The Relationship of Career Expectations and Management Initiatives to Employee Engagement and Job Satisfaction of Filipino Millennials

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Abstract

The millennial generation, also known as Gen Y, Gen Next, Echo Boomers, and the Baby-on-Board Generation, accounts for over 47.1% in the Philippines, implying a constitute a sizable portion of the workforce. The general business problem is that shortage and turnover of employees negatively affect a company's operations. The current study utilized a Structural Equation Modeling (SEM) approach to understand the Millennials' job expectations and allow company leaders to attract and retain Millennial Generation employees, who, on average, stay at their jobs for 1.5 years. A total of 266 Filipino Millennials answered the survey questionnaire that was distributed online. The results of the SEM indicated that organizations' management policies and initiatives had the most significant direct effect on the Filipino Millennials' engagement and satisfaction. Furthermore, Filipino Millennials' career expectations also had a significant direct effect on the engagement and satisfaction. Hence, maintaining employee engagement and satisfaction is a win-win strategy, since employees feel fulfilled when given meaningful work, and the organization becomes more efficient in achieving its goals. The result of this study could be used as a reference for policymakers of the companies who wish to improve job satisfaction and employee engagement of Filipino Millennials in the workforce. Furthermore, this study can be applied to evaluate the factors affecting job satisfaction and engagement in other industries or countries.

Keywords
Structural Equation Modeling (SEM), millennial generation, career expectations, employee engagement and satisfaction

1. Introduction

The millennial generation, also known as Gen Y, Gen Next, Echo Boomers, and the Baby-on-Board Generation (Twenge et al., 2010), accounts for roughly one-third of the overall population in the United States, implying that they already constitute a sizable portion of the workforce (Rappler, 2015). In the Philippines, over 42 million Filipinos aged 15 years and above were in the workforce, with 47.1 percent of Filipino millennials aged 15-34 constituting the labor force. Indeed, the workforce will be dominated for the next decade or more by three generations: Baby Boomers, Generation X, and the Millennial Generation (Mencl & Lester, 2014). The millennial generation is the most recent to enter the workforce, and they have unique preferences, expectations, and demands in comparison to preceding generations (Kapoor & Solomon, 2011). According to Khalid et al. (2013) and Heneman et al. (2014), Millennials have a higher rate of turnover than previous generations, and high turnover rates might deprive an organization of valuable talent, so impairing the organization's capacity to achieve its goals.

Deloitte (2016) reported that millennials in emerging markets such as the Philippines are the least loyal to their organizations. Additionally, millennials do not pursue the same job paths as their predecessors. According to the Deloitte Millennial Study, 40% of Filipino Millennials intend to quit within two years, whereas 64% of Filipino Echo Boomers intend to quit their current employer within the next four years. According to Deloitte's sixth global Millennial Survey, Millennials, on average, demonstrate little commitment to their companies, and many are anticipating near-term departure. According to the survey, millennials feel underutilized and believe their potential is being squandered. Fausto, like Deloitte, cites a Maybank study that indicates the average job term of a Millennial is 1.6 years. According to the report, Millennials are not loyal to the business for which they work, but rather to the

work experience. Once they no longer receive the education and experience for which they joined up, they make a hasty exit. When an employee departs the organization, the money invested in initial recruiting and training is lost (Palanski, Avey, & Jiraporn, 2013). Employers spend more money on staff replacement than they do on retention efforts (Palanski et al., 2013).

Millennials are in the habit of wanting to switch careers and professions, characteristics often attributed to baby boomers (Chaudhuri & Ghosh, 2012). Millennials nowadays tend to jump from one company to another to find an organization perfectly fit for them (Deloitte, 2016). Employee turnover is one of the biggest challenges of organizations these days. The common business problem is that the company's finances and operations decrease if skilled individuals leave (Yang, Wan, & Fu, 2011). In fact, the difficulty with Millennials' job expectations is that employers may not be clear about their employment expectations. There is a chance that learning about the expectations of today's generation of workers will lead to a reduction in the lack of employees and allow certain executives to bring on and keep Millennial Generation employees.

An estimated cost of employee replacement is estimated to be roughly 1.5 times that of an employee's annual wage, according to Palanski et al. (2013). To support their claim that staff replacement might be 90% to 200% of yearly salary, Hom, Mitchell, Thomas, and Griffeth (2012) claimed that it could be 90% to 200% of yearly pay. Moreover, as a result of voluntary turnover, the lost productivity associated with employee turnover needs to be considered (Hom et al., 2012; Palanski et al., 2013). These expenditures show how important it is to match Millennial expectations in the workplace. Countless studies have been made to understand millennials, but there is not enough effort on focusing the uniqueness and intricacies of the Filipino youth (FEU, 2015). This research will focus on the expectations of Filipino millennials in finding the best-fit workplace for them. Undeniably millennials continue to enter the workforce; therefore, understanding their generation's characteristics is essential for business success (Linden, 2015). Linden added that the disparity in millennial expectations about jobs still exists. As far as job expectations are concerned, employees must have ideas about what they want to obtain from their employers. Training, professional development, equitable treatment, benefits, and job stability are all aspects of expectations included in the workplace (Zagenczyk et al., 2011). There is research about millennial high school and college students' or their instructors' perspectives, but there is a need for further study on Millennials' views in the workforce (Deal, Altman & Rogelberg, 2010; Johnson &Lopes, 2008).

The central research question of this study is, "What company policies and management initiatives will appropriately address the work-related expectations of millennials to achieve better job engagement and satisfaction?" Hence, the main objective of this study was to explore the job expectations of Millennial Generation members, the gap between the current company policies and management initiatives have these days for millennials, and how they achieve job engagement and satisfaction. Furthermore, this study aims to:

1. To identify the factors affecting the expectations of Filipino millennials.
2. To determine the significant effects of management policies and initiatives and expectations of millennials to job engagement and satisfaction.
3. To design a management framework to ensure job engagement and satisfaction of millennials at the workforce.

The findings of this study may influence social change by helping different organizations on how they will retain their Gen Y workforce and further instigate them to perform better. This could result in an increased success rate of maintaining talents and more efficient and effective organizations.

The main purpose of this study was to provide information about Millennials' expectations for the workplace to company leaders. This study was undertaken to help business companies better utilize Millennials by producing job openings and workplace conditions that attract these individuals. This suggests that leaders may be able to lure in Millennials as well as keep Millennials, who will relieve the labor shortfall that comes from aging Baby Boomers. Millennials entering the workforce is missing from the current literature because they have different work-related interests and viewpoints. There is a lot of literature on the expectations that Millennials have while in school, as well as the view of the professors that teach them (Deal et al., 2010; Johnson & Lopes, 2008). However, as the dominant workforce group in 2015 is Millennials (Toossi, 2005), it is important to close the knowledge gap in that generation's present workplace expectations by incorporating the findings of this research on Millennial employment expectations.

2. Methodology

The purpose of this study was to explore the job expectations, current management initiatives and policies, employee engagement, and career satisfaction of Filipino Millennial Generation members. Hence, figure 1 represents the conceptual framework that will serve as the logic of this study that will help the researcher in coming up with the approach and direction to answer the research question previously mentioned.
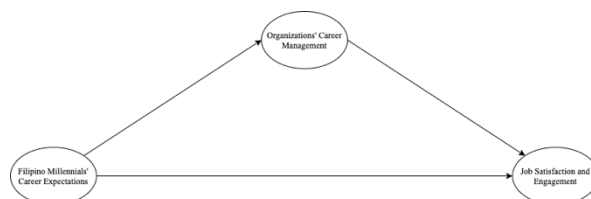

Figure 1. Conceptual Framework

In De Vos et al. (2009) and Rousseau (2001), it is postulated that for Millennials, having an anticipatory psychological contract is crucial to comprehending their professional goals. Pre-employment ideas about future employment, which include expectations of receiving compensation and assistance as well as claims of wanting to make commitments to their future employers (De Vos et al., 2009; Anderson & Thomas, 1996). The researcher will use the data from this study to gain an understanding of Filipino Millennials' expectations regarding workplace incentives. When expectations are not met, it can lead to a variety of undesired results, such as dissatisfaction with one's employment and participation levels (Rigotti 2009; Zhao et al. 2007; Robinson and Morrisson, 2000). Millennial expectations about workplace inducements are much higher than prior studies indicate (Twenge & Campbell, 2008; Smola & Sutton, 2002). Linden's (2015) 8-themed career aspirations also consider the evolution of one's professional skill, financial reward, personal recognition, more authority, and additional promotion opportunities.

Millennials have a high professional expectation, and they expect their careers to be as distinct as possible (Maxwell et al. 2010). The purpose of setting clear professional expectations, creating clear professional targets, and participating in relevant career activities is to meet the career aspirations of this generation of millennials. These employees' career ambitions are strong, and as a result, they are involved in their profession, acquiring new skills, and building personal networks (Brown, Ardendt, and Bosselman, 2004). They follow through on their long-term ambitions and excel in their current roles (Maxwell et al. 2010). These outcomes increase their chances of greater professional progress and better career management. Employers with stable career goals might help their employees achieve greater job satisfaction. Companies must endeavor to enhance their employees' job satisfaction if they want to retain and engage their finest workers. An issue that is universally accepted in the workplace is that corporations bear the responsibility of helping their employees with their career management (Kong et al., 2012; Baruch, 2006). However, little is known about how employees link their organizational identity to career management activities (Kong, Okumus, and Bu, 2019). Millennials, as discussed by Kong (2013), are more career-oriented and more interested in work and life satisfaction. They are also more interested in the career development options that are available. Because of this, it is important for organizations to match the professional aspirations of millennials, to maximize their level of satisfaction and dedication to their jobs (Kong, Wang, and Fu, 2015).

Supporting initiatives such as career workshops, mentors, training opportunities, and further educational support increase the level of satisfaction employees have about their job (Kong, Cheung, and Song, 2011) (Ghosh & Reio, 2013). According to previous studies, employees who are aware of their organizational career supports can accomplish career satisfaction goals (Chiang & Hsieh, 2012; Karatepe, 2013; Kong et al., 2012; Rhoades & Eisenberger, 2002). This argument, however, has been refuted by Dewettinck et al. (2006), who point out that ineffectual career management could be one of the causes of professional staff turnover. Thus, good career assistance at the organizational level may help boost employee satisfaction. Based on these ideas, the following hypotheses were proposed:

H1$_0$: There is no significant relationship between Filipino Millennials' career expectations and the organizations' career management.

H1$_a$:   There is a significant relationship between Filipino Millennials' career expectations and the organizations' career management.

H2$_0$:   There is no significant relationship between Filipino Millennials' career expectations and their job satisfaction and engagement.

H2$_a$:   There is a significant relationship between Filipino Millennials' career expectations and their job satisfaction and engagement.

H3$_0$:   There is no moderating effect between the organizations' career management and job satisfaction and engagement of the employees in the company.

H3$_a$:   There is a moderating effect between the organizations' career management and job satisfaction and engagement of the employees in the company.

Figure 2 illustrates a more detailed analysis of this study and determining factors that affect the latent constructs. Furthermore, table 1 represents the aim and description of the latent constructs and variables used in this study.
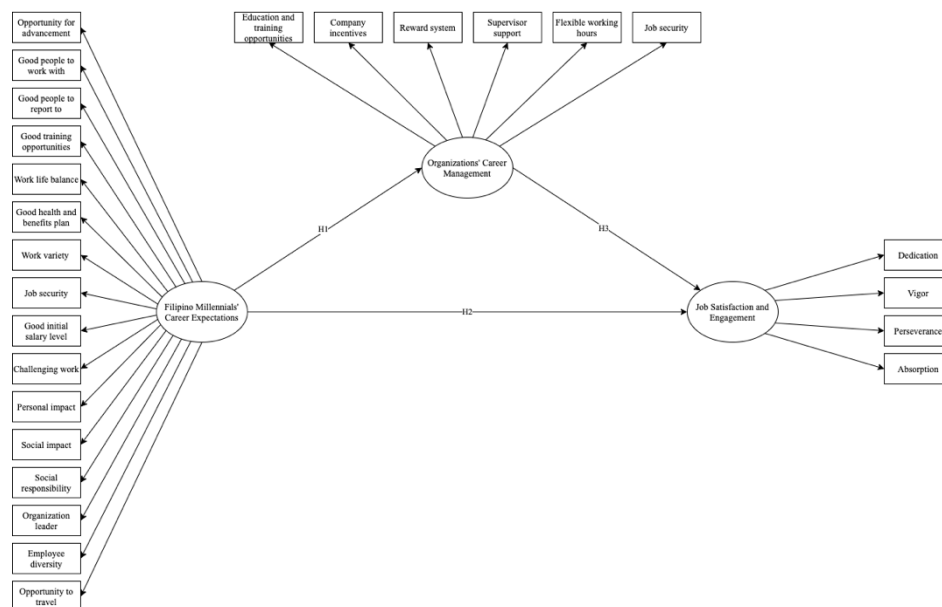

Figure 2. Operational Framework

Table 1. Aim and Description of Latent Constructs and Variables

Latent	Description	Code	Description	Source
Filipino Millennials' Career Expectations	Aims to determine the influencing factors of Filipino Millennials' career expectations and how it affects their job satisfaction and engagement within the company.	CE1	Opportunity for advancement	Linden (2015)
		CE2	Good people to work with	
		CE3	Good people to report to	
		CE4	Good training opportunities	
		CE5	Work life balance	
		CE6	Good health and benefits plan	
		CE7	Work variety	
		CE8	Job security	
		CE9	Good initial salary level	
		CE10	Challenging work	
		CE11	Personal impact	

		CE12	Social impact	
		CE13	Social responsibility	
		CE14	Organization leader	
		CE15	Employee diversity	
		CE16	Opportunity to travel	
Organizations' Career Management	Aims to determine the moderating effect of the management's initiatives and policies to the Filipino Millennials' career expectations and their satisfaction and engagement.	CM1	Education and training opportunities	Kong, Okumus, and Bu (2019)
		CM2	Company initiatives	
		CM3	Reward system	
		CM4	Supervisor support	
		CM5	Flexible working hours	
		CM6	Job security	
Job Satisfaction and Engagement	Aims to assess the level of satisfaction and engagement of Filipino Millennials' in the company.	JSE1	Dedication	Kong, Cheung, and Song (2011)
		JSE2	Vigor	
		JSE3	Perseverance	
		JSE4	Absorption	

2.1 Data Gathering

A survey questionnaire will be the primary instrument of this study, measured using a 5-point Likert Scale. This study's variables of interest will be derived from the established operational framework since latent constructs are unobservable. The survey questionnaire is based on the given information in table 1 and will be distributed to Filipino millennials regardless of what industry they are currently working in. While people born after 2000 belong to the millennial generation, the participants should be at least in their 20s and had likely gained more workplace experience than younger millennial employees. People will be approached for this study by e-mail, LinkedIn, and an online community that consists of Generation Y groups and Millennials.

Moreover, this survey questionnaire will consist of four (4) sections with 26 questions: (1) Socio-demographic profile of the respondents, (2) Filipino Millennials' Career Expectations, (3) Organization's Career Management, and (4) Job Satisfaction and Engagement.

2.2 Data Analysis

Structural Equation Modelling (SEM) will be used in this research to validate the proposed hypotheses. To achieve a model fit of causal links between observed and latent constructs, AMOS 22, a statistical software with a maximum likelihood approach, will be utilized. Six measurements from previous research will be taken into consideration to determine the SEM model's fit. These are Incremental Fit Index (IFI), Tucker Lewis Index (TLI), Comparative Fit Index (CFI), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AFGI), and Root Mean Square Error of Approximation (RMSEA).

For the interpretation of the results, two categories will be established. First, to identify the overall influence of the major factors and relationships, a path analysis will be performed on the resulting structural model to determine the direct and indirect effects of those major factors and relationships. Additionally, these findings will help highlight ways to make full use of and strengthen the key drivers in an organization's career management, which can affect the employment expectations and job satisfaction, and engagement of Filipino Millennials.

The structural relationships and the significant factors will then become the basis for designing the management framework that will positively influence Filipino Millennials' job satisfaction and engagement in the workplace and their viewpoint on the perceptions of the effects of career expectations. In this way, company leaders might gain useful insights and understand Filipino Millennials' career expectations to retain, thereby decreasing recruiting and hiring costs.

3. Results and Discussion

Table 2 represents the demographic particulars of the respondents of this study. Of the 266 respondents, 52.26% identified as female and 47.74% as male and has an average age of 29 years old, with most respondents having completed their bachelor's degree (83.46%) and currently residing in Metro Manila (76.69%). Among the 266 respondents, 39.85% have been in their current position for over four years (39.85%). 25.94% of the respondents have been in their current position for three to four years, 19.17% have been for one to 2 years, and only 15.04% have been less than a year.

Table 2. Demographic Particulars of the Total Sample (n=266)

Characteristics	Category	N	%
Gender	Female	139	52.26
	Male	127	47.74
Educational Background	College Graduate	222	83.46
	Master Graduate	44	16.54
Currently living in Metro Manila?	Yes	204	76.69
	No	62	23.31
How long have you been in your position?	Less than 1 year	40	15.04
	1 to 2 years	51	19.17
	3 to 4 years	69	25.94
	Over 4 years	106	39.85

Figure 3 illustrates the initial measurement model that is used for this study's assessment. Hair et al. (2010) stated that standardized factor loadings greater than 0.7 should be statistically significant. If the factor loadings are less than 0.7, they are still regarded significant; nevertheless, the measure contains more variance than it explains (Hair, 2010). Since an optimal standardized factor loading should be greater than 0.5 (Hair, 2010) and ideally 0.7 or above (Barrett, 2007), a modified model as shown in figure 4 was generated by excluding numerous indicators with standardized factor loadings less than 0.4, including CE16, CM2, CM6, and JSE3.
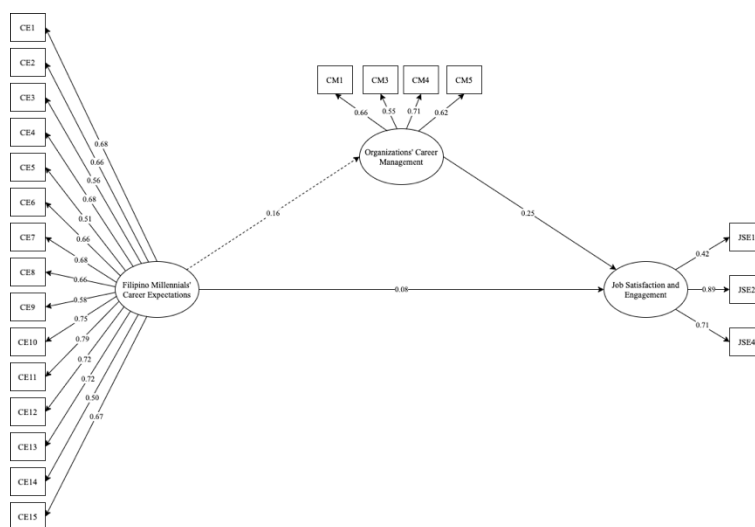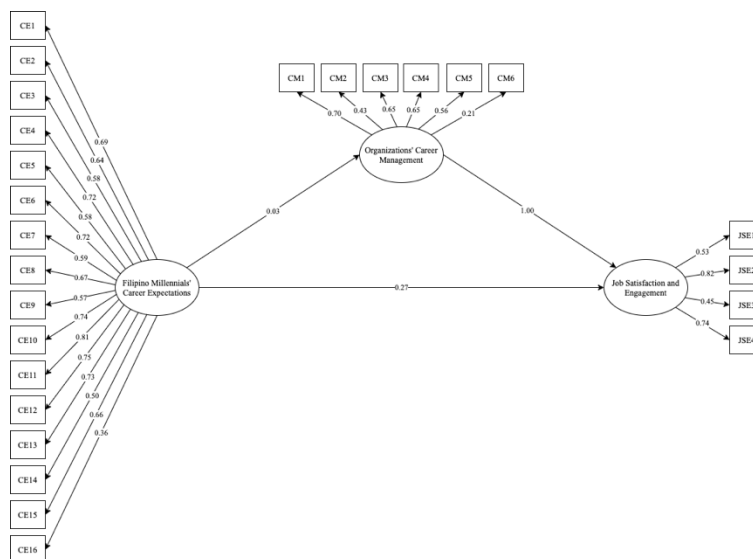

Figure 3. Initial Measurement Model

Figure 4. Final Measurement Model

Table 3. Comparison of the Goodness of Fit Measures

Goodness of Fit Measures	Parameter Estimates		Suggested Cut-off
	Initial	Final	
Incremental Fit Indices			
Incremental Fit Index (IFI)	0.516	0.853	> 0.90
Tucker Lewis Index (TLI)	0.466	0.817	> 0.80
Comparative Fit Index (CFI)	0.513	0.892	> 0.90
Absolute Fit Indices			
Goodness of Fit Index (GFI)	0.511	0.853	> 0.80
Adjusted Goodness of Fit Index (AGFI)	0.42	0.726	> 0.80
Root Mean Square Error of Approximation (RMSEA)	0.168	0.168	$\leq 0.05 - 0.08$

Table 3 represents the goodness of fit measures for the initial and final measurement model of this study. According to prior research, the Incremental Fit Index, or IFI, incorporates a factor that accounts for deviations from a null model. The IFI value in this study exceeded the recommended Hair cut-off value (2010). The Tucker-Lewis Index (TLI) is a model-fitting index that supports simpler models. According to Hu and Bentler (1990), this must be higher than 0.90. According to Hooper et al. (2008), a TLI score higher than 0.80 indicates a mediocre fit. As a result, the parameters for TLI value in this study are set to 0.817, which is considered a good model fit. Meanwhile, the Comparative Fit Index (CFI) evaluates model fit based on the disparity between the observed data and the postulated model and uses a cut-off of 0.90 as advocated by Hooper et al (2008). However, a prior study showed that a CFI value of 0.85 signifies progress from a lower value (Bollen, 1989), therefore the final model might pass the cut-off with a CFI value of 0.892. On the other hand, the Goodness-of-Fit-Index (GFI) is a metric that indicates the degree of fit between the hypothesized model and the observed covariance matrix. Simultaneously, the Adjusted Goodness-of-Fit-Index (AFGI) corrects the GFI, which is dependent on the number of indicators for each latent variable and is always less than or equal to the GFI (Hayashi et al., 2011). According to earlier studies (Hair et al., 2010; Awang, 2012), a GFI value more than 0.90 indicates a satisfactory fit, but a value more than or equal to 0.80 indicates an excellent fit (Forza & Filippini, 1998). As a result, a GFI value of 0.853 suggests that the model fits reasonably well. The AFGI value of 0.726 appears to be correct in that it is always less than the GFI in this investigation. It did not, however, meet the stated cut-off point. Lastly, the Root Mean Square Error of Approximation (RMSEA) avoids sample size issues by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates and the population covariance matrix. The result of RMSEA for this study has a value score less than the suggested cut-off (Hooper et al., 2008). Smith et al. (1998) mentioned that, while mean-square value tends to increase only slowly with sample size, the critical interval associated with a 5% significance level shrinks

considerably as sample size increases. For example, a sample of 50 would have a range for Infit of 0.72 – 1.28, whereas a sample of 500 would have a 5% range of 0.91 – 1.09. Hence, the researcher suggests that future studies should have a greater number than the mentioned respondents of this study, which is 266, to arrive at the suggested cut-off.

Overall, the final model fit has shown parameters along with the suggested cut-off, indicating that the final model can be accepted and can be used to analyze the direct, indirect, and total effects of each latent to each other. Table 4 represents the direct, indirect, and total effects of this study's different latent factors. Based on this, Filipino millennial's career expectations (CE) have a direct effect on the organization's career management (CM) and job satisfaction and engagement (JSE). The result also indicates that CM have a moderating effect between CE and JSE.

Table 4. Direct, Indirect, and Total Effects Estimates

Variables	Direct	P-value	Indirect	P-value	Total Effect	P-value
CE → CM	0.128	0.093	-	0.093	0.128	0.093
CE → JSE	0.172	0.013	0.79	0.013	0.962	0.013
CM → JSE	0.618	0.001	-	0.001	0.618	0.001

The current study aims to determine the factors influencing the Filipino Millennials' career expectations and their satisfaction and engagement in a company in the Philippines. This section discusses the present findings in light of the existing research on these topics by utilizing the SEM approach to identify the interrelationship among the constructed latent variables.

SEM found that Filipino Millennial' career expectations (CE) had a significant direct effect on job satisfaction and employee engagement (β = 0.172, p = 0.013), which supports the claim of Zupan et al. (2018). Unlike previous generations, the Millennials have significantly different expectations of the future workplace (Ng, Schweitzer & Lysons, 2010; Lowe, Levitt & Wilson, 2011). This good-fitting interrelationship makes several implications: First, Filipino Millennials places high importance on strongly committed employee diversity in the workplace. In fact, 67% of job seekers said a diverse workforce is important in a survey conducted by Glassdoor (2014). Diversity in the workplace enables the Millennials to achieve their full potential by allowing them to contribute their unique experiences, which has a positive impact on job satisfaction and engagement. Second, Filipino Millennials choose a company that employs organizational leadership, a management style in which executives assist in setting strategic goals for the organization while motivating members to successfully carry out a task (Ellington, 2020). Third, Filipino Millennials prioritize travel more than earlier generations, such as Gen X and Y, who view work travel as a need rather than a perk and are more worried about leaving behind their families. This study established that the majority of millennials do not have the same familial obligations or ties as older generations and view business travel as an opportunity to meet new people and build networks, to get away from their desks, to explore new locations, and, most importantly, to create new experiences and avoid feeling trapped in the same setting every day. Finally, Filipino Millennials view occupations essentially as chances for learning and growth. Their intense drive for advancement is likely the most significant differentiator in the workplace between them and all other generations. The finding corroborated Gallup's (2021) assertion that opportunities for learning and growth are critical for Millennials when searching for jobs. Failure to achieve these expectations in the workplace might have a detrimental impact on Millennials' satisfaction and participation.

However, CE had no significant direct effect on the organizations' management policies and initiatives of the company (β = 0.128, p = 0.093). Therefore, organizations' management policies and initiatives of the company can't be considered as a moderating variable between CE and JSE in this study. We could only assume that to attract Filipino Millennials, the company should offer the following: supervisory support to give clear directions, share opinions, and discuss alternative solution when experiencing difficulties at work; development opportunities to improve their capacity through education, training, or other forms of self-development (e.g., courses, seminars, workshops, etc.); and flexible working hours.

Consequently, organizations' management policies and initiatives (CM) had a significant direct effect on job satisfaction and engagement (β = 0.618, p = 0.001). Bailey et al. (2017) stated that employees who have positive

views about their employment and employment aspects are generally satisfied with their work. The study's findings indicate that when Millennials are engaged in their work, have the desire to contribute, and feel connected to their work, they experience high job satisfaction, which may translate into high employee engagement. Additionally, organizations seeking employee loyalty, particularly from Millennials, must foster employee engagement by providing enough job resources and ensuring that everyone is content with their jobs.

3.1 The Filipino Millennial Job Satisfaction and Employee Engagement Model

The model shown in figure 5 represents the recommended management framework to ensure job engagement and satisfaction of millennials in the workforce based on the analysis and result of this study. The model presents a series of recommendations for policymakers of the company who wish to adopt a management style that will aid the increase of Millennial's engagement and satisfaction in the workforce. Hence, the researcher advised the following:

1. Time and effort should be invested in building authentic and lasting relationships with Filipino Millennials. The previous study has established that these types of interactions serve as the foundation for effective teamwork and collaboration (Gregory & Levy, 2011). Teamwork and cooperation promotes further learning, challenges established beliefs, and accelerates the pace of change and achievement, all while remaining focused on a common objective, providing Filipino Millennials with new opportunities for learning, job satisfaction, and a sense of belonging.
2. Job roles make an important contribution to the success of business initiatives. When millennials see a clear linkage of their job role within the organizations' goals, they start to care more about their job, leading to being engaged and wanting to give more than is required or expected from them.
3. Company management policies and initiatives greatly contributes to inspiring the team and "model" the way forward in creating an engaging environment in which Filipino Millennials can perform at the highest possible level.
4. Consistent and ongoing learning and self-development opportunities help enhance competence, conviction, and job satisfaction, which helps enhance employee engagement and thus business profitability.
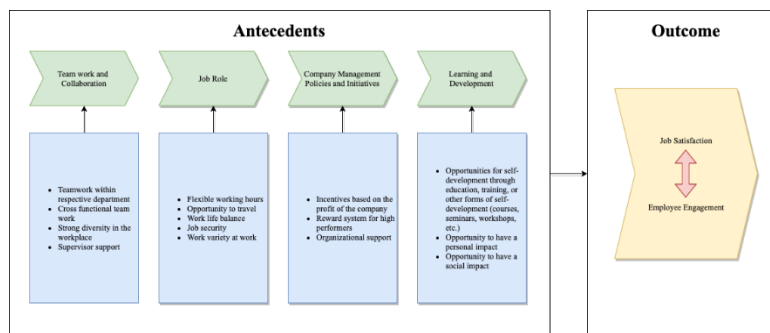

Figure 5. Management Framework for Filipino Millennials' Engagement and Job Satisfaction

4. Conclusion

With the millennial generation now in the workforce, sustained and successful organizations require a high degree of employee engagement and satisfaction. The Philippines is one of the world's emerging economies, with a growing younger population that must be engaged to increase employee engagement and attain the country's vision. The current study utilized the structural equation modeling (SEM) approach to determine the company policies and management initiatives that will appropriately address the work-related expectations of millennials to achieve better job engagement and satisfaction through analysis of interrelationships between constructed latents. A total of 266 voluntary respondents participated and answered 30 questions distributed among 4 categories. The results of the SEM indicated that organizations' management policies and initiatives (CM) had the most significant direct effect on the Filipino Millennials' engagement and satisfaction (JSE). Furthermore, Filipino Millennials' career expectations (CE) also had a significant direct effect on the JSE. Hence, maintaining employee engagement and satisfaction is a win-win strategy, since employees feel fulfilled when given meaningful work, and the organization becomes more efficient in achieving its goals.

The result of this study could be used as a reference for policymakers of the companies who wish to improve job satisfaction and employee engagement of Filipino Millennials in the workforce. Furthermore, this study can be applied to evaluate the factors affecting job satisfaction and engagement in other industries or countries.

4.1 Limitations and Future Research

One of the study's limitations is its dependence on cross-sectional data and self-report questionnaires. As a result, future research on this topic should take a mixed-methods approach. Since job satisfaction and engagement are critical components of employee morale, they should also be evaluated from a human resource standpoint. Thus, future studies should incorporate the expanding topic of engagement and satisfaction as a management practice. Since these findings are conducted on a limited sampling of millennial employees currently residing in Metro Manila, no universal claim of applicability can be made. Other significant elements affecting job satisfaction and employee engagement can be investigated in the future, including job characteristics, turnover intentions, organizational commitment, family duties, and obligations.

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