

Deciphering Ilonggo Millennials: Determining the Elements that Influence Organizational Commitment

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ABSTRACT

Millennials were once the newcomers of the job force, but nowadays they already compose the majority of the working population. Their sheer number matched with their alleged issues with commitment, loyalty, and job performance makes them an interesting demographic to analyze. This study attempts to understand the elements of Organizational Commitment and its relationships with selected personal, job, and company characteristics, as perceived by Ilonggo millennials. The Three-Component Organizational Commitment Questionnaire developed by Allen & Meyer (1990) was administered using a non-probability sampling technique. The results showed that Ilonggo Millennials are averagely committed to their current organizations by performing their core responsibilities despite their frailty to leave their current employers if presented with better external opportunities. It is imperative for organizations to nurture Organizational Commitment to unleash the Millennials' maximum productivity, tech-savvy skills, and collaborative nature. An efficient way to do this is to involve fulfilling compensation packages, health insurance benefits, work-life balance, flexible working hours, and career advancement opportunities. The incorporation of these workplace elements is expected to significantly improve Ilonggo millennials' Organizational Commitment which will ultimately contribute to favorable work performance, motivation, retention, and career satisfaction.

Keywords: Organizational Commitment, Iloilo City, Philippines; Millennial Generation; Private Sector; Human Resource

Employees are considered as one of the most vital assets of an organization. Workers are the people responsible to provide quality service to make the business function efficiently (Todericiu et al., 2014). This focus on employee welfare makes the topic of Organizational Commitment (OC) to be a fundamental area in management because of its impacts on worker turnover, absenteeism, and job performance (Mathieu & Zajac, 1990; Reichers, 1985). Today's workforce population is composed of four different generations: *Baby Boomers*, *Generation X*, *Millennials*, and *Generation Z*. One of the youngest among the working class, Millennials (born during 1980 to 2000), have become the fastest growing segment of the workforce in terms of population (Glass, 2007).

This paper examines the findings of existing literature on organizational commitment and

their applicability to Filipino millennials since they currently make up one-third of the country's total population (Philippine Statistics Authority, 2022). The millennials' dominance in the global labor force cannot be disregarded since they are projected to comprise around 50% of the working population by 2020 (PricewaterhouseCoopers, 2012; Seqhobane & Koko, 2021) as they occupy higher ranking positions in their respective organizations. According to Smith et al. (2011), millennials have a materialistic culture that values money, image, and fame over concern for others. Financial factors are not the only compensation that this cohort is looking for since they also expect a fostering work environment that brings about work-life balance, health benefits, career advancement opportunities, and meaningful working relationships with their mentors (Seqhobane & Koko, 2021). Millennials are also said to have low levels

of Organizational Commitment (Ngotngamwong, 2019) which is the main reason why employers are having a hard time pleasing them. This study provides information about the workplace factors to be considered by employers upon hiring millennials. These may then be used to place organizations in a better position in terms of recruitment, retaining, and managing Millennials in the workforce. Understanding the correlation between these factors and employee behavior may improve organizational approaches, activities, and strategies on managing millennial workers.

Numerous studies on OC have been conducted in North America, as early as the 1970s, which have led to various discoveries and significant developments of the field. However, there are only a limited number of research in this topic for countries outside the United States since major studies on OC are generally performed in the said country (Rahmani, 2014; Meyer et al., 2002). The study of Bodumo (2023) reveals that there is no significant relationship between OC and turnover intention among Filipino Millennials, however there is a strong correlation between organizational justice and turnover intention. Meanwhile, Tubay (2019) established that extrinsic job satisfaction factors, not OC, have significant effects on turnover intentions of Filipino millennials. A study also found out that teachers from Metro Manila have a high level of normative and affective commitment but only an average degree of continuance commitment (Moro & Torres-Santos, 2022).

Nurturing Organizational Commitment is valuable to a firm since it leads to reduced absenteeism (Steers 1977), controlled employee turnover (Currivan 2000), enhanced worker performance (Mowday et al. 1979), and even overall organizational success (Kim, 2005). There is a vast range of determinants that may be associated with the study of OC, despite these expansive number of possibilities, we must remember to focus our attention first on the most appealing workplace factors that would be impactful to Millennials. Seqhobane & Koko (2021) found out that this cohort emphasizes importance on fulfilling pay, health benefits, career advancement opportunities, work-life balance, and supportive relationships with workplace superiors. These are pertinent supplementary concepts with the findings of Kim & Ryu (2017) because they discovered that favorable Work-Life Balance Policies (WLBP), flexible hours, childcare policy, paid sick leaves, and health insurance benefits are positively related to the

OC of Filipino workers.

The concept of Perceived Organizational Support (POS) has been previously established to be positively associated with Organizational Commitment (Shore & Wayne, 1993; Settoon, et al., 1996; Stinglhamber & Vandenberghe 2003). The concept of Perceived Organizational Support has been determined by Eisenberger et al. (1986) as the individual's belief that their organization truly values the employees' overall well-being and work contributions. POS is essentially rooted in the practice of reciprocity, meaning that workers are more likely to become committed to their organizations when they feel that their employers foster them as well. Contemporary researchers further developed this concept by determining that financial pay, favorable job conditions (Guzzo et al., 1994), career development programs, promotions, and tenure (Wayne et al., 1997) are determinants that can improve Perceived Organizational Support (POS). The undeniable connection between POS and OC brings into focus the limited amount of existing literature about appealing job conditions (Eisenberger et al., 1997) for Millennials that would most contribute to POS and ultimately, to OC.

There is a gap in the existing body of knowledge that evaluates the concepts of Organizational Commitment of Ilonggo millennials since there is limited literature, especially in the Philippine context. This paper attempts to answer the primary question, "What is the level of Organizational Commitment of Ilonggo millennial employees in the workplace?" Once this is quantitatively determined it is then imperative to understand what are the underlying workplace factors that affect the level of Organizational Commitment of Ilonggo millennials. The research specifically aims to: determine the level of Organizational Commitment of millennial employees in the workplace, identify and rank the workplace conditions that affect the millennials' level of Organizational Commitment, and determine whether there is a significant difference between selected personal, job and organizational characteristics on Organizational Commitment of millennial employees as a whole and across the Real Estate, Business Process Outsourcing (BPO), Healthcare, Banking and Finance, and Food Service industries.

Millennials

The millennials' extensive size makes them ideal subjects for evaluating Organizational Commitment due to the prevailing issues regarding

their motivation, retention, and turnover (Morrell & Abston, 2018). Millennials are highly efficient, tech-savvy, multitasking, and collaborative (Gorman et al., 2004). They look for rapid career advancement, work skill enhancement, and work life balance (Ng et al., 2010). Despite these, they are also very overly confident, self-absorbed, impatient and have no sense of loyalty or commitment to an organization (Myers & Sadaghiani, 2010). Organizations find it challenging to manage Millennials due to their low levels of Organizational Commitment (Glazer et al., 2018). This is disadvantageous for employers since high levels of Organizational Commitment have favorable effects on work performance (Jafri & Lhamo, 2013), employee turnover (Koch & Steers, 1978;), absenteeism (Somers, 1995; Allen & Meyer, 1990), and job performance (Fukami & Larson, 1984).

Organizational Commitment

The earliest concept of workplace Commitment was proposed by Becker (1960) as a "side-bet" theory. It states that employees are tied up with their organizations due to their wholly hidden investment, or side bets, in the form of time and effort spent with the firm. These side bets eventually accumulate up to a point where the worker has limited career options since leaving the organization will be too costly in terms of giving up their term of service, retirement benefits, and even job specialization. Becker's theory also defined a close relationship between the commitment development process and voluntary turnover. Ritzer & Trice (1969) and Alutto et al. (1973) confirmed Becker's hypothesis by establishing that Commitment may be quantified by analyzing the reasons why an employee would leave their organization. Future researchers would use this "side-bet" theory as a foundation for the field of OC, most especially the Continuance Commitment component of Meyer and Allen's (1991) Three-Dimensional Model.

The understanding of Organizational Commitment eventually shifted from a purely compensatory nature to a psychological bond that is developed by employees towards their workplace. Porter et al. (1974) determined that the individual's involvement and personal identification with the firm's mission and goals eventually developed into a dedicated attitude towards their work. Mowday et al. (1979) also believed that the psychological attachment of the employee is related not only to the organization as a whole but also to their coworkers as well. This

iteration of OC serves as a basis of Meyer and Allen's (1991) Affective Commitment.

Another early model of Organizational Commitment was developed by Steers (1977) and it states that OC can be simultaneously a dependent and an independent variable. Commitment as a dependent variable is heavily influenced by other independent variables such as personal characteristics, job characteristics, and work experiences. On the other hand, as an independent variable, OC can influence other dependent variables such as the employees' presence, desire to remain with the organization, turnover, and attendance.

Building on the breakthroughs of preceding researchers, Cohen (2007) developed a contemporary perspective proposing two dimensions to Organizational Commitment: timing and bases of commitment. The timing dimension segregates Commitment Propensity, which is developed before the individual enters the organization, from OC which is developed after joining the workplace. The second dimension, bases of commitment, distinguishes between Instrumental Attachment and Psychological Attachment. When combined together, the two dimensions of timing and bases of commitment result in four forms of commitment: Instrumental Commitment Propensity, Normative Commitment Propensity, Instrumental Commitment, and Affective Commitment.

Instrumental Commitment Propensity is developed before joining the firm and is based on the employee's expectations in terms of benefits and rewards to be received. Normative Commitment Propensity, also existing before entry into the workplace, is related to the worker's recognized moral obligation towards their organization (Cohen, 2007). Meanwhile, Instrumental Commitment is developed upon joining a company and is a result of an individual's perception of the exchange between their job contribution and the benefits they receive. Lastly, Affective Commitment, timed after joining a workplace, is associated with emotional involvement, sense of belongingness, and psychological identification and attachment of the worker to the organization.

Organizational Commitment is the employees' state of dedication to assist in the achievement of the organization's goals which involves the person's levels of identification, involvement, and loyalty (Mowday et al., 1979). One of the most widely accepted

theoretical models is Meyer and Allen's (1991) Three-Dimensional Model of Organizational Commitment. Their research suggests that OC is an emotional response that can be measured through people's behaviors, beliefs, and attitudes. Robust commitment attaches the individual to the organization which result to lower possibilities of employee turnover, while weaker bonds may lead to higher chances of employee separation. Meyer and Allen (1991) have identified three types of Organizational Commitment: affective, continuance, and normative.

Affective Commitment

Affective or Moral Commitment occurs when individuals fully embrace the goals and values of the organization due to its resemblance to the worker's personal beliefs and missions (Beck & Wilson, 2000). They become emotionally involved with the organization and feel personally responsible for the organization's level of success. Sheldon (1971) determined that there is an involvement at an individual level that results in personal identification and psychological attachment of the employee to the organization. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization. Affective commitment is employees' emotional attachment, self-identification, and involvement with an organization (Porter et al., 1974). Employees who have strong affective commitment are those who often stay in the organization because they desire to (Meyer and Allen, 1991).

Continuance Commitment

Continuance or Calculative Commitment occurs when individuals base their relationship with the organization on what they are receiving in exchange for their efforts. Continuance Commitment is strongly based on the financial costs that would be incurred if the employee left the organization. In other words, the employee loses too many resources (like pay, benefits, and associations) if they choose to leave since they already invested a lot of time and effort to learn something that can only be used in that specific company (Jaros et al., 1993; McGee & Ford, 1987).

Normative Commitment

Normative Commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and

formality. This means that the employee's normative commitment develops not only through organizational socialization but also when they receive experiences and rewards that they feel they need to reciprocate (Meyer & Allen, 1991).

Levels of Organizational Commitment

Research conducted by Herscovitch & Meyer (2002) reveals that Organizational Commitment may be classified into high and low commitment groups. Aside from this, there is also a need to distinguish an average degree of OC since many workers are neither completely alienated nor have extreme strong feelings regarding their organizations. The following adjectival ratings are assigned to the different levels of Organizational Commitment, for the purpose of this study: 1: Strongly Disagree, 2: Moderately Disagree, 3: Slightly Disagree, 4: Neither Agree nor Disagree, 5: Slightly Agree, 6: Moderately Agree, 7: Strongly Agree (Allen & Meyer, 1990).

A High Level (Slightly Agree, Moderately Agree, Strongly Agree) of Organizational Commitment is characterized by a strong acceptance of the organization's values and willingness to exert efforts to remain with the organization. Porter et al. (1974) states that high Organizational Commitment is the sufficient fulfillment of the employee's job expectations on terms of pay, training, career development, and relationship with supervisors. An Average Level (Neither Agree nor Disagree) of OC is characterized by a reasonable acceptance of organizational goals and values, as well as some sense of need to remain with the organization. This degree of commitment can be viewed as ambivalence of workers towards their organizations since there is some emotional attachment with the firm, but they would not hesitate to leave if a good opportunity arose (Sinclair et al., 2005). A Low Level (Strongly Disagree, 2: Moderately Disagree, 3: Slightly Disagree) of OC is characterized by a lack of acceptance of organizational goals and absent effort to remain with the firm. A misalignment between employee expectations and work environment leads to unfavorable work satisfaction and high turnover rate (Porter et al, 1974). Given an option or another career opportunity, employees with low levels of OC will most likely leave the organization.

METHODOLOGY

The *Three-Component Organizational Commitment Questionnaire* developed by Allen & Meyer (1990) was used as research instrument since it was determined by Lee et al. (2001) that the three commitment models are likely to generalize to non-Western cultures. Research data was collected from a total of 100 respondents which were evenly distributed across five different industries: Real Estate, Business Process Outsourcing (BPO), Healthcare, Banking and Finance, and Food Service. These business industries are significant for the purpose of this study since they compose majority of the service sector which is the most dominant in Iloilo City, with a percentage share of 86.7% (PSA, 2022) This sample is considered to be sufficient to represent the total population of around 100,000 Ilonggo Millennials, with ± 10 precision level (Israel, 1992). A non-probability *Snowball Sampling* approach was utilized since it is not practicable to determine the complete list of all Millennials as a sampling frame. This technique encourages the initial set of respondents to nominate other qualified participants to also serve as additional survey respondents. A pretest was conducted on a small group of 10 respondents (2 participants from each industry) before formal questionnaires were distributed to the targeted respondents to determine the clarity, readability, and reliability of the survey questions. Informed consent about the nature and purpose of the study was communicated to voluntary participants to ensure the confidentiality and anonymity of their identities.

Data gathering

The survey questionnaire recorded the respondent's personal characteristics like age, gender, estimated income, length of service, and educational level. Job and organizational characteristics, management approach, and business industry were also considered. Participants were requested to respond to a 7-point Likert scale based on the Three-Component Organizational Commitment Scale developed by Allen and Meyer (1990) which measured their levels of Affective, Continuance, and Normative Commitment. The last portion of the instrument presented a ranking scale on their personal preferences regarding workplace attributes, types of work, and job schedules.

Data Analysis

The data collected were then analyzed using Statistical Package for Social Sciences (SPSS). Data Analysis methods used include Frequency Distribution, Cross-tabulation, and One-way Analysis of Variance (ANOVA). Frequency Distribution was used to calculate the mean scores of each level of Affective, Normative and Continuance Commitment. This technique was then used to determine the level of Organizational Commitment as perceived by Ilonggo Millennials. Cross-tabulation was utilized to identify and rank the top preferences of survey respondents in terms of workplace factors that affect the level of OC. One-way Analysis of Variance (ANOVA) was employed to examine the differences between levels of educational attainment of the respondents against their insights on OC and to determine whether there is a significant difference between selected personal, job and organizational characteristics on OC of Millennial employees.

RESULTS AND DISCUSSION

Out of the 100 total respondents, 57% were aged 20-24, 34% were aged between 25-29, while 9% of them were in the 30-34 age group. Most of the participants were female (64%) while the remaining 36% were male. Majority of the respondents were college educated (96%), 2% completed their secondary school, and the rest finished primary (1%) and graduate (1%) studies. Monthly family income responses were widely dispersed: 33% from income bracket E (under ₱40,000), 20% from income bracket D (₱40,000-₱59,999), 19% from income bracket C (₱60,000-₱99,999), 16% from income bracket B (₱100,000-₱249,999), and 12% from income bracket A (above ₱ 250,000). Survey participants have been working with their organizations for varied lengths of service: more than 3 years (25%), 2-3 years (18%), 1-2 years (21%), 6 months-1 year (20%), and less than 6 months (16%).

The common profile of the respondents reported job characteristics with a personal monthly income between ₱10,000 - ₱30,000 (69%), full-time employment status (96%), rank and file position (71%), and administrative and support functions (44%). Small scale businesses (100-999 employees) composed 31% of the total participants' organizations and 60% of them were managed through functional areas such as finance, marketing, and sales.

Level of Organizational Commitment for Ilonggo Millennial Employees

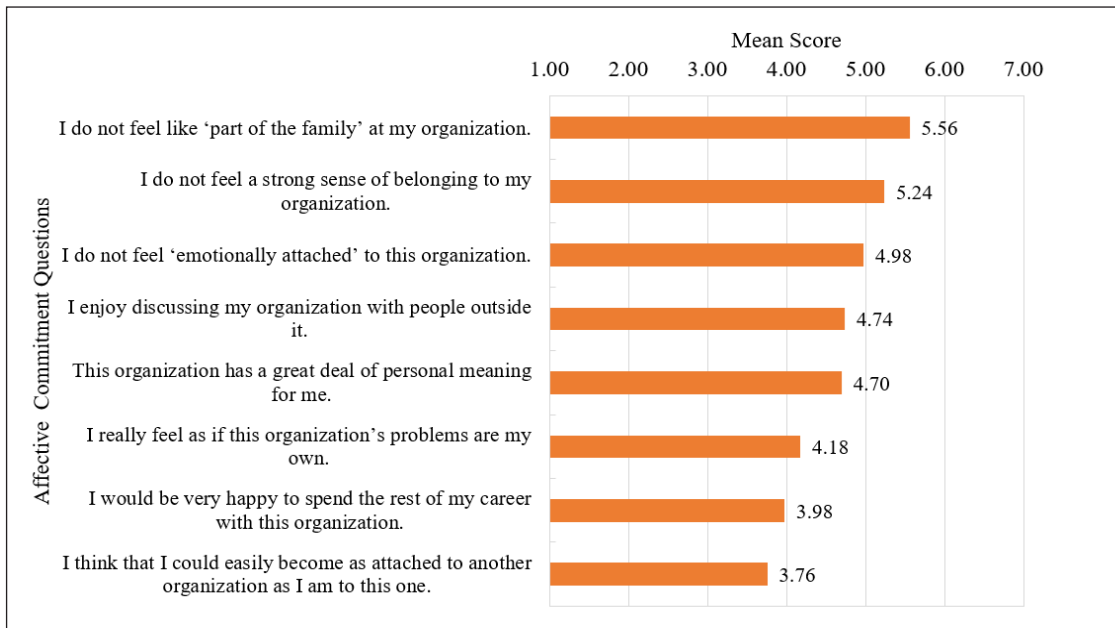


Figure 1. Affective Commitment Questionnaire for Ilonggo Millennial Employees

Affective commitment had an overall mean score of 4.64 and the eight statements issued to respondents are presented in Figure 1. The highest mean score, 5.56, was related to the statement: "I

do not feel like part of the family at my organization." The lowest mean score (3.76) was related to the statement: "I think that I could easily become as attached to another organization as I am to this one."

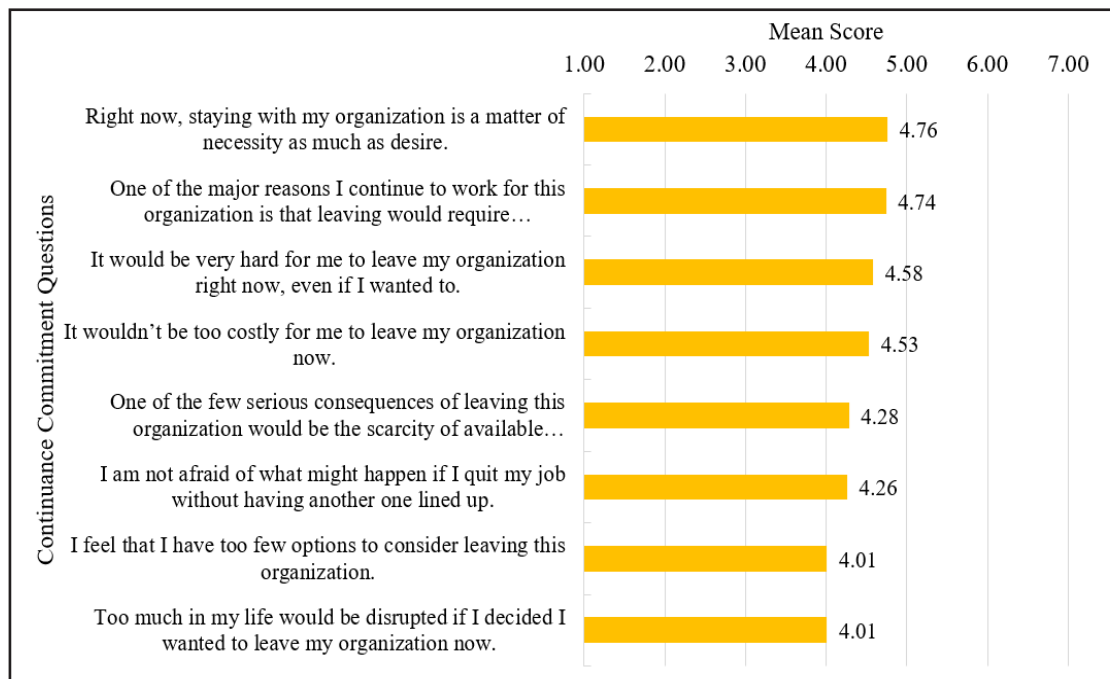


Figure 2. Continuance Commitment Questionnaire for Ilonggo Millennial Employees

The continuance commitment statements had an overall mean score of 4.40 and the statements addressed to the participants are illustrated in Figure 2. The highest mean score (4.76) was related to the statement: “Right now, staying with my organization is a matter of necessity as much as I desire.” The lowest

mean score (4.01) was related to two statements “I feel that I have too few options to consider leaving this organization” and “Too much in my life would be disrupted if I decided I wanted to leave my organization now.”

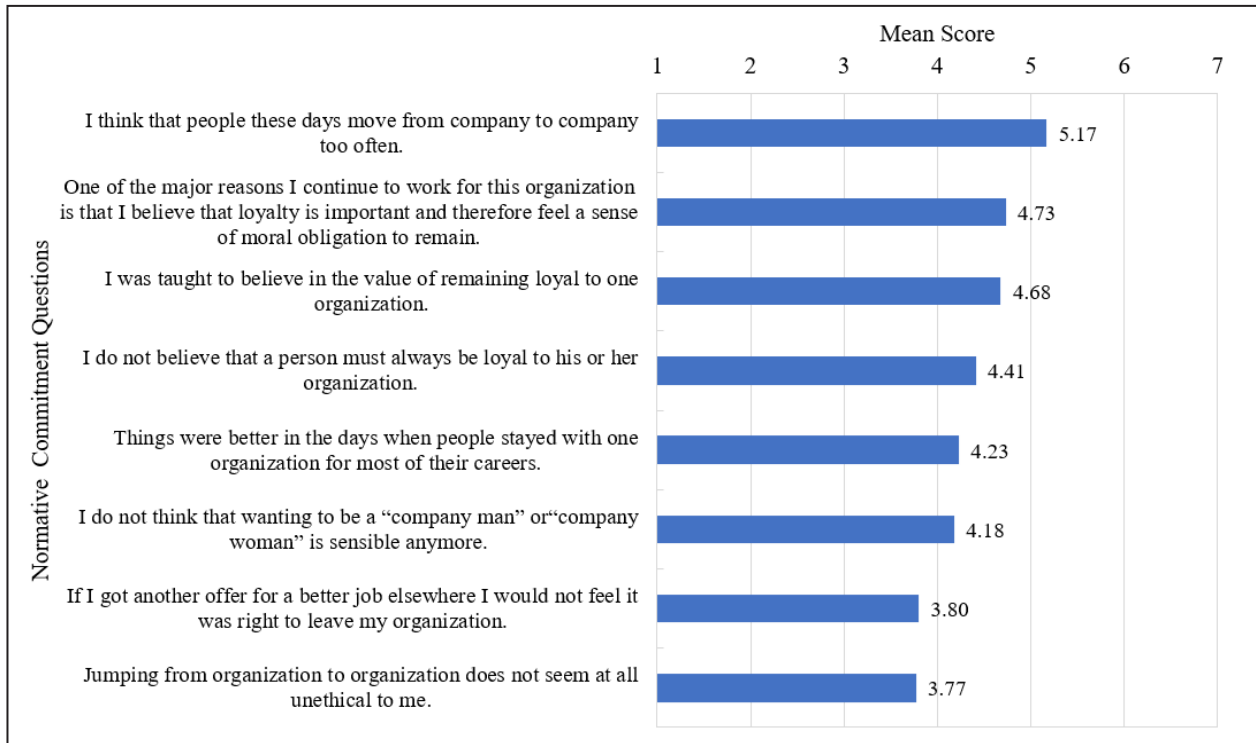


Figure 3. Normative Commitment Questionnaire for Ilonggo Millennial Employees

The normative commitment had an overall mean score of 4.37. The questionnaire section related to normative commitment included statements presented in Figure 3. The highest mean score, 5.17, was related to the statement: “I think that people these days move from company to company too often.” While the lowest mean score (3.77) was in response to the statement: “Jumping from organization to organization does not seem at all unethical to me.

The mean score for the overall level of Organizational Commitment of 4.47 is slightly above the average value of 4.0. This is true across all three components since affective commitment was at 4.64, continuance commitment was at 4.40, and normative commitment was at 4.37. This result is contrary to the findings of Ngotngamwong (2019) and Glazer et al. (2018) that millennials have low levels of OC. It is also contradictory to other research findings stating that low levels of OC are to be expected from developing

countries (Luthans et al., 1985), like the Philippines. Despite these conflicts, the results of this study can confirm that government employees tend to have lower OC than workers in the private sector (Kim & Ryu, 2017). This means that the Millennial generation of employees are averagely committed to their current organizations by performing the tasks and output that they are required to do and they are neither totally alienated nor entirely devoted in their service for the company (Sinclair et al., 2005). Despite this, they have little remorse in leaving their organization if ever they are subjected to factors that dissatisfy them. They will easily leave the organization if they are presented with better offers from other firms.

Table 1. Top 3 Attributes Ilonggo Millennials consider in the Workplace

| Industry | BPO | Banking and Finance | Food & Hotel Service | Real Estate | Health Services |
|---------------|---------------------------|--|---------------------------|---------------------------|---------------------------|
| Rank 1 | Competitive Salary | Competitive Salary | Competitive Salary | Competitive Salary | Competitive Salary |
| Rank 2 | Health insurance benefits | Work life balance | Health insurance benefits | Health insurance benefits | Health insurance benefits |
| Rank 3 | Work life balance | Health insurance benefits; Career advancement possibilities | Flexible working hours | Work life balance | Work life balance |

Based on Table 1, the survey results have shown that competitive salaries were ranked top priority, followed by health insurance benefits, and work life balance. These findings agree with the research conducted by Jacobs (2020) and Ng et al. (2010) stating that millennials place emphasis on compensation, opportunity for professional development, and flexible work schedules. Similar evident themes in the significant relationship of OC, especially Normative and Continuance Commitments (Nawab & Bhatti, 2011), to financial compensation, merit pay, and bonuses were also confirmed by Kee et al. (2016). Millennials that are being compensated at an amount that matches their perceived effort and skill level gives them a sense of reward and accomplishment. The sense of security also allows them to worry less about their financial position and give more focus to their duties and responsibilities at work. On the other hand, employees that are not given ample salaries tend to shift a considerable amount of their attention to job hunting for employers that will give them better compensation packages.

The second preference of the participants was the presence of health insurance benefits which was common across four industries, with the exception of bank employees since they favor work-life balance. Many industries require their employees to work during graveyard shifts, extended working hours, as well as hazardous locations like hospitals and construction sites. Because of these, employees

tend to place significant emphasis on their health and wellbeing due to the occupational hazards present in their working environment. Organizational Support for Employee Health (OSEH) has been determined to have a positive relationship to job performance and Organizational Commitment, specifically the Affective component (Xiu et al., 2019). The presence of health insurance as part of their employee benefits, gives them a sense of assurance that they are being cared for by their employers (Wayne et al., 2002). Meanwhile, professionals belonging to the banking industry place second priority on their level of work-life balance since they are required to perform sedentary desk jobs for most of their office hours. They worry less about medical insurance because their workplace is considered to be comfortable and safe, as compared to those that are working in other fields.

The outcomes for the third workplace priority were varied since BPO, Real Estate and Healthcare professionals inclined towards work-life balance, food service employees were looking for flexible working hours, while bankers were seeking health care benefits and career advancement possibilities. The majority of the workers, coming from the BPO, Real Estate and Healthcare sectors, have responsibilities scheduled during graveyard shifts and even during holiday seasons. The inability to spend time with their family and friends is perceived as a disadvantage when selecting among available job opportunities.

Employees who have substantial domestic duties in terms of child rearing and geriatric care are likely to seek flexible working hours, health insurance benefits, and work-life balance to manage their conflicting role demands from work and family (Still & Strang, 2003). A favorable work-life balance must be available to employees since it has a strong positive correlation with OC (Sethi, 2014). On the other hand, hotel and food industry professionals indicated flexible working hours as their third criteria priority because of the off-peak-hour nature of the industry. This means that most of their clients avail themselves of services after traditional work schedules like weekends, nighttime, and holidays. The availability of flexible working arrangements would mean that employees can enjoy their rest periods when customers and workloads are at low levels. Meanwhile, members of the banking industry expressed indifference between medical benefits and career advancement as their third preference. Some bank respondents may have selected the career advancement option due to the practice of fast-tracking promotion in their industry. Health benefits were also considered since it will serve as added compensation for the employees in addition to their monetary salaries.

Table 2 summarizes the types of work Ilonggo Millennials are interested in. The participants indicated that “work that is challenging” was highly favored by the respondents from BPO, real estate, and healthcare, while banking and food service workers determined that “work I can do on my own schedule” was their top concern. The most interesting criteria for BPO, real estate and health professionals is challenging work due to the routinary nature of their duties, which coincides with the research of Dixon et al. (2005) since Job Challenge is an important antecedent of OC. These employees are required to perform a set of predetermined tasks that are repeated occasionally. The lack of use for creativity and cognitive functions makes it less appealing for Millennials that wish to fully utilize their talents and abilities. On the other hand, employees working in banks and restaurants highly favored work that can be done in their own schedule. This issue supports the findings of Twenge (2010) that Millennials require freedom and flexibility in performing their jobs. Unlike the previous industries, banking and hotel professionals did not place top emphasis on having challenging jobs since they are already performing complex tasks in performing their duties.

Table 2. Top 3 Types of Work Ilonggo Millennials are interested in

| Industry | BPO | Banking and Finance | Food & Hotel Service | Real Estate | Health Services |
|---------------|--|--|----------------------------------|----------------------------------|--|
| Rank 1 | Work that is challenging | Work I can do on my own schedule | Work I can do on my own schedule | Work that is challenging | Work that is challenging |
| Rank 2 | Work I can do on my own schedule | Work that involves travel | Work that involves travel | Work that involves travel | Working with people; Solving problems |
| Rank 3 | Work that involves travel; Helping others | Work that is challenging; Solving problems; Learning about different types of businesses | Solving Problems | Work I can do on my own schedule | Work that is challenging |

“Work that involves travel” was the second priority of employees from banks, hotels, and real estate, but this preference was not shared by BPO (“work I can do on my own schedule”) and healthcare professionals (“working with people; solving problems.”) The results for the third rank were vastly dispersed: “Work that involves travel; helping others” for BPO, “Work that is challenging; solving problems; learning about

different types of businesses” for banking and finance, “solving problems” for food service, “work I can do on my own schedule” for real estate agents, and “work that is challenging” for health workers. These preferences must be kept in mind by employers to nurture the OC of millennial employees since these would result to better work performance that would benefit the organization (Jafri & Lhamo, 2013).

Table 3. Top 3 Attributes Ilonggo Millennials consider in the Workplace

| Industry | BPO | Banking and Finance | Food & Hotel Service | Real Estate | Health Services |
|---------------|--|--|--|--|--|
| Rank 1 | A job that allows me to satisfy personal financial needs and live my life as I want. | A job that allows me to satisfy personal financial needs and live my life as I want. A career position that advances my personal and professional goals | A career position that advances my personal and professional goals | A job that allows me to satisfy personal financial needs and live my life as I want. A career position that advances my personal and professional goals | A job that allows me to satisfy personal financial needs and live my life as I want. |
| Rank 2 | A career position that advances my personal and professional goals | A career position that advances my personal and professional goals | A career position that advances my personal and professional goals | A career position that advances my personal and professional goals | A career position that advances my personal and professional goals A job that allows me to satisfy personal financial needs and live my life as I want. |
| Rank 3 | A job that focuses on helping others and improving society | A job that focuses on helping others and improving society | A job that focuses on helping others and improving society | A job that focuses on helping others and improving society | A job that focuses on helping others and improving society |

Table 3 illustrates the top 3 jobs that are appealing to Ilonggo millennials. "A job that allows me to satisfy personal financial needs and live my life as I want" was the primary concern of BPO and healthcare professionals. Meanwhile, hotel employees believed that "a career position that advances my personal and professional goals" was the most appealing job. On the other hand, bankers and real estate agents equally considered both statements as their top priority. Dries *et al.* (2008) determined that most millennials have placed top priority on gaining financial stability as their main purpose for a job. Being financially stable is persistently pursued by the millennial generation mostly at the expense of their personal affairs like settling down with a family and pursuing other aspirations. Members of the banking and real estate industries also expressed indifference between financial stability and career advancement as their top priority. This may be due to the rapid career advancement track within their respective industries since impressive performance and quality output is the basis for promotion. Years of service and length of practical experience is not given significant weight in performance appraisal. This means that high performing millennials, have bigger chances of being promoted early in these industries, despite their young age. Contrary to the other four sectors, restaurant employees selected career advancement as their primary concern due to the stagnant career prospects that exists in their industry. Level of educational attainment is usually favored over work experience since fresh graduates are given more priority to be managers as compared to seasoned employees with limited academic background.

Majority of the survey subjects coming from all five industries considered "a career position that advances my personal and professional goals" as their second preference. Healthcare employees also equally considered "a job that allows me to satisfy personal financial needs and live my life as I want" as their second rank. Allowing workers to stagnate in their current role is one of the reasons for deteriorating OC. Millennials who are stuck in the same job without a role change are more likely to leave for another company despite proper pay, benefits, and job responsibilities. Employees who don't see a clear career path progression from their current role to a better position usually turn to outside opportunities to achieve these professional goals. Career planning and management initiatives must

be implemented to ensure that millennials are able to maintain steady career progression and achieve their goals during their desired timetable. With these policies, employers can help boost morale, improve worker motivation, and limit harmful career stagnation. Millennials always maximize the opportunity to earn professional experience and grow as quickly as possible, since they appreciate career advancement opportunities (Ng *et al.*, 2010; Seqhobane & Kokt, 2021). This means that offering avenues for learning and career advancement will give millennials additional motivation to step up the corporate ladder, aside from monetary rewards alone.

It was unanimously determined that "a job that focuses on helping others and improving society" was the third priority of millennial Ilonggos across all five industries. This means that financial stability and career advancement opportunities are given more attention over providing help to society and other altruistic motives. This may not necessarily mean that this is the least important factor for them across the multitude of workplace characteristics that they actually consider, but it so happens that this is only the least appealing choice given in the survey.

Recurring concerns are noted from the survey results that may be synergistically developed into human resource practices to simultaneously address multiple issues. One of the contemporary workplace policies gaining recent popularity is remote work, flextime, and compressed hours. Providing employees with the freedom to make changes as to where, when, and how they would accomplish work-related tasks (Rau & Hyland, 2002) leads to positive outcomes for both the employee and the organization (Choo *et al.*, 2016). This personnel policy is used to strategically recruit, motivate, and retain valuable talent (Hill *et al.*, 2008) and would address multiple workplace aspirations of millennials. Preferred job conditions identified in the results of this study like work life balance, flexible working hours, and on-the-job travel would be resolved if implemented by organizations.

The development of promotion opportunities (Alvi & Ahmed, 1987), together with opportunities for learning (Ng *et al.*, 2006), promotion equity and training (Long *et al.*, 2002), and personal development opportunities (Liu & Wang, 2001), are all evidenced to have a positive relationship with OC. Weng & Hu (2009) suggests that career growth may be broken

down into several factors: career goal progress, professional ability development, promotion speed, and remuneration growth. Research has also identified that career growth is an outcome of the combined effort of the worker's drive to advance their careers and the organization's attempt to reward such efforts through promotions, salary increases, and additional health benefits (Weng et al., 2010). The ability of a person to grow within an organization positively affects their psychological attachment to the firm since their OC is influenced by intrinsic recognition and financial rewards.

Organizational training and development is a core human resource function that pertains to activities that improve employees' skills and knowledge to empower them to perform job tasks and work responsibilities (Bulut & Culha, 2010). Employee training creates a valuable firm resource that is committed to the organization (Jex & Britt, 2008) since research suggests that the two concepts

are significantly associated with each other (Bartlett & Kang, 2004). The development of robust training and development programs across organizations will resolve issues identified by Millennials in this study, especially pertaining to challenging tasks, solving problems, and helping others and society. Employees can expect several rewards from participating in training and development exercises aside from improving their OC, these include job-related benefits that improve their chances for promotions due to increased experience and knowledge, career-related benefits that will assist individuals in learning advanced skills for more complicated tasks and responsibilities, and personal benefits that would lead to holistic psychological and social enhancement (Washington et al., 2003).

Table 4. Preferred Working Hours of Ilonggo millennials

| Industry | Rank 1 |
|--------------------------------|--|
| BPO | Mainly typical working hours (i.e., weekday 9 to 5) |
| Banking and Finance | Mainly typical working hours with some flexible hours |
| Food and Hotel Services | Mainly typical working hours with some flexible hours |
| Real Estate | Mainly typical working hours (i.e., weekday 9 to 5) |
| Health Services | Mainly typical working hours with some flexible hours |

There were varied sentiments when it comes to preferred working hours of Ilonggo millennials. Table 4 shows that banking, hotel, and health professionals prioritized “mainly typical working hours with some flexible hours,” but BPO and real estate employees, preferred “mainly typical working hours (i.e., weekday 9 to 5).” The results certainly show that the members of the BPO sector wish to avoid graveyard shifts and working during the holiday seasons. Even though they are compensated for these efforts, many believe that they are losing their social life and their family bonding time because of their work hours. Real estate professionals have also expressed their need for regular working hours since they are required to attend to their client’s convenient time, which happens mostly during weekends and holidays.

Employees working in banks, restaurants, and hospitals selected their preference for typical hours with some flexible shifts. This response agrees with studies conducted by Ng *et al.* (2010) which determined Millennials’ value for flexibility in the time they spend in work. These professionals prefer this schedule arrangement since their industries require them to work regular working hours (9:00 AM to 5:00 PM) and occasional extended working hours which may include holidays and weekends. This may be their preference since they wish to maintain the mandated 8-hour workday despite the time they may report in their respective workplaces. This means that even if they come to the office at a later time, they are allowed to compensate by leaving late and match the 8-hour requirement, without having deductions from their payroll. There are also some cases wherein work done beyond regular hours and overtime can subsequently be offset and subtracted during regular working days. This creates a sense of freedom and flexibility that enables the employees to adjust the time they report in their workplaces without sacrificing their productivity and output level.

There have been numerous unsystematic attempts to accurately understand the correlates of Organizational Commitment (Reichers, 1985; Meyer & Allen, 1997) and up to this day, there is still no consensus about a unanimous causal ordering of such antecedents (Meyer *et al.*, 2002). This section of the study focuses its attention on job conditions that are supposedly preferred by Millennials to avoid being too dispersed by the abundance of possible determinants of OC. Recurring themes were captured from the survey results despite the multitude of

available responses for the participants. The top choices include the desire for: competitive salaries, health insurance benefits, work life balance, flexible working hours, career advancement, challenging tasks, on-the-job travel, problem solving, and helping others and society.

Human Resource policies that translate to favorable working conditions are accepted by employees as forms of organizational support that contribute to the development of Affective Commitment (Hutchison, 1997; Naumann *et al.*, 1999; Meyer & Smith, 2001) and Normative Commitment (Meyer *et al.*, 2002). This facilitative approach to personnel management creates a perceived responsibility for workers to reciprocate the good deed by staying with the organization that treated them fairly (Gouldner, 1960; Cropanzano & Mitchell, 2005), which may be considered as a manifestation of Normative Commitment. This study was able to successfully identify and rank the most appealing job conditions to Millennials, this information may be used by executives and human resource practitioners to craft and implement workplace policies that would enhance the OC of millennials.

Table 5. Significance Effect of Personal, Job and Organizational Characteristics on Ilonggo Millennial Employees' Organizational Commitment

| Characteristics | | Significance | Characteristics | | Significance | Characteristics | | Significance |
|---------------------------------|--|--------------|----------------------------|--|--------------|---------------------------------------|--|--------------|
| Personal Characteristics | | | Job Characteristics | | | Organizational Characteristics | | |
| Gender | | *0.609 | Job Level | | **0.026 | Organizational Size | | *0.223 |
| Socio-Economic | | *0.314 | Job Skills | | *0.781 | Organizational Structure | | *0.279 |
| Educational | | *0.283 | Salary | | **0.032 | | | |
| Length of Service | | *0.067 | Work Status | | *0.522 | | | |

Note: Significance level
* 0.10 **0.05 ***.001

Table 5 summarizes the results of the significance effect of personal, job and organizational characteristics on Ilonggo millennial employees' Organizational Commitment. Personal characteristics like gender, socio-economic factors, educational attainment, and length of service all provided insignificant effects on the level of Organizational Commitment of Millennial employees. Job characteristics related to job level and salary had significant effects on the level of Organizational Commitment, with results of 0.026 and 0.032, respectively. However, job skills and work status showed no significant differences, unlike the other two factors. Organizational characteristics like firm size and structure showed no significant results that affect the Ilonggo millennials' level of OC.

The results showed significant differences in terms of job level and salary, across all five industries (BPO, banking, restaurants, real estate, and health services). Ilonggo millennials tend to have a higher level of Organizational Commitment if given an opportunity to pursue career advancement opportunities. This is similar to the findings of Mahmood et al. (2020) that Millennials are achievement-seekers that always seek for more responsibilities at the workplace coupled with appropriate compensation packages that match or exceed their expectations. Supervisory-level workers were found to show greater OC as compared to rank-and-file employees, which comprise 71% of the total respondents. This result is consistent with

the findings of Wong et al. (2008) which suggests that the career stage of millennials have a strong effect on their achievement traits. The results also indicated that salary is a strong determinant in the OC of millennials. This means that satisfactory financial compensation must be provided for an Ilonggo millennial to stay in an organization, since it has been established that fair compensation, job performance, and OC all have significant positive relationships (Nawab & Bhatti, 2011). It was also noted that there was a relatively strong correlation between job level, salary, and OC. This is understandable since the salary level of an employee increases together with the progress in their respective job levels. As salary increases together with the progress in job level, the OC of millennials improves as well.

Table 6. Significance Effect of Personal, Job and Organizational Characteristics on Ilonggo Millennial Employees Organizational Commitment across Industries

| Characteristics | BPO | Banking and Finance | Food and Hotel Services | Real Estate | Health Services | All Industries |
|---|------|---------------------|-------------------------|----------------|-----------------|----------------|
| Personal Characteristics | | | | | | |
| Gender | .929 | .711 | .431 | .685 | .592 | 0.609 |
| Socio-Economic | .917 | .237 | .584 | .202 | .359 | 0.314 |
| Educational | .192 | --- | .483 | --- | --- | 0.283 |
| Years of Service | .642 | .110 | .782 | .355 | .527 | 0.067 |
| Job Characteristics | | | | | | |
| Job Level | .558 | .143 | .771 | **0.035 | .264 | **0.026 |
| Job Skills | .957 | .233 | .328 | **0.025 | .890 | 0.781 |
| Salary | .071 | .344 | .880 | **0.018 | .481 | **0.032 |
| Work Status | | .508 | | .354 | .810 | 0.522 |
| Organizational Characteristics | | | | | | |
| Organizational Size | .368 | .215 | .134 | .616 | .635 | 0.223 |
| Organizational Structure | .466 | .224 | .070 | .092 | .080 | 0.279 |
| <i>Note: Significance level * 0.10 **0.05 ***.001</i> | | | | | | |

Table 6 compares the differences in Organizational Commitment of millennial employees between selected personal, job and organizational characteristics across different industries operating in real estate, BPO, health care, banking and finance, and food and hotel services. Personal characteristics like gender, socio-economic factors, educational attainment, and length of service all provided insignificant effects on the level of OC of millennial employees across all five industries. Meanwhile, it was discovered that several job characteristics had significant effects on the OC of real estate professionals. These job characteristics include job level with a result of 0.035, job skills with a value of 0.025, and salary with a measurement of 0.018. No other effects were substantially noted for work status across all five industries. No significant results were also recorded for all job characteristics across the other four industries: BPO, banking, food and hotel, and health care. Organizational characteristics in terms of size and structure of the business showed no

significant values that relate it to Ilonggo millennials' level of OC.

Among all five industries, only workers from the real estate business have shown significant difference in terms of job level, job skills, and salary. The distinguishing factor that separates real estate professionals from the other four industries is the commission-based compensation that is unique to them. This essentially reveals that Ilonggo millennials prefer a steady paycheck over a potentially high earning, but variable compensation scheme.

Several deviations from the usual preferences were identified when comparing one sector with the others, these are essentially rooted from the working conditions that are unique to their respective workers only. This is evidenced by the Banking and Finance industry's divergent prioritization for work-life balance, health benefits, and career advancement possibilities as well as the desire of Food & Hotel workers for flexible working hours, that are not shared by other

industries (see Table 1. Top 3 Attributes Ilonggo millennials consider in the Workplace). This is also true for BPO and Real Estate's desire for typical working hours since they are the ones dealing with the most erratic work schedules as compared to the other three industries (see Table 4. Preferred Working Hours of Ilonggo millennials). Other than these two findings, the differences between the preferences of the five industries were too erratic to identify deviations by just one or two sectors. Real estate professionals have expressed significant differences in terms of job level, job skills, and salary, but aside from this, no other notable differentiations were identified across the other four industries in terms of personal, job, and organizational characteristics.

CONCLUSION

It has been well established that fostering Organizational Commitment in the workplace has favorable benefits in terms of employee turnover, performance, absenteeism, and holistic firm success. Numerous organizations have experimented with a multitude of human resource policies in attempts to appease the millennial generation of workers and improve their OC. This study was able to identify that Ilonggo millennials placed significant importance primarily on fulfilling compensation and health insurance benefits, followed by work-life balance and flexible working hours, and maintaining interest in career advancement opportunities, solving problems for challenging work, and helping others by improving society.

The current level of Organizational Commitment of Ilonggo millennial is determined at an average level only. This means that organizations must make substantial efforts to nurture the OC of millennials, not only because they comprise the majority population of the workforce, but also in preparation for their future ascent to managerial and executive roles. Elevating OC will enable firms to unlock the millennials' full potential of highly efficient productivity, tech-savvy skills, and collaborative nature, while at the same time managing problematic issues in terms of motivation, turnover, work satisfaction. This will be beneficial to employers since fewer workers will leave their organization leading to less training and recruitment costs. Employee performance will also be expectedly enhanced since employees can simultaneously pursue their personal career goals together with that

of the organization.

Improving Organizational Commitment of millennials will not be an easy task because of the multitude of underlying workplace factors that ultimately affect it. Despite this challenge, companies may start focusing their efforts on priorities determined by Ilonggo millennials which include competitive salaries, health insurance benefits, and work-life balance, flexible working hours, and career advancement possibilities. Subsequent studies should be conducted to determine the ideal compensation packages acceptable to millennial employees in relation to their respective job functions and industry. This endeavor must be carefully done because firms cannot blindly increase employee salary and benefits packages without considering its financial capacity and profitability. There is a need to find the perfect combination between extrinsic rewards like competitive salary and good benefits, as well as intrinsic motivators such as flexible shifts, work-life balance, and career advancement. Millennials must also be provided with tasks that are challenging, solves problems, improves society, involves travel, and can be done on their own schedule to ensure that their OC is at a favorable level. Despite this strenuous endeavor, firms that will utilize this approach can expect to employ a highly skilled team of promising talents that are very loyal and devoted to the achievement of organizational goals.

Future research opportunities may arise in exploring the effects of contemporary working environments like remote and hybrid setups to OC. It would be best to inspect if there were indeed favorable effects on workers' level of OC since these modern working arrangements provide improvements to the Millennials' issues regarding work-life balance and flexible working hours. established by this study. These areas were no longer investigated since the data collection period of this study was completed before the onset of the COVID pandemic, as well as the implementation of these modern working arrangements.

Ethical Declaration

The authors declare that this manuscript is original, has not been published before, and is not currently being considered for publication elsewhere. All procedures performed complied with ethical standards in research and informed consents were obtained from all respondents involved in the study.

Conflict of Interest Statement

The authors declare that the research was conducted in the absence of commercial or financial relationships that could be construed as a potential conflict of interest.

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