm whose values match their own (Goh & Lee, 2018). The table below

Table 8. Job Satisfaction Level of Respondents in Terms of Contingent Rewards

CONTINGENT REWARDS	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
When I do a good job, I receive the recognition for it that I should receive.	3.89	1.22	Highly Satisfied	3.98	1.18	Highly Satisfied	3.93	1.20	Highly Satisfied
I always feel that the work I do is appreciated	4.06	1.01	Highly Satisfied	4.02	1.06	Highly Satisfied	4.04	1.03	Highly Satisfied
There is a wide array of rewards for those who work here	3.72	1.12	Highly Satisfied	3.86	1.21	Highly Satisfied	3.79	1.16	Highly Satisfied
I feel my efforts are rewarded the way they should be	3.77	1.24	Highly Satisfied	4.05	1.17	Highly Satisfied	3.90	1.21	Highly Satisfied
TOTAL	3.86	1.15	Highly Satisfied	3.98	1.16	Highly Satisfied	3.92	1.15	Highly Satisfied

Table 9. Job Satisfaction Level of Respondents in Terms of Operating Conditions

OPERATING CONDITIONS	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
Many of our rules and procedure make doing a good job easier	3.89	1.13	Highly Satisfied	4.26	1.00	Highly Satisfied	4.07	1.07	Highly Satisfied
My efforts to do a good job are seldom blocked by red tape	3.72	1.02	Highly Satisfied	3.86	1.13	Highly Satisfied	3.79	1.07	Highly Satisfied
I have a reasonable number of tasks to do at work	4.11	0.73	Highly Satisfied	4.09	0.92	Highly Satisfied	4.10	0.83	Highly Satisfied
I have a reasonable amount of paperwork	4.00	0.98	Highly Satisfied	4.07	1.06	Highly Satisfied	4.03	1.01	Highly Satisfied
TOTAL	3.93	0.97	Highly Satisfied	4.07	1.03	Highly Satisfied	4.00	1.00	Highly Satisfied

illustrates how satisfied the respondents are in terms of their work environment. Three (3) out of four (4) statements for Gen Z are interpreted as “extremely satisfied” receiving the mean score of 4.52 on all three (3) statements. On the other hand, Millennials only rated all statements as “highly satisfied”, with “I feel a sense of pride doing my job” having the highest mean score of 4.45 and a standard deviation of 0.83.

According to Cismaru and Iunius (2019), millennials demand speed in everything and expect open and unconventional communication styles at work. They also like to express their

opinions (Lu and Gursoy, 2013). Both Millennials and Gen Z members of the younger generation desire inclusive, collaborative, and generative work environments (Cismaru & Iunius, 2019). With the data gathered, Gen Z is extremely satisfied with how “Work assignments are fully explained” (meal = 4.51). All four (4) statements with regards to the job satisfaction of Millennials in terms of communications were rated as “highly satisfied”. Both “Communications seem good within this organization” and “I often feel that I know what is going on with the organization” received the lowest mean score of 4.19 with the same standard deviation of 0.95.

Table 10. Job Satisfaction Level of Respondents in Terms of Coworkers

COWORKERS	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
I like the people I work with	4.49	0.69	Highly Satisfied	4.60	0.58	Extremely Satisfied	4.54	0.64	Extremely Satisfied
I find it easy to work since the people I work with are competent enough	4.49	0.62	Highly Satisfied	4.60	0.58	Extremely Satisfied	4.54	0.60	Extremely Satisfied
I enjoy my coworkers	4.62	0.64	Extremely Satisfied	4.67	0.52	Extremely Satisfied	4.64	0.59	Extremely Satisfied
There is no bickering and fighting at work	4.19	0.95	Highly Satisfied	4.44	0.83	Highly Satisfied	4.31	0.89	Highly Satisfied
TOTAL	4.45	0.73	Highly Satisfied	4.58	0.63	Extremely Satisfied	4.51	0.68	Extremely Satisfied

Table 11. Job Satisfaction Level of Respondents in Terms of Nature of Work

NATURE OF WORK	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
I always feel my job is significant	4.36	0.70	Highly Satisfied	4.52	0.63	Extremely Satisfied	4.43	0.67	Highly Satisfied
I like doing the things I do at work	4.43	0.68	Highly Satisfied	4.52	0.67	Extremely Satisfied	4.47	0.67	Highly Satisfied
I feel a sense of pride in doing my job	4.45	0.83	Highly Satisfied	4.52	0.67	Extremely Satisfied	4.48	0.75	Highly Satisfied
My job is enjoyable	4.38	0.71	Highly Satisfied	4.47	0.70	Highly Satisfied	4.42	0.70	Highly Satisfied
TOTAL	4.41	0.73	Highly Satisfied	4.51	0.67	Extremely Satisfied	4.45	0.70	Highly Satisfied

Table 12. Job Satisfaction Level of Respondents in Terms of Communications

COMMUNICATIONS	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
Communications seem good within this organization	4.19	0.95	Highly Satisfied	4.30	1.01	Highly Satisfied	4.24	0.98	Highly Satisfied
The goals of this organization are clear to me	4.26	0.90	Highly Satisfied	4.35	0.95	Highly Satisfied	4.30	0.92	Highly Satisfied
I often feel that I know what is going on with the organization	4.19	0.95	Highly Satisfied	4.30	0.97	Highly Satisfied	4.24	0.95	Highly Satisfied
Work assignments are fully explained	4.28	1.04	Highly Satisfied	4.51	0.80	Extremely Satisfied	4.39	0.93	Highly Satisfied
TOTAL	4.23	0.96	Highly Satisfied	4.37	0.93	Highly Satisfied	4.29	0.95	Highly Satisfied

In summary, to address SOP #2, only one (1) out of nine (9) facets in the Job Satisfaction Survey received a rating of “extremely satisfied” for Millennial respondents. Supervision has a mean score of 4.53 and a standard deviation of 0.72. Despite being interpreted as “highly satisfied”, Pay received the lowest mean score of 3.69 with a standard deviation of 1.14. On the contrary, Gen Z respondents rated two (2) out of the nine (9) job facets as “extremely satisfied”. Coworkers have the highest mean score of 4.58, followed by the Nature of Work with a mean score of 4.51. Overall, respondents are extremely satisfied with their coworkers with a cumulative mean score of 4.51 with a standard deviation of 0.68.

With regards to the organizational commitment of Millennials and Gen Z respondents in terms of affective commitment, participants from both cohorts have rated all six (6) statements to be interpreted as highly committed. Millennials have the lowest mean score of 3.96 for the statement “I do not emotionally attached to this organization” with the standard deviation of 1.10. Gen Z has the highest mean score of 4.49 in the statement “I do feel like I’m part of the family at my organization” with a standard deviation of 0.67. As reported by Forbes, 90% of Gen-Z workers desire and value a human connection in their professional environments.

Table 13. Overall Job Satisfaction Level of Respondents

Job Satisfaction Level	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
Pay	3.69	1.14	Highly Satisfied	3.84	1.21	Highly Satisfied	3.77	1.18	Highly Satisfied
Promotion	3.75	1.13	Highly Satisfied	3.79	1.00	Highly Satisfied	3.77	1.06	Highly Satisfied
Supervision	4.53	0.72	Extremely Satisfied	4.32	0.98	Highly Satisfied	4.43	0.87	Highly Satisfied
Fringe Benefits	4.27	0.69	Highly Satisfied	4.07	1.02	Highly Satisfied	4.17	0.96	Highly Satisfied
Contingent Rewards	3.86	1.15	Highly Satisfied	3.98	1.16	Highly Satisfied	3.92	1.15	Highly Satisfied
Operating Conditions	3.93	0.97	Highly Satisfied	4.07	1.03	Highly Satisfied	4.00	1.00	Highly Satisfied
Coworkers	4.45	0.73	Highly Satisfied	4.58	0.63	Extremely Satisfied	4.51	0.68	Extremely Satisfied
Nature of Work	4.41	0.73	Highly Satisfied	4.51	0.67	Extremely Satisfied	4.45	0.70	Highly Satisfied
Communications	4.23	0.96	Highly Satisfied	4.37	0.93	Highly Satisfied	4.29	0.95	Highly Satisfied
TOTAL	4.12	0.91	Highly Satisfied	4.17	0.96	Highly Satisfied	4.15	0.95	Highly Satisfied

Table 14. Affective Organizational Commitment of Respondents

AFFECTIVE	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
I would be very happy to spend the rest of my career with this organization	4.00	1.06	Highly Committed	4.00	1.18	Highly Committed	4.00	1.11	Highly Committed
I really feel as if this organization’s problems are my own	4.04	0.98	Highly Committed	4.12	0.85	Highly Committed	4.08	0.91	Highly Committed
I do feel like I’m “part of the family” at my organization	4.13	0.99	Highly Committed	4.49	0.67	Highly Committed	4.30	0.87	Highly Committed
I do feel “emotionally attached” to this organization	3.96	1.1	Highly Committed	4.23	0.81	Highly Committed	4.09	0.98	Highly Committed
This organization has a great deal of personal meaning for me	4.06	1.15	Highly Committed	4.33	0.78	Highly Committed	4.19	0.99	Highly Committed
I do feel a strong sense of belongingness to the organization	4.17	0.99	Highly Committed	4.21	0.89	Highly Committed	4.19	0.93	Highly Committed
TOTAL	4.03	1.03	Highly Committed	4.21	0.88	Highly Committed	4.12	0.97	Highly Committed

In terms of continuance, participants from both cohorts have responses that can be interpreted as highly committed. Millennials have the highest mean score for the statement “It would be very hard for me to leave my organization right now even if I wanted to” (mean = 4.19), and the same statement received the highest score for Gen Z (mean = 4.14). The statement with the lowest mean score for Millennials (mean = 3.77) is “If I had not already put so much of myself into this organization, I might consider working elsewhere” with a standard deviation of 1.05. “Too much in my life would be disrupted if I decided I wanted to leave my organization” is the statement with the lowest mean score (mean = 3.77) for Gen Z respondents.

Millennials and Gen Z respondents are highly committed when it comes to normative commitment. Millennials have the highest mean score with 4.02 with a standard deviation of 1.09 in the statement “I owe a great deal of my organization”. The Gen Z has the highest mean

score of 4.21 in the statement “This organization deserves my loyalty” with the standard deviation of 1.10, this is the same statement with the highest mean score for all participants (mean = 4.09). Despite receiving a mean score that can be interpreted as “highly committed”, the statement “I would feel guilty if I left my organization now” has the lowest means score of 3.53 for Millennials, and the statement “I would not leave my organization right now because I have a sense of obligation to the people in it” has the lowest mean score of 3.60 for Gen Z.

Table 17 addresses SOP #3. Despite being referred to as "job hopper" generations (Nabahi and Riyanto, 2020), respondents from both the Millennial and Gen Z generations demonstrate a strong commitment to their jobs. This goes against earlier research that found that Gen Zers are leaving jobs at a rate that is 134% higher than it was in 2019. Millennials are leaving jobs at a rate that is 24% higher. In comparison to millennials, who intend to remain in one place for

Table 15. Continuance Organizational Commitment of Respondents

CONTINUANCE	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
Right now, staying with my organization is a matter of necessity as much as desire	4.00	1.04	Highly Committed	4.02	1.18	Highly Committed	4.01	1.02	Highly Committed
It would be very hard for me to leave my organization right now, even if I wanted to	4.19	0.90	Highly Committed	4.14	0.85	Highly Committed	4.17	0.96	Highly Committed
Too much in my life would be disrupted if I decided I wanted to leave my organization now	4.00	0.86	Highly Committed	3.77	0.67	Highly Committed	3.89	1.01	Highly Committed
I feel that I have few options to consider leaving this organization	3.96	1.1	Highly Committed	3.93	0.81	Highly Committed	3.94	1.08	Highly Committed
If I had not already put so much of myself into this organization, I might consider working elsewhere	3.77	1.05	Highly Committed	3.95	0.78	Highly Committed	3.86	0.03	Highly Committed
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	3.83	1.15	Highly Committed	3.84	0.89	Highly Committed	3.88	1.05	Highly Committed
TOTAL	4.04	0.98	Highly Committed	3.97	0.88	Highly Committed	4.00	1.02	Highly Committed

the foreseeable future, 25% of Gen Zers say they hope or plan to change jobs in the coming six months (Chapman, 2022). The highest mean score for continuance is 4.04 for millennials, with a standard deviation of 0.98, and the highest mean score for affective commitment is 4.21 for Gen Z. More than 14,000 Gen Z members and over 7,400 millennials from 46 countries were polled between November and January. Some 40% of Gen Zers and 24% of millennials would like to leave their jobs within two years. About a third would quit without another job lined up, the global survey found (Fox, 2022).

The table below shows the difference in the job satisfaction levels of the respondents in terms of their demographic profile, answering SOP #4. Table 18 also discusses the job satisfaction level dividing the respondents into 2 different sub-groups (Millennials & Gen Z). Based on the gathered data, there is no significant difference

when it comes to the demographic profile of Millennial respondents since the p-value for all five (5) variables were not significant, yielding values of 0.206, 0.397, 0.298, 0.597, and 0.128. Therefore, it can be said that the level of job satisfaction for the Millennial participants of this study were not statistically different from each other regardless of their demographic profile. Despite the acceptance of the null hypothesis, it can be observed that Millennials who are working as Trainees or Interns (only one respondent) is “extremely satisfied” (see Table 2. Mean Distribution of Findings) with their job having the highest mean score among all variables (mean = 4.72). Millennial Employees who are working in the same workplace for more than a year, but less than two (2) years, are also “extremely satisfied” (see Table 2. Mean Distribution of Findings) (mean = 4.67, std. dev. = 0.56).

Table 16. Normative Organizational Commitment of Respondents

NORMATIVE	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
I do not feel any obligation to remain with my current employer	3.72	1.08	Highly Committed	3.72	1.03	Highly Committed	3.72	1.05	Highly Committed
Even if it were to my advantage, I do not feel it would be right to leave my organization now	3.74	1.15	Highly Committed	3.86	0.94	Highly Committed	3.80	1.05	Highly Committed
I would feel guilty if I left my organization now	3.53	1.35	Highly Committed	3.81	1.1	Highly Committed	3.67	1.24	Highly Committed
This organization deserves my loyalty	3.98	1.31	Highly Committed	4.21	0.80	Highly Committed	4.09	1.10	Highly Committed
I would not leave my organization right now because I have a sense of obligation to the people in it	3.85	1.14	Highly Committed	3.60	1.33	Highly Committed	3.73	1.23	Highly Committed
I owe a great deal to my organization	4.02	1.09	Highly Committed	3.95	1.25	Highly Committed	3.99	1.17	Highly Committed
TOTAL	3.74	1.22	Highly Committed	3.90	0.97	Highly Committed	3.82	1.11	Highly Committed

Table 17. Organizational Commitment Level of Respondents

Organizational Commitment	MILLENNIALS			GEN Z			OVERALL		
	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation	Mean	Std. Dev	Interpretation
Affective	4.03	1.03	Highly Committed	4.21	0.88	Highly Committed	4.12	0.97	Highly Committed
Continuance	4.04	0.98	Highly Committed	3.97	0.88	Highly Committed	4.00	1.02	Highly Committed
Normative	3.74	1.22	Highly Committed	3.90	0.97	Highly Committed	3.82	1.11	Highly Committed
TOTAL	3.94	1.08	Highly Committed	4.03	0.91	Highly Committed	3.98	1.03	Highly Committed

Gen Z respondents, on the other hand, shows a significant difference in the job satisfaction level based on their gender rejecting the null hypothesis yielding a p-value of 0.004 using Welch's ANOVA, taking into consideration that the variances were not homogenous from among the groups within the said category. This signifies a significant difference and therefore, the null hypothesis for the said variable is rejected. As such, it can be concluded that that male and female Gen Z respondents have a significant difference when it comes to their job satisfaction level. In addition, looking at Table 18 shows that only one (1) variable for Gen Z got a mean score which could be interpreted as "extremely satisfied" (see Table 2. Mean Distribution of Findings). Those who have been with the same employer for more than two (2) years, but less than three (3) years have the highest mean score of 4.50 with a standard deviation of 0.55.

The findings corroborate a study conducted by the American Hotel and Lodging Association which found significant differences between Gen Z respondents who were male and female. Women in Gen Z, who are already known for

being highly socially conscious, are twice as likely as men to rank working for a socially conscious organization as the most important aspect of their job search. Compared to technical skills for men, the top characteristics identified as crucial to a Gen Z employee's success at work for women are a positive attitude, confidence, and teamwork (Study: Over Half of Gen Z Wants to Work in the Hospitality Industry, 2018).

To expound further, Table 19 to 27 shows the job satisfaction level of the respondents in terms of the 9 facets indicated in Spector's Job Satisfaction Survey according to their demographic profile. In terms of pay, as specified on Table 19, all variables used in the demographic profile of the respondents accepted the hypothesis having p-values higher than 0.05. Based on the gathered data, there is no significant difference in the satisfaction level in terms of Pay when it comes to the demographic profile of both Millennial and Gen Z respondents.

In terms of promotion, as specified on Table 20, all variables used in the demographic profile of the respondents, both Millennials and Gen Z

Table 18. Overall Job Satisfaction Level between Millennial and Gen Z Respondents in terms of their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.98	0.49	0.083	0.206	Accepts Ho	4.41	0.17	0.000	0.004*	Rejects Ho
	Female	4.21	0.64				4.01	0.63			
Monthly Income	P 15,000 or Less	4.00	0.61	0.205	0.397	Accepts Ho	4.04	0.6	0.221	0.427	Accepts Ho
	P 15,001 - 20, 000	4.37	0.47				4.44	0.58			
	P 20, 001 - 25, 000	3.86	0.89				4.32	0.21			
	P 25, 001 - 30, 000	4.1	0.47				4.47	0.31			
	P 30, 001 or More	4.17	0.47				4.23	0.33			
Length of Service	Less than 6 Months	4.01	0.56	0.390	0.298	Accepts Ho	4.17	0.57	0.503	0.933	Accepts Ho
	6 Months to 1 Year	4.12	0.37				4.09	0.69			
	More than a Year but less than 2 Years	4.67	0.56				4.15	0.55			
	More than 2 Years but less than 3 Years	4.34	0.52				4.50	0.27			
	More than 3 Years	4.02	0.64				4.17	0.35			
Employment Type	Trainee / Intern / OJT	4.72		0.147	0.597	Accepts Ho	4.43	0.27	0.124	0.292	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.07	0.44				4.16	0.62			
	Regular	4.12	0.62				4.07	0.56			
Job Position	Managerial	4.40	0.44	0.333	0.128	Accepts Ho	4.28	0.38	0.043	0.199*	Accepts Ho
	Supervisory	4.16	0.52				4.37	0.16			
	Rank and File	3.96	0.67				4.12	0.59			

*significant at the 0.5 level

accepted the hypothesis having p-values higher than 0.05 for all variables. Based on the gathered data, there is no significant difference in the satisfaction level in terms of Promotion when it comes to the demographic profile of both Millennial and Gen Z respondents.

Table 21, shows that the hypothesis is rejected, and shows that there is a significant difference in terms of Supervision when Gender and Employment Type of Gen Z are tested against each other. The general idea that men would react more favorably to other men than to women

Table 19. Job Satisfaction Level in terms of Pay between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	4.38	0.80	0.065	0.541	Accepts Ho	4.50	0.48	0.919	0.444	Accepts Ho
	Female	4.49	0.50				4.63	0.61			
Monthly Income	P 15,000 or Less	4.31	0.43	0.270	0.064	Accepts Ho	4.50	0.64	0.125	0.704	Accepts Ho
	P 15,001 - 20, 000	4.79	0.41				4.83	0.41			
	P 20, 001 - 25, 000	4.06	0.67				4.50	0.01			
	P 25, 001 - 30, 000	4.29	1.03				4.50	0.71			
	P 30, 001 or More	4.59	0.49				4.71	0.47			
Length of Service	Less than 6 Months	4.62	0.48	0.036	0.051	Accepts Ho	4.58	0.66	0.025	0.129	Accepts Ho
	6 Months to 1 Year	4.67	0.49				4.92	0.20			
	More than a Year but less than 2 Years	5.00	0.00				4.25	0.27			
	More than 2 Years but less than 3 Years	4.80	0.27				5.00	0.00			
	More than 3 Years	4.23	0.67				4.69	0.63			
Employment Type	Trainee / Intern / OJT	4.75		0.013	0.119	Accepts Ho	4.72	0.41	0.805	0.316	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.92	0.20				4.72	0.52			
	Regular	4.37	0.64				4.45	0.61			
Job Position	Managerial	4.77	3.94	0.099	0.069	Accepts Ho	4.80	0.45	0.391	0.596	Accepts Ho
	Supervisory	4.50	0.52				4.45	0.45			
	Rank and File	4.25	0.72				4.57	0.59			

*significant at the 0.05 level

Table 20. Job Satisfaction Level in terms of Promotion between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.81	0.73	0.898	0.375	Accepts Ho	4.28	0.65	0.091	0.167	Accepts Ho
	Female	4.01	0.77				3.94	0.87			
Monthly Income	P 15,000 or Less	0.39	0.69	0.063	0.560	Accepts Ho	4.01	0.84	0.053	0.142	Accepts Ho
	P 15,001 - 20, 000	4.25	0.63				4.25	0.76			
	P 20, 001 - 25, 000	3.75	1.12				5.00	0.00			
	P 25, 001 - 30, 000	3.88	0.54				4.38	0.18			
	P 30, 001 or More	3.80	0.69				3.64	0.67			
Length of Service	Less than 6 Months	3.81	1.25	0.066	0.226	Accepts Ho	3.95	0.73	0.470	0.129	Accepts Ho
	6 Months to 1 Year	4.33	0.82				4.42	0.75			
	More than a Year but less than 2 Years	4.50	1.00				4.35	0.94			
	More than 2 Years but less than 3 Years	4.05	0.51				4.25	0.35			
	More than 3 Years	3.76	0.76				3.38	0.72			
Employment Type	Trainee / Intern / OJT	4.00		0.302	0.543	Accepts Ho	4.28	0.59	0.342	0.700	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.25	0.59				3.98	0.84			
	Regular	3.88	0.78				4.05	0.85			
Job Position	Managerial	4.14	0.68	0.048	0.561	Accepts Ho	3.65	0.86	0.233	0.076	Accepts Ho
	Supervisory	3.91	0.52				4.75	0.35			
	Rank and File	3.84	0.91				4.04	0.79			

*significant at the 0.05 level

in positions of authority was put to the test by Brescoll, Vial, Napier, Dovidio, and Tyler (2018). This idea came from the social identity theory (Tajfel & Turner, 1979, 2004) and was based on the observation that women may support other women in authority more than men. Their study discovered a pattern that is inconsistent with lay notions that women are attracted to men in positions of leadership and is consistent with favoritism of the gender in-group.

Table 22 shows that there is a difference in the job satisfaction level in terms of Fringe Benefits of Gen Z respondents when it comes to gender. In an article by Satter (2017), it was stated that men are more likely than women to use employee benefits as well as be satisfied with the ones offered by their employer. All other variables received a p-value greater than 0.05, which interprets that the hypothesis has been accepted, and that there is no significant difference in the job satisfaction level (fringe benefits) when the demographic profile is used as test factors.

In terms of Contingent Rewards, as specified on Table 23, all variables used in the demographic profile of the respondents, both Millennials and Gen Z accepted the hypothesis having p-values higher than 0.05 for all variables. Based on the gathered data, there is no significant difference in the satisfaction level in terms of Contingent Rewards when it comes to the demographic profile of both Millennial and Gen Z respondents.

Table 24 shows that all variables used in the demographic profile of the Millennial respondents accepted the hypothesis having p-values higher than 0.05 for all variables. While Gen Z rejected the hypothesis in terms Operating Conditions receiving a p-value of sig = 0.012. Based on the gathered data, there is no significant difference in the satisfaction level in terms of Operating Conditions when it comes to the demographic profile of Millennial respondents, but there is a significant difference when it comes to the Job Position of Gen Z respondents.

Table 21. Job Satisfaction Level in terms of Supervision between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.61	1.09	0.755	0.209	Accepts Ho	4.54	0.49	0.001	0.001	Rejects Ho
	Female	4.02	1.04				3.61	1.19			
Monthly Income	P 15,000 or Less	3.67	1.14	0.345	0.807	Accepts Ho	3.83	1.22	0.015	0.829	Accepts Ho
	P 15,001 - 20,000	4.15	0.96				4.13	0.83			
	P 20,001 - 25,000	3.61	1.31				4.00	0.00			
	P 25,001 - 30,000	3.83	1.2				4.62	0.18			
	P 30,001 or More	3.93	0.96				4.17	1.09			
Length of Service	Less than 6 Months	3.43	1.42	0.003	0.275	Accepts Ho	4.08	0.96	0.792	0.203	Accepts Ho
	6 Months to 1 Year	3.46	0.91				3.74	1.13			
	More than a Year but less than 2 Years	4.88	0.25				3.93	1.34			
	More than 2 Years but less than 3 Years	4.00	0.77				4.13	0.88			
	More than 3 Years	3.84	1.12				3.82	1.38			
Employment Type	Trainee / Intern / OJT	5		0.872	0.145	Accepts Ho	4.53	0.47	0.048	0.045	Rejects Ho
	Contractual / Project-Based / Casual / Probationary	3.17	1.11				3.98	1.05			
	Regular	3.94	1.04				3.77	1.19			
Job Position	Managerial	4.20	0.93	0.013	0.251	Accepts Ho	4.00	1.26	0.277	0.643	Accepts Ho
	Supervisory	4.04	0.84				4.4	0.55			
	Rank and File	3.58	1.22				3.91	1.11			

*significant at the 0.05 level

Table 22. Job Satisfaction Level in terms of Fringe Benefits between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	4.21	0.80	0.796	0.682	Accepts Ho	4.38	0.59	0.018	0.050	Rejects Ho
	Female	4.31	0.84				3.87	1.09			
Monthly Income	P 15,000 or Less	3.86	0.98	0.163	0.176	Accepts Ho	4.04	1.12	0.041	0.987	Accepts Ho
	P 15,001 - 20, 000	4.50	0.57				4.00	0.82			
	P 20, 001 - 25, 000	4.06	0.97				4.25	0.00			
	P 25, 001 - 30, 000	4.79	0.4				4.38	0.53			
	P 30, 001 or More	4.25	0.82				4.07	0.80			
Length of Service	Less than 6 Months	3.49	0.63	0.108	0.175	Accepts Ho	4.02	1.13	0.077	0.964	Accepts Ho
	6 Months to 1 Year	3.78	0.64				3.96	0.58			
	More than a Year but less than 2 Years	4.75	0.29				4.18	0.93			
	More than 2 Years but less than 3 Years	4.70	0.41				4.88	0.18			
	More than 3 Years	4.17	0.91				3.81	0.63			
Employment Type	Trainee / Intern / OJT	5.00		0.495	0.648	Accepts Ho	4.53	0.47	0.107	0.406	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.17	0.65				3.98	1.05			
	Regular	4.27	0.85				3.77	1.19			
Job Position	Managerial	4.50	0.50	0.011	0.170	Accepts Ho	4.10	0.80	0.097	0.636	Accepts Ho
	Supervisory	4.48	0.62				4.45	0.33			
	Rank and File	4.02	0.99				4.01	1.04			

*significant at the 0.05 level

Table 23. Job Satisfaction Level in terms of Contingent Rewards between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	4.56	0.51	0.683	0.770	Accepts Ho	4.44	0.72	0.499	0.442	Accepts Ho
	Female	4.51	0.54				4.24	0.90			
Monthly Income	P 15,000 or Less	4.39	0.64	0.039	0.167	Accepts Ho	4.27	0.75	0.001	0.149	Accepts Ho
	P 15,001 - 20, 000	4.81	0.36				4.92	0.20			
	P 20, 001 - 25, 000	4.36	0.53				4.08	1.58			
	P 25, 001 - 30, 000	4.42	0.49				5.0	0.00			
	P 30, 001 or More	4.53	0.56				3.89	0.93			
Length of Service	Less than 6 Months	4.56	0.52	0.081	0.532	Accepts Ho	4.19	0.90	0.024	0.759	Accepts Ho
	6 Months to 1 Year	4.67	0.52				4.71	0.46			
	More than a Year but less than 2 Years	4.88	0.25				4.20	0.91			
	More than 2 Years but less than 3 Years	4.61	0.55				5.00	0.00			
	More than 3 Years	4.43	0.56				4.38	0.72			
Employment Type	Trainee / Intern / OJT	4.00		0.040	0.206	Accepts Ho	4.38	0.69	0.349	0.912	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.83	0.41				3.81	1.25			
	Regular	4.49	0.54				4.11	0.83			
Job Position	Managerial	4.73	0.48	0.526	0.361	Accepts Ho	4.75	0.56	0.059	0.154	Accepts Ho
	Supervisory	4.46	0.56				3.75	1.26			
	Rank and File	4.47	0.52				4.34	0.76			

*significant at the 0.05 level

Table 24. Job Satisfaction Level in terms of Operating Conditions between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.31	1.01	0.475	0.011	<i>Rejects Ho</i>	4.08	0.68	0.086	0.063	Accepts Ho
	Female	4.23	0.84				3.59	0.93			
Monthly Income	P 15,000 or Less	3.86	0.83	0.396	0.814	Accepts Ho	3.63	0.90	0.152	0.697	Accepts Ho
	P 15,001 - 20,000	3.85	1.15				3.83	0.98			
	P 20,001 - 25,000	3.58	1.01				4.00	0.00			
	P 25,001 - 30,000	3.38	0.96				4.00	0.71			
	P 30,001 or More	3.89	0.92				4.14	0.92			
Length of Service	Less than 6 Months	3.19	1.25	0.187	0.535	Accepts Ho	3.81	0.95	0.003	0.506	Accepts Ho
	6 Months to 1 Year	3.50	0.72				2.83	0.75			
	More than a Year but less than 2 Years	3.19	1.63				4.03	0.29			
	More than 2 Years but less than 3 Years	4.10	0.80				3.75	1.06			
	More than 3 Years	3.76	0.90				4.50	0.46			
Employment Type	Trainee / Intern / OJT	4.75		0.803	0.151	Accepts Ho	3.91	1.07	0.572	0.904	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	3.13	0.97				3.73	0.81			
	Regular	3.82	0.94				3.77	0.86			
Job Position	Managerial	4.11	0.96	0.808	0.244	Accepts Ho	4.50	0.40	0.033	0.012	<i>Rejects Ho</i>
	Supervisory	3.82	1.06				4.20	0.44			
	Rank and File	3.53	0.87				3.61	0.90			

*significant at the 0.05 level

Table 25 shows the Job Satisfaction level in terms of coworkers between Millennial and Gen Z respondents according to their Demographic Profile. The table shows that Gen Z respondents have a significant difference in their job satisfaction level in terms of coworkers when Gender and Employment Type is used as test factors. Both variables received a p-value below 0.05 (sig = 0.001, sig = 0.016) respectively. In an article by Stanford Business written by Beth Jensen (2019), Professor William Barnett has been quoted saying competition creates counterproductive behavior in employees and understanding that social comparison is part of human existence is very important. Hierarchies tend to stifle innovation, however. Overall, women reported a higher level of coworker support than men (Schieman, 2006).

Table 26 shows that all variables for Millennial respondents accept the hypothesis that there is no significant difference in the job satisfaction level when their demographic profiles are used as test factors. However, for Gen Z respondents, one variable rejected the hypothesis having a p-value

of (sig = 0.034). Different employment type entails different responsibilities, which may lead to workloads, and may shift the satisfaction level of every respondent based on their employment type.

In terms of Communication, as specified on Table 27, all variables used in the demographic profile of the respondents, both Millennials and Gen Z accepted the hypothesis having p-values higher than 0.05 for all variables. Based on the gathered data, there is no significant difference in the satisfaction level in terms of Communication when it comes to the demographic profile of both Millennial and Gen Z respondents.

To answer SOP #5, Table 28 shows that all variables for both Millennial and Gen Z respondents accept the null hypothesis. Based on the gathered data, there is no significant difference when it comes to the demographic profile of Millennial respondents since the p-value for all five (5) variables were not significant, yielding values of 0.786 (gender), 0.360 (monthly income), 0.432 (length of service), 0.804

Table 25. Job Satisfaction Level in terms of Coworkers between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.39	0.92	0.898	0.081	Accepts Ho	4.38	0.55	0.010	0.001	Rejects Ho
	Female	3.89	0.94				3.49	1.11			
Monthly Income	P 15,000 or Less	3.78	0.91	0.461	0.757	Accepts Ho	3.51	1.09	0.186	0.116	Accepts Ho
	P 15,001 - 20, 000	3.98	1.10				4.50	1.00			
	P 20, 001 - 25, 000	3.50	1.18				3.83	0.28			
	P 25, 001 - 30, 000	3.67	0.65				4.13	0.53			
	P 30, 001 or More	3.50	0.83				4.39	0.63			
Length of Service	Less than 6 Months	2.25	1.27	0.579	0.522	Accepts Ho	3.95	1.09	0.011	0.693	Accepts Ho
	6 Months to 1 Year	3.83	0.66				3.45	1.65			
	More than a Year but less than 2 Years	4.31	1.21				3.80	0.61			
	More than 2 Years but less than 3 Years	3.95	0.62				3.50	0.35			
	More than 3 Years	3.60	0.98				4.13	0.72			
Employment Type	Trainee / Intern / OJT	5.00		0.798	0.354	Accepts Ho	4.71	0.36	0.057	0.016	Rejects Ho
	Contractual / Project-Based / Casual / Probationary	3.50	1.06				3.83	1.04			
	Regular	3.69	0.94				3.53	1.02			
Job Position	Managerial	3.80	0.71	0.485	0.597	Accepts Ho	3.90	0.52	0.019	0.506	Accepts Ho
	Supervisory	3.86	0.99				4.15	0.49			
	Rank and File	3.55	1.05				3.78	1.14			

*significant at the 0.05 level

Table 26. Job Satisfaction Level in terms of the Nature of Work between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	4.32	0.55	0.411	0.471	Accepts Ho	4.56	0.43	0.039	0.558	Accepts Ho
	Female	4.46	0.67				4.46	0.65			
Monthly Income	P 15,000 or Less	4.36	0.61	0.015	0.571	Accepts Ho	4.39	0.63	0.097	0.396	Accepts Ho
	P 15,001 - 20, 000	4.52	0.41				4.79	0.51			
	P 20, 001 - 25, 000	4.00	0.94				4.25	0.01			
	P 25, 001 - 30, 000	4.50	0.55				4.63	0.53			
	P 30, 001 or More	4.59	0.50				4.71	0.47			
Length of Service	Less than 6 Months	4.63	0.43	0.531	0.656	Accepts Ho	4.61	0.64	0.062	0.735	Accepts Ho
	6 Months to 1 Year	4.38	0.52				4.58	0.47			
	More than a Year but less than 2 Years	4.69	0.38				4.10	0.34			
	More than 2 Years but less than 3 Years	4.60	0.55				5.00	0.00			
	More than 3 Years	4.30	0.71				4.56	0.59			
Employment Type	Trainee / Intern / OJT	5.00		0.402	0.637	Accepts Ho	4.81	0.35	0.025	0.034	Rejects Ho
	Contractual / Project-Based / Casual / Probationary	4.42	0.49				4.56	0.74			
	Regular	4.4	0.65				4.35	0.48			
Job Position	Managerial	4.68	0.51	0.755	0.227	Accepts Ho	4.75	0.56	0.046	0.568	Accepts Ho
	Supervisory	4.03	0.54				4.40	0.22			
	Rank and File	4.13	0.70				4.48	0.61			

*significant at the 0.05 level

Table 27. Job Satisfaction Level in terms of Communication between Millennial and Gen Z Respondents according to their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	4.28	0.68	0.093	0.754	Accepts Ho	4.57	0.61	0.074	0.182	Accepts Ho
	Female	4.20	0.93				4.23	0.91			
Monthly Income	P 15,000 or Less	3.97	1.10	0.026	0.373	Accepts Ho	4.18	0.97	0.001	0.337	Accepts Ho
	P 15,001 - 20,000	4.48	0.71				4.75	0.61			
	P 20,001 - 25,000	3.86	1.07				5.00	0.00			
	P 25,001 - 30,000	4.16	0.70				4.63	0.53			
	P 30,001 or More	4.50	0.42				4.36	0.20			
Length of Service	Less than 6 Months	3.94	0.97	0.570	0.450	Accepts Ho	4.30	0.66	0.007	0.735	Accepts Ho
	6 Months to 1 Year	4.46	0.93				4.17	1.29			
	More than a Year but less than 2 Years	4.88	0.25				4.53	1.02			
	More than 2 Years but less than 3 Years	4.25	0.83				5.00	0.00			
	More than 3 Years	4.13	0.85				4.31	0.24			
Employment Type	Trainee / Intern / OJT	5.00		0.934	0.656	Accepts Ho	4.25	0.72	0.304	0.877	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.2	0.93				4.44	0.67			
	Regular	4.21	0.83				4.36	0.95			
Job Position	Managerial	4.53	0.61	0.051	0.113	Accepts Ho	4.10	0.84	0.145	0.382	Accepts Ho
	Supervisory	3.94	0.87				4.80	0.27			
	Rank and File	3.9	0.97				4.34	0.86			

*significant at the 0.05 level

(employment type), and 0.071 (job position). With job positions, the variances were not homogenous among the groups within the said category (sig = 0.001), thus using Welch's ANOVA to get the p-value for that variable. Looking at the table, it can be seen that Millennial respondents who have rendered more than 3 years of service have the lowest mean score of 3.80 with a standard deviation of 0.73. Managers are highly committed to their jobs, with the highest mean score of 4.27, and a standard deviation of 0.38.

In terms of the demographic profile of Gen Z respondents, p-value of all variables also are above the significance level (alpha) of 0.05 which infers that it accepts the null hypothesis. The variances were not homogenous among the groups within the variable of monthly income (sig = 0.013), thus using Welch's ANOVA to get the p-value for that variable (sig = 0.335). The variances for gender (sig = 0.509), length of service (sig = 0.561), employment type (sig = 0.985), and job position (sig = 0.896) are all homogenous.

These findings contradicts the study made by McKinsey & Company (2020) stating that more women leaders are leaving their companies at the highest rate-and at a much higher rate than men. 29% of women, compared to only 15% of men, believe their gender will be an obstacle to advancement in the future leading them to switch jobs (Ziv, 2020). Looking at the mean score for Gen Z respondents in terms of Gender, it can be seen that the mean score of Female respondents have a lower mean score (mean = 3.96) compared to Male respondents (mean = 4.09). This is not the same case with Millennials. Females have a higher mean score (mean = 3.97) compared to Males (mean = 3.90).

Table 29 shows that all variables for both Millennial and Gen Z respondents accept the null hypothesis that states there is no significant difference when it comes to the demographic profile of Millennial and Gen Z respondents in terms of their Affective Organizational Commitment Level. All variables have received

a p-value higher than sig = 0.05 for both Generations. Looking at the mean score, Trainees and Interns have the highest mean score for both cohorts which shows that Millennials are extremely committed (mean = 4.50), and Gen Z are highly committed (mean = 4.29).

Table 30 shows that all variables for both Millennial and Gen Z respondents accept the null hypothesis that states there is no significant difference when it comes to the demographic profile of Millennial and Gen Z respondents in terms of their Continuance Organizational

Table 28. Overall Organizational Commitment Level between Millennial and Gen Z Respondents in terms of their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.90	0.71	0.791	0.786	Accepts Ho	4.09	0.52	0.219	0.509	Accepts Ho
	Female	3.97	0.77				3.96	0.68			
Monthly Income	P 15,000 or Less	3.94	0.80	0.061	0.360	Accepts Ho	3.96	0.72	0.013	0.335*	Accepts Ho
	P 15,001 - 20,000	4.24	0.70				4.06	0.48			
	P 20,001 - 25,000	3.58	0.91				3.78	0.10			
	P 25,001 - 30,000	3.80	0.78				4.11	0.47			
	P 30,001 or More	3.98	0.51				4.20	0.5			
Length of Service	Less than 6 Months	3.83	0.78	0.685	0.432	Accepts Ho	3.93	0.64	0.543	0.561	Accepts Ho
	6 Months to 1 Year	4.40	0.69				4.08	0.53			
	More than a Year but less than 2 Years	4.18	0.65				3.98	0.70			
	More than 2 Years but less than 3 Years	4.07	0.91				4.72	0.39			
	More than 3 Years	3.80	0.73				4.01	0.46			
Employment Type	Trainee / Intern / OJT	4.28		0.221	0.804	Accepts Ho	4.00	0.67	0.942	0.985	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.07	0.91				3.99	0.63			
	Regular	3.91	0.73				4.03	0.62			
Job Position	Managerial	4.27	0.38	0.001	0.071*	Accepts Ho	3.89	0.55	0.182	0.896	Accepts Ho
	Supervisory	3.81	0.76				4.00	0.31			
	Rank and File	3.94	0.84				4.03	0.67			

*significant at the 0.5 level

Table 29. Affective Organizational Commitment Level between Millennial and Gen Z Respondents in terms of their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	4.01	0.80	0.300	0.768	Accepts Ho	4.43	0.73	0.683	0.149	Accepts Ho
	Female	4.09	1.00				4.10	0.73			
Monthly Income	P 15,000 or Less	3.96	0.94	0.058	0.236	Accepts Ho	4.15	0.83	0.007	0.643	Accepts Ho
	P 15,001 - 20,000	4.40	0.70				4.53	0.32			
	P 20,001 - 25,000	3.52	1.17				3.83	0.01			
	P 25,001 - 30,000	4.27	1.07				4.17	0.94			
	P 30,001 or More	4.06	0.71				4.43	0.36			
Length of Service	Less than 6 Months	4.08	0.73	0.740	0.636	Accepts Ho	4.11	0.76	0.059	0.511	Accepts Ho
	6 Months to 1 Year	4.41	0.74				4.47	0.59			
	More than a Year but less than 2 Years	4.50	1.00				4.12	0.92			
	More than 2 Years but less than 3 Years	4.13	1.15				4.92	0.12			
	More than 3 Years	3.91	0.95				4.42	0.32			
Employment Type	Trainee / Intern / OJT	4.50		0.461	0.825	Accepts Ho	4.29	0.84	0.771	0.890	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.19	0.80				4.28	0.68			
	Regular	4.03	0.95				4.17	0.77			
Job Position	Managerial	4.53	0.61	0.013	0.063	Accepts Ho	4.27	0.53	0.027	0.687	Accepts Ho
	Supervisory	3.94	0.87				4.07	0.37			
	Rank and File	3.9	1.02				4.25	0.81			

*significant at the 0.05 level

Commitment Level. All variables have received a p-value higher than sig = 0.05 for both Generations.

Table 31 shows that all variables for both Millennial and Gen Z respondents accept the null hypothesis that states there is no significant

difference when it comes to the demographic profile of Millennial and Gen Z respondents in terms of their Normative Organizational Commitment Level. All variables have received a p-value higher than sig = 0.05 for both Generations.

Table 30. Continuance Organizational Commitment Level between Millennial and Gen Z Respondents in terms of their Demographic Profile

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.99	0.62	0.541	0.805	Accepts Ho	3.95	0.66	0.452	0.949	Accepts Ho
	Female	3.94	0.78				3.94	0.79			
Monthly Income	P 15,000 or Less	3.91	0.83	0.740	0.200	Accepts Ho	3.95	0.82	0.059	0.809	Accepts Ho
	P 15,001 - 20,000	4.36	0.59				3.67	0.73			
	P 20,001 - 25,000	3.70	0.68				3.83	0.01			
	P 25,001 - 30,000	4.00	0.51				4.33	0.71			
	P 30,001 or More	3.74	0.79				4.07	0.66			
Length of Service	Less than 6 Months	4.00	0.65	1.197	0.151	Accepts Ho	3.79	0.79	0.357	0.270	Accepts Ho
	6 Months to 1 Year	4.33	0.75				4.08	0.68			
	More than a Year but less than 2 Years	4.04	0.21				4.07	0.67			
	More than 2 Years but less than 3 Years	4.50	0.47				4.92	0.12			
	More than 3 Years	3.76	0.74				3.75	0.62			
Employment Type	Trainee / Intern / OJT	4.33		0.328	0.537	Accepts Ho	3.69	0.74	0.544	0.364	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	4.22	0.8				3.86	0.87			
	Regular	3.91	0.71				4.09	0.65			
Job Position	Managerial	4.06	0.53	0.413	0.865	Accepts Ho	3.80	0.76	0.082	0.881	Accepts Ho
	Supervisory	3.92	0.92				4.03	0.30			
	Rank and File	3.93	0.67				3.95	0.79			

*significant at the 0.05 level

Variable	Category	MILLENNIALS					GEN Z				
		Mean	Std. Dev.	Levene's Stat	p-value*	Decision	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Gender	Male	3.71	0.94	0.738	0.577	Accepts Ho	3.88	0.68	0.679	0.975	Accepts Ho
	Female	3.87	0.91				3.85	0.76			
Monthly Income	P 15,000 or Less	3.96	0.92	0.021	0.705	Accepts Ho	3.79	0.82	0.037	0.851	Accepts Ho
	P 15,001 - 20,000	3.97	1.07				4.00	0.77			
	P 20,001 - 25,000	3.52	1.05				3.67	0.29			
	P 25,001 - 30,000	3.44	1.05				3.83	0.24			
	P 30,001 or More	3.93	0.46				4.10	0.55			
Length of Service	Less than 6 Months	3.42	1.1	0.919	0.374	Accepts Ho	3.90	0.77	0.400	0.854	Accepts Ho
	6 Months to 1 Year	4.44	0.69				3.69	0.87			
	More than a Year but less than 2 Years	4.00	1.16				3.77	0.66			
	More than 2 Years but less than 3 Years	3.57	0.84				4.33	0.94			
	More than 3 Years	4.74	0.91				3.88	0.48			
Employment Type	Trainee / Intern / OJT	4.00		0.177	0.979	Accepts Ho	4.04	0.88	0.299	0.741	Accepts Ho
	Contractual / Project-Based / Casual / Probationary	3.81	1.19				3.83	0.76			
	Regular	3.81	0.89				3.81	0.67			
Job Position	Managerial	4.21	0.46	0.005	0.062	Accepts Ho	3.60	0.51	0.062	0.702	Accepts Ho
	Supervisory	3.56	1.00				3.90	0.38			
	Rank and File	3.77	0.99				3.89	0.79			

SOP #6 is answered in Table 32. The findings of the study shows that Job Satisfaction has a strong positive relationship with Organizational Commitment. Preliminary analysis indicated a linear relationship as observed from the scatter plot diagram in Figures 2, 3, and 4. Pearson’s product-moment correlation was utilized to assess the relationship between Job Satisfaction and Organizational Commitment of both Millennial and Gen Z respondents (Table 32).

This supports previous findings about Job Satisfaction being a predictor of Organizational Commitment. In a study by Goh and Lee (2018), they have concluded that ultimately, it is important to note that if hospitality employees’ expectations are not met during their work experience, they will eventually leave the hospitality industry. There is relatively high level of employee turnover in the hospitality industry compared with other industries, which is due to low level of employee job satisfaction (Heimerl et.al., 2020). Multiple studies have concluded that service industry employees’ satisfaction can enhance employees’ organizational commitment as mentioned by Tsai, Cheng, and Chang (2010). Furthermore, workers satisfaction mediates the effect of job enrichment on organizational commitment.

Understanding Table 32. It can be seen that both Millennials and Gen Z are highly satisfied and committed to their workplace (means = 3.50 – 4.49) (See Table 2 for interpretation). The Pearson-r value yielded for Millennials (sig = 0.785) and Gen Z (0.596) shows that there is a strong relationship between Job Satisfaction and Organizational Commitment. Looking at the scatter plot figures for both generation shows an upward trend indicating that there is a positive relationship between the two variables.

Figure 2. Scatter Plot of Job Satisfaction and Organizational Commitment of Millennial Respondents

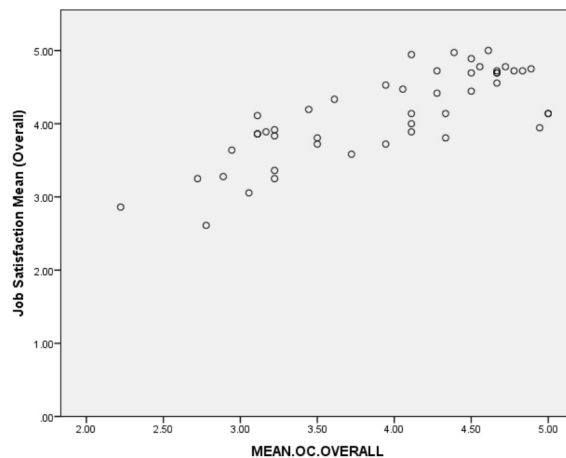


Figure 3. Scatter Plot of Job Satisfaction and Organizational Commitment of Gen Z Respondents

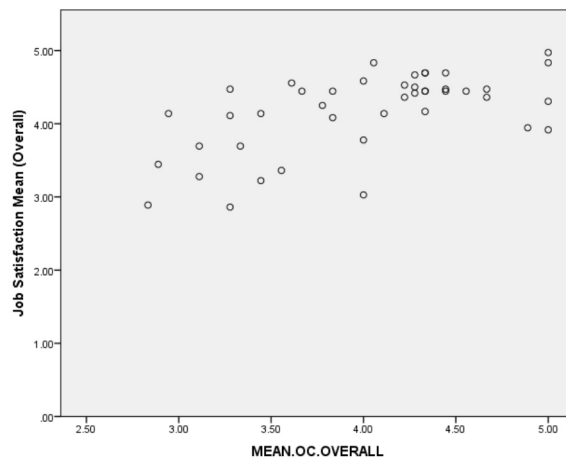


Figure 4. Scatter Plot of Job Satisfaction and Organizational Commitment of All Respondents

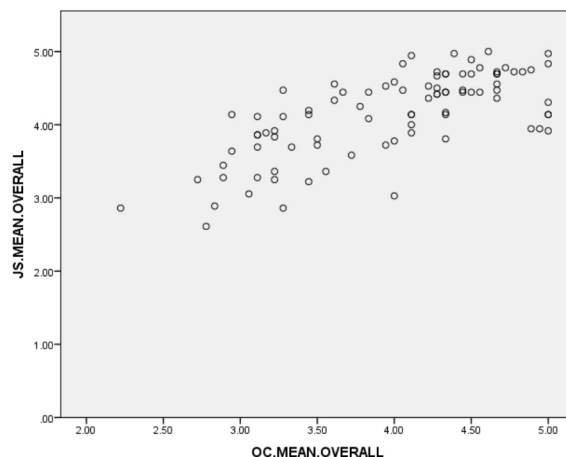


Table 32. Relationship of the Overall Job Satisfaction with Overall Organizational Commitment for both Millennial and Gen Z Respondents

	Variable	Mean	Std. Dev.	Pearson's r	p-value*	Decision
Millennial	Job Satisfaction	4.12	0.60	0.785	0.000	<i>Rejects Ho</i>
	Organizational Commitment	3.94	0.74			
Gen Z	Job Satisfaction	4.16	0.54	0.596	0.000	<i>Rejects Ho</i>
	Organizational Commitment	4.01	0.62			
Overall	Job Satisfaction	4.15	0.57	0.708	0.000	<i>Rejects Ho</i>
	Organizational Commitment	3.97	0.68			

*significant at the 0.5 level

To look at it deeper, Table 33 shows the relationship of each facet of job satisfaction and each variable of organizational commitment. The table shows how each variable affects one another. Looking at the table, it can be seen that Pay has a moderate relationship when it comes to affective and normative commitment with having a Pearson value of 0.497 and 0.444 respectively. It is also seen that the null hypothesis has been rejected which means that there is a significant relationship when it comes to pay and the affective and normative commitment of Millennials. This is the same case with Gen Z respondents, however the relationship is stronger, having a Pearson value of 0.558 and 0.511. With regards to the continuance commitment, despite having a weak relationship, the null hypothesis was still rejected (sig = 0.011).

In terms of promotion, the null hypothesis were accepted by Millennial respondents for all variables, with one variable having an inverse relationship (Pearson r = -.006). However, this was a different case with the Gen Z respondents. There is a moderate relationship in terms of affective and normative commitment, and the null hypothesis were rejected as well (sig = 0.001, sig = 0.001).

For Supervision, there is no significant

relationship Millennial respondents in all variables. In addition, only Supervision of Gen Z respondents and affective commitment has rejected the null hypothesis. This means when Gen Z are satisfied with their supervisors, their affective commitment increases as well.

With regards to Fringe Benefits, all variables for both Millennial and Gen Z respondents have a moderate relationship, and all variables reject the null hypothesis. This means that when Millennials and Gen Z are satisfied with the benefits they receive, they are more committed with their organization in all 3 aspects.

In terms of contingent rewards, a pattern can be seen for both Millennial and Gen Z respondents where there is a strong relationship for both affective and normative commitment, and moderate relationship for continuance. All variables also reject the null hypothesis which means that there is a significant relationship between the job satisfaction of Millennial and Gen Z employees, and their commitment level in all aspects.

Operating conditions also show strong and moderate relationship with organizational commitment for both cohorts. All variables also rejected the null hypothesis. This is not the case,

however, with coworkers, where the null hypothesis were accepted when it came to continuance and normative commitment for both Millennial and Gen Z respondents. Millennials rejected the null hypothesis when it came to affective commitment (sig = 0.009), the same with Gen Z (sig = 0.001).

When it comes to the Nature of Work, Millennials accepted the null hypothesis when it comes to continuance commitment (sig = 0.818), and shows

no significant relationship. On the other hand, Gen Z has a strong relationship in terms of affective commitment (Pearson r = 0.585). Lastly, in terms of communication, it shows moderate – strong relationship for all variables in both cohorts. All variables have rejected the null hypothesis as well. This infers that when employees are satisfied with how communication is done in the workplace, they are most likely to become committed with the organization.

Table 33. Relationship of Job Satisfaction with Organizational Commitment for both Millennial and Gen Z Respondents

		MILLENNIALS			GEN Z		
		Aff	Cont	Norm	Aff	Cont	Norm
Pay	Pearson-r	0.497	0.182	0.444	0.558	0.267	0.511
	p-value	0.001	0.243	0.003	0.001	0.011	0.001
	strength	M		M	S	W	S
Promotion	Pearson-r	0.204	-0.006	0.157	0.445	0.164	0.394
	p-value	0.190	0.969	0.315	0.001	0.122	0.001
	strength				M		M
Supervision	Pearson-r	0.127	-0.029	-0.040	0.247	0.206	0.188
	p-value	0.415	0.853	0.800	0.009	0.052	0.076
	strength				W		
Fringe Benefits	Pearson-r	0.335	0.415	0.327	0.421	0.408	0.342
	p-value	0.028	0.006	0.032	0.001	0.001	0.001
	strength	M	M	M	M	M	M
Contingent Rewards	Pearson-r	0.578	0.360	0.504	0.58	0.348	0.525
	p-value	0.001	0.018	0.001	0.001	0.001	0.001
	strength	S	M	S	S	M	S
Operating Conditions	Pearson-r	0.540	0.373	0.418	0.628	0.443	0.509
	p-value	0.001	0.014	0.005	0.001	0.001	0.001
	strength	S	M	M	S	M	S
Coworkers	Pearson-r	0.393	0.014	0.106	0.338	0.138	0.116
	p-value	0.009	0.928	0.501	0.001	0.195	0.276
	strength	M			M		
Nature of Work	Pearson-r	0.483	0.208	0.376	0.585	0.308	0.487
	p-value	0.001	0.181	0.013	0.001	0.003	0.001
	strength	M		M	S	M	M
Communication	Pearson-r	0.659	0.359	0.562	0.738	0.451	0.653
	p-value	0.001	0.018	0.001	0.001	0.001	0.001
	strength	S	M	S	S	M	S

*bold items accept the null hypothesis

*significant at the 0.5 level

*S – strong relationship, M – moderate relationship, W – weak relationship

SOP #7 is answered in Table 34. Different generations hold different expectations and value different aspects of their job (Gabriel et.al., 2020). The data suggests that there is no significant difference between the job satisfaction level between Millennial and Gen Z respondents contradicts previous findings. Looking at table 34, the value of the Levene’s test for homogeneity of variance shows that both variables are homogeneous (sig = 0.367). The p-value yielded is greater than the significant level (alpha) of 0.05, which means that the null hypothesis is accepted (sig 0.717).

According to a Business Insider article, millennials and Gen Z may work differently, but they have similar expectations for the workplace (Hoffower, 2021). Interestingly, A 2020 Gallup poll found a significant portion of Millennials and Gen Z say they prioritize happiness over a larger paycheck, demonstrating that employers who care about their employees' well-being are important to both Millennials and Gen Z (O’Boyle, 2021). As a result of the stress brought on by the pandemic, Millennials and Gen Z were also more likely to change their behavior. Therefore, it should come as no surprise that these generations are more likely to place a higher priority on happiness when selecting a career (Henderson, 2022).

Table 35 answers SOP #8. In table 35, the mean score of Millennial respondents in terms of

commitment is lower than that of Gen Z respondents, although both can still be interpreted as “highly committed”. The data also suggests that there is no difference between the organizational commitment of both generations. The p-value yielded for both categories are above the significance level (sig = 0.637) accepting the null hypothesis. This indicates that that there is no significant difference in the organizational commitment between Millennial and Gen Z respondents. Workers have been job hopping in the hopes of attaining better pay and career mobility and it’s a trend Millennials and Gen Z are dominating (Subin 2021). Known to be unattached to organizations and institutions people from the generations are said to move freely from company to company, more so than any other generation (Adkins, n.d.). These previous studies show that both Millennials and Gen Z have similar organizational commitment level since they are known for job-hopping, however the findings of this study contradict the notion that Millennials and Gen Z employees are uncommitted to their workplace.

CONCLUSION

Since there are no significant differences in the job satisfaction and organizational commitment of both Millennials and Gen Z respondents, it can be concluded that preferences for both generations are similar. Despite the generational differences, these two generations who are

Table 34. Difference in the Job Satisfaction Level between Millennial and Gen Z Respondents

Variable	Category	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Job Satisfaction Level	Millennial	4.12	0.60	0.367	0.717	Accepts Ho
	Gen Z	4.16	0.54			

Table 35. Difference in the Organizational Commitment Level between Millennial and Gen Z Respondents

Variable	Category	Mean	Std. Dev.	Levene's Stat	p-value*	Decision
Organizational Commitment	Millennial	3.94	0.74	0.072	0.637	Accepts Ho
	Gen Z	4.01	0.62			

currently the majority of the workforce have similar ideologies in terms of Job Satisfaction and Organizational Commitment. It might be too early to tell whether this trend continues since Gen Z is only starting to penetrate the workforce, but basing on the results and facts gathered for this study, it could be concluded that both generations could potentially work harmoniously with one another since they have similar interests. It has been inferred that there is a difference in the job satisfaction level of Gen Z respondents when Gender was used as a test factor, which could imply that there are still gender biases in the hospitality industry.

The findings indicate that respondents from Generation Z's gender rejected the null hypothesis. This indicates that Gen Z respondents' job happiness is influenced by their gender. This reinforces earlier research that suggests there are differences between the preferences of the genders. However, this was not the case with Millennial respondents, whose job satisfaction levels did not differ significantly based on their demographics. According to the findings, Millennial and Gen Z respondents' levels of organizational commitment are similar despite the generational differences. This implies that the respondents' organizational commitment is unaffected by either of the demographic profiles: gender, monthly salary, length of service, employment type, or job position. The findings indicate a substantial correlation between job satisfaction and organizational commitment for both Millennial and Gen Z respondents, demonstrating that employees' levels of satisfaction and commitment are strongly correlated.

In summary, the respondents' perceived high levels of work satisfaction-shared by Millennial and Gen Z respondents-had a significant impact on their organizational commitment, which led to the respondents' high levels of engagement to

their company. Furthermore, the results imply that neither the generational disparities of Millennial or Gen Z respondents had an impact on their level of satisfaction. The general satisfaction level of the respondents accepted the null hypothesis even if there were several areas where the Millennial and Gen Z respondents' levels of satisfaction did not coincide. According to the survey, individuals from Generation Z and Millennials were equally pleased with their present jobs.

In addition, the results of the study shows that Job Satisfaction plays a vital part in determining the organizational commitment of respondent. Thus, it can be implied that when job satisfaction is high, employees are more likely to stay committed to their organization. On the contrary, high turn-over rates can be the cause of low job satisfaction levels.

RECOMMENDATIONS

The Hospitality Industry

The recommends this study to the Hospitality Industry and the different hotel establishments. The findings and inferences from this research suggest that both Millennials and Gen Z employees have the same perceptions when it comes to Job Satisfaction and Organizational Commitment. As such, this study could serve as reference tool and a reminder for businesses affiliated with the hospitality industry to put more emphasis on remedying the policies, procedures, and decision-making process when dealing with the younger employees in their workforce. The findings of this study shows that there is a disparity with regards to the job satisfaction of Male and Female Gen Z employees. Equality has been long fought for, the study shows that there are still biases involving both sexes, thus the differences in job satisfaction. It is recommended that the hospitality industry find more inclusive procedures which could bring more equal opportunities for both genders.

Hospitality Employees

The researcher recommends the results and inferences of this study to hospitality employees wherein the findings of this research inform these hoteliers about the facets which covers job satisfaction. This study can help employees gauge their satisfaction and find innovative ways to improve their workplace environment. Although findings of the study suggest that hotel employees are highly satisfied and committed with their work environment, there is still room for improvement. It is recommended that hospitality employees explore options and opportunities wherein their level of satisfaction may increase to help them improve both personally and professionally. Simply put, this research study serves as an evaluation of sorts for incoming and present hotel employees.

Supervisors and Managers

The researcher also recommends the results and inferences of this study to supervisors and managers who directly handle Millennial and Gen Z employees. Previous studies shows that there are certain managerial styles which these generations prefer, and based on the results of the study, respondents are highly satisfied with how their supervisors handle them. Communication is also a vital facet for employee satisfaction when it comes to these two generations. It is recommended that supervisors and managers become more fluid and curate strategies to effectively improve productivity as well as keep employees satisfied. The study shows that supervision is one of the many facets for job satisfaction, and that job satisfaction is a predictor for organizational commitment. With these findings, it is crucial for supervisors and managers to find ways to address the needs and concerns of their employees. It is recommended that supervisors and managers have regular leadership training in order to keep up with the trends of employee preferences.

HR Managers.

The researcher recommends the results and inferences of this study to the human resource managers of hotel establishments and even to the management of other businesses that would like to improve employee job satisfaction and organizational commitment. It is recommended that HR Managers conduct surveys such as the one in this study to monitor the job satisfaction of their employees. This will potentially improve management-employee relation since the preferences and inclinations of the employees may easily be addressed. It is also recommended that HR Managers conduct regular interviews with employees to help analyze the satisfaction level of employees and easily mitigate issues should there be any.

Future Researchers

Lastly, the researcher recommends this study to future researchers who may be entitled to use the findings and results indicated by this study in helping them to further corroborate or even contrast their own findings and inferences in relation to the study at hand. The specificities of this study may enable these future researchers to know more about the topics involved in this research and to broaden their knowledge in the said field of literature. These researchers could also make use of this study to infer continuing findings and additional inferences, relative to the theme of this paper, that were not included in the scope of this present study, such as post hoc tests and other correlational measures to infer where significant differences exactly lie, or the direction of the significance of relationship between variables, whether it is direct or inverse. They may also use the findings of this study and compare it with different identified populations and samples to see whether there could be a difference in the results of the study. It is also recommended that further research regarding job satisfaction and organizational commitment of Gen Z employees be made since they are still starting to penetrate the workforce, and factors may affect their preferences.

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