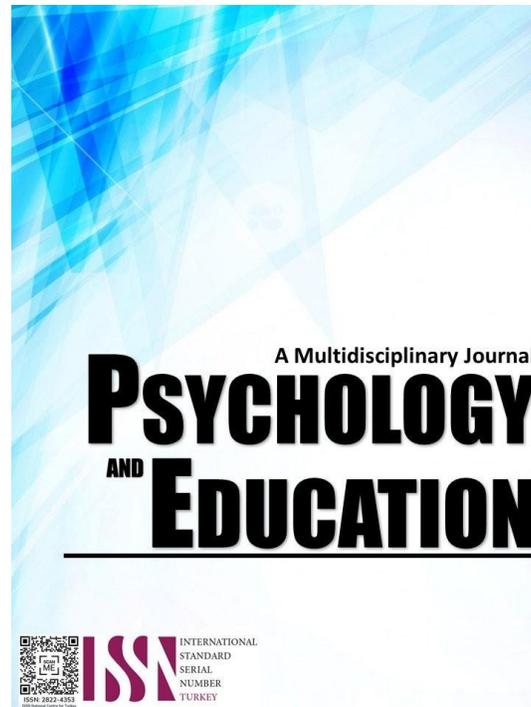


**MANAGEMENT PREFERENCES, JOB SATISFACTION, WORK  
ENGAGEMENT, AND PRODUCTIVITY: A STRUCTURAL  
MODEL ON THE SUSTAINABILITY OF MILLENNIAL  
EMPLOYEES IN A NATIONAL GOVERNMENT  
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## Management Preferences, Job Satisfaction, Work Engagement, and Productivity: A Structural Model on the Sustainability of Millennial Employees in a National Government Agency in Region X

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### Abstract

Millennial employees comprise a significant portion of today's workforce, both in the private and government sectors. Their high turnover rate, often linked to job dissatisfaction and shifting workplace expectations, has raised concerns among management most especially in a National Government Agency (NGA) in Region X. This study was conducted and aimed to develop a structural model that best represents the sustainability of millennial employees in the NGA and to assess their management preferences, job satisfaction, work engagement, and productivity. Using a descriptive-correlational research design, survey questionnaires were distributed to 571 millennial employees (aged 28–43) across five offices of an NGA in Region X, who were selected through stratified random sampling. The analysis revealed that millennial employees were generally rated as sustainable, with  $M = 3.80$  ( $SD = 0.66$ ), indicating a high level of sustainability in their current work. Pearson's  $r$  analysis revealed a positive, significant correlation among management preferences, job satisfaction, work engagement, productivity, and sustainability. The corresponding correlation coefficients were: Management Preference ( $r = .279$ ), Job Satisfaction ( $r = .727$ ), Work Engagement ( $r = .727$ ), and Productivity ( $r = .312$ ). These results indicate that all variables are positively associated with sustainability ( $p$ -value =  $.000$ ), confirming statistical significance. As a result, the null hypothesis ( $H_{01}$ ) was rejected. Among the nineteen (19) variables analyzed, the strongest predictors of millennial employees' sustainability were: Work and Workplace ( $\beta = 0.319$ ), Employee Well-Being ( $\beta = 0.253$ ), Benefits, Rewards, and Recognition ( $\beta = 0.166$ ), Resources and Technology ( $\beta = 0.116$ ), Psychological Safety ( $\beta = 0.099$ ), and Autocratic Leadership ( $\beta = 0.094$ ). The regression analysis confirmed that a combination of leadership style, workplace quality, recognition, well-being, and engagement-focused practices significantly predicts millennial employees' sustainability. The developed model, VM's Millennial Employees' Sustainability Model, emphasized how emotional, behavioral, and cognitive elements converged to shape sustainability outcomes. These findings confirm that sustainability was maximized when organizations holistically support their millennial workforce through engagement, satisfaction, and productivity.

**Keywords:** *millennial employees, job satisfaction, work engagement, employee sustainability, productivity*

### Introduction

Millennials, aged 28–43, composed the majority of the workforce in recent years. Managing a multi-generational workforce in the workplace poses a significant challenge, particularly given the high turnover rate among millennials. It was also noted that this age group had high levels of resignation intent, pursued other opportunities that aligned with their goals or values, and did so for other reasons known only to them. The mix of work for human resources threatened the organization's stability; therefore, it needed to be addressed accordingly to avoid weakening its most important asset – its human resources. Managers in companies dealt with a mix of generational differences ranging from what was called Boomers (born between 1946–1964), Gen X (1965–1980), Gen Y or Millennials (1981–1996), and the youngest in the workforce complement was Gen Z (born between 1997–2012), per generation timeline presented by the Pew Research Center. Younger generations had higher expectations in terms of their work environment, ranging from multiple facets like having competitive salaries, job satisfaction, work-life balance, and gaining a sense of purpose, while older generations preferred the traditional methods and the old ways of acquiring job security (Kowske, Rasch, & Wiley, 2010). Believed to be an ambitious generational group, millennials often chose transparency and work-life balance over salary and title (Fuscaldo, 2023). Considering the high turnover rate among millennial employees, their sustainability in the organization, which was the primary focus of this study, was given utmost importance to ensure continuity of operations, reduce recruitment and training costs, and project a stronger company image.

Millennials tend to change jobs more frequently than other generations. Approximately 21% of Millennials reported switching jobs within a year, and 60% were open to exploring different opportunities. Only 18% of those surveyed expected to remain with their current employer in the long term, with over a quarter anticipating having 6 or more employers in their careers (Martic, 2023). Millennials had a reputation for job-hopping. Unattached to organizations and institutions, people in this generation were said to move freely from company to company more than any other generation (Adkins, 2023). A new survey conducted by The Harris Poll revealed that 74% of millennials and 68% of Gen Z are reassessing their lives and goals, with a greater emphasis on work-life balance and flexibility, rather than on financial gain. Understanding millennials' management preferences was crucial to engaging them effectively; otherwise, even the most impressive list of benefits would have been insufficient to retain them within the company. The millennial group was flooded with career options; thus, they could always find an easy way out the moment they felt dissatisfied with the management. Valenti (2019) recognized the importance of the leader's role in maintaining worker organizational commitment, as it contributes to increasing employee retention.

This study aimed to develop a structural model that best fits the sustainability of millennial employees in an NGA in Region X. It identified the influence of management preferences, job satisfaction, work engagement, and productivity on millennial employee sustainability. Specifically, it sought to: (1) ascertain the level of sustainability of millennial employees in terms of: (a) management preferences; (b) job satisfaction; (c) work engagement; and (d) productivity; (2) identify the variables, singly or in combination, best influence the sustainability of millennial employees; and (3) develop a structural model that best fits the sustainability of millennial employees.

This study on Management Preferences, Job Satisfaction, Work Engagement, Productivity, and Sustainability of Millennial Employees will be significantly beneficial to NGAs, office heads, human resource managers, psychologists, and future researchers, as it was geared towards discovering and gaining a deep understanding of the characteristics of the millennial workforce—how and why they acted the way they did in the workplace, and how their preferences, satisfaction, engagement, and productivity affected workforce sustainability.

### Research Questions

This study aimed to develop a structural model that best fits the sustainability of millennial employees in a National Government Agency (NGA) in Region X. It examined the influence of management preferences, job satisfaction, work engagement, and productivity on their sustainability. Specifically, it sought to answer the following questions:

1. What is the level of sustainability of millennial employees in terms of:
  - 1.1. management preferences;
  - 1.2. job satisfaction;
  - 1.3. work engagement; and
  - 1.4. productivity?
2. Which variables, singly or in combination, best influence the sustainability of millennial employees?
3. What structural model best fits the sustainability of millennial employees?

### Literature Review

Considering the high turnover rate among millennial employees, their sustainability in the organization, which was the highlight of this study, was given utmost importance to ensure continuity of operations, save recruitment and training costs, and project a stronger company image. The human resources of an NGA in Region X was not an exception to this scenario, where millennial employees came and went, hopping from one job to another. Various studies noted that this age group had high levels of resignation intent, pursuing other opportunities that aligned with their goals or values, and for some other reasons known only to them.

#### *Management Preferences*

Understanding the management preferences of millennials was vital to engage them effectively; otherwise, even the most impressive list of benefits was not enough to keep them in the company. The millennial group was flooded with career options; thus, they could always find an easy way out when dissatisfied with the management. In an article by Post and Weiss (2025), it is discussed that traditional leadership styles are no longer enough in the workforce. Millennials challenged traditional leaders and demanded relationship-building, communication, and empowerment in their work lives. The leader's role in maintaining worker organizational commitment was recognized as part of increasing employee retention (Valenti, 2019).

Managerial preferences were powerful forces that had both positive and negative impacts. As they said, employees quit bad managers, not companies (Somanathan, 2024). An effective manager can effectively play with their management style to address different factors while ensuring they focus on successfully delivering targets. Management styles were affected by both internal and external factors (Andreev, 2025). In managing millennial employees, leaders needed to understand that this generation's needs and concerns outside of work directly affected their performance at work. Their lives outside of work had to be appropriately acknowledged. For instance, millennials with families expected their employers to consider crucial issues like health insurance and paid leave for parental obligations (Post & Weiss, 2025). Millennials preferred leaders with an all-inclusive view of each employee, recognizing specific strengths and needs, and understanding what was best for them.

#### *Job Satisfaction*

Job satisfaction refers to the overall feelings of employees about their work. A person's happiness and well-being were directly related to their performance in the workplace and their environment. It served as a decisive factor of productivity within a company, and some determinants that influenced it included their attitude at work, relationships with leaders and colleagues, and the alignment between employee expectations and workplace reality (Tiwari & Katiyar, 2021). Research indicated that job satisfaction significantly contributed to the retention of millennial employees. A study by Albrecht et al. (2015) found that higher levels of job satisfaction were associated with lower turnover intentions among millennials. Aspects like supportive management, meaningful work, and growth opportunities were associated with increased job satisfaction. Job satisfaction explains how self-motivated, content, and fulfilled an employee is with their job. It usually occurs when employees feel secure in their jobs, have career growth opportunities, and maintain a healthy balance between work and personal life. This positive work attitude meant that the employee was happy at work, considering that their jobs met their personal standards. Job satisfaction developed gradually. It was a dynamic process, and job satisfaction at one

point did not guarantee satisfaction years later. This occurrence was because it was influenced by many workplace conditions that could change over time (Nortje, 2021).

### ***Employee Engagement***

Employee engagement refers to employees' enthusiasm and dedication for their work. Engaged employees were believed to be committed to their company's success and were likelier to exceed their job expectations, leading to increased productivity (Somanathan, 2024). While a job could be stimulating yet unsatisfying, truly engaged employees came to work with energy and purpose. Measuring engagement was critical to understanding employee motivation. Recognizing early signs of disengagement helped leaders intervene before performance declined or turnover increased (Patel & Hogg, 2023). Engaged employees typically demonstrate higher productivity. Actual productivity stemmed from achieving high-impact goals, and motivating employees was a core driver of productivity. Understanding what inspired them and fostering a strong company culture ultimately enhanced performance and profitability. Traditionally, improved workforce productivity meant employees completed more tasks in less time, reducing labor costs and increasing revenue (Waters, 2023).

### ***Productivity***

Productivity in the workplace is measured by how effectively employees use available resources to achieve outcomes aligned with organizational goals. It reflected how efficiently employees worked to support the company. Behind every successful organization is a productive and efficient workforce—high productivity is correlated with the ability to meet targets. Nonetheless, fluctuations in productivity occurred, making it important to assess underlying causes during prolonged declines (Schmidt, 2024). Research indicated that positive work environments influenced millennial productivity and their decision to stay within the organization. Kahn (2020) emphasized that engaging workspaces enhanced both satisfaction and retention. Productivity was a central driver of organizational success, with conflict, harmony, creativity, and goal clarity identified as powerful influencing factors (Almaamari et al., 2021). Over time, increased productivity led to economic growth, profitability, and improved social conditions (Doghan et al., 2023).

## **Methodology**

### **Research Design**

The researcher used the descriptive-correlational, causal-comparative, and Structural Equation Modeling (SEM) research designs to explore the relationships among management preferences, job satisfaction, work engagement, productivity, and the sustainability of millennial employees.

Using a descriptive correlational research design, the researcher collected and analyzed data on the independent and dependent variables and explained their relationship. Brodowicz (2024) emphasized the importance of this research design as it strengthened the ability of the researcher to formulate predictions. The researcher structured the data analysis inferentially, which helped the investigation and interpretation. The researcher concluded the facts and findings under the population in question for the study, and used the numbers generated to support and demonstrate the meaning of the findings.

This study also employed a causal-comparative research design, which identified the cause-and-effect relationships between the independent and dependent variables. This design helped determine the consequences of differences between different groups of people. In a blog, Aldrin Velazquez (n.d.) highlighted the advantage of this research design, noting that it is more efficient at identifying the causes of particular occurrences or non-occurrences.

Structural equation modeling (SEM) was also relevant to the study. With enough respondents, SEM enabled the researcher to easily establish and reliably test theoretical relationships and those between observed indicators. Akinremi (2024) noted that SEM is divided into two mechanisms to effectively capture these relationships: the measurement and structural models. The measurement model itemized the relationships between observed variables and their corresponding latent variables, while the structural model specified the relationships between latent variables.

### **Respondents**

Employing stratified random sampling, the participants in this study were the millennial work group aged 28–43 years old in the five (5) offices of an NGA in Region X. In computing the sample size, the Raosoft Calculator was used, which determined a sample of 571 out of the 887 millennial employees to join the survey, with a 5% standard margin of error and a 95% confidence interval for a proportion estimate.

### **Instrument**

A pilot test was conducted with up to 35 respondents from the study areas, whom the researcher subsequently excluded from the main study. The pilot testing aimed to identify and address issues related to unclear questions, confusing instructions, or other logical inconsistencies before administering the survey to a broader population. This process allowed the researcher to test and evaluate the instrument's feasibility, which yielded significant and actionable results. During the pilot testing, the survey questionnaire underwent three (3) iterations before finally reaching the acceptable Cronbach's alpha value of 0.7. Cronbach's alpha measured the internal

consistency of the survey items and ensured their inter-item correlation within each group. Of the initial 160 items in the questionnaire, 141 were retained, while the researcher eliminated those identified as unreliable based on the pilot test findings.

The survey questionnaire was divided into five parts, each utilizing a Likert-like scale. Each section consisted of indicators designed to measure the levels of management preferences, job satisfaction, work engagement, and productivity, ultimately contributing to the assessment of millennial employee sustainability. The questionnaire was adapted from various previously conducted studies that were relevant to millennial employees. The researcher carefully modified the first part of the questionnaire, adopted from a StudyLib (n.d.) survey. The second part was based on an employee satisfaction study conducted by Boone County (n.d.), which was modified and adapted to suit the study's context. The researcher drew the third part from a Lattice Library survey (n.d.) on employee engagement, which was also modified for the study's purposes. The researcher adapted the fourth part from the Quantum Workplace (n.d.) website, specifically from its compilation of employee retention survey questions. The fifth and final part integrated relevant items from all aforementioned sources, focusing specifically on sustainability-related factors among millennial employees. Additional parts of the questionnaire comprised a mix of modified questions from these validated sources to ensure comprehensive data collection.

### Procedure

In collecting data for this study, the researcher adhered to the standard University Research Protocol. First, the researcher secured approval from the adviser to ensure that the content of the study had been thoroughly reviewed and evaluated. The researcher then obtained a letter of recommendation from the Dean of the Graduate School of Liceo de Cagayan University, Cagayan de Oro City. This letter was attached to a formal request addressed to the Regional Director of an NGA in Region X, seeking permission to administer the questionnaires to selected sample respondents from its five (5) offices.

Upon receiving permission, the researcher proceeded to the identified offices to explain the study's objectives and the importance of employee participation. The objectives of the study were clearly presented, along with detailed instructions for completing the research instrument. Respondents were guaranteed that the researcher would handle all the data provided with strict confidentiality.

### Data Analysis

To process the data, the researcher used the following formula: For problem 1, the researcher used descriptive statistics such as the mean and standard deviation to determine the levels of millennials' management preferences, job satisfaction, work engagement, and productivity. For problem 2, the researcher used Multiple Regression to identify which single or combined variables best influenced a sustainable millennial workforce. Under this statistical technique, Investopedia explained that it used several explanatory (independent) variables to forecast the outcome of a response (dependent) variable, thereby developing a linear relationship between the two. For problem 3, the researcher used Structural Equation Modeling (SEM) to find the best-fit model for a sustainable millennial workforce. This hypothesis-driven method was based on a structural model demonstrating a hypothesis about the causal relations among variables.

### Ethical Considerations

Participation in the study was entirely voluntary. Respondents were informed of the right to skip any questions that were uncomfortable and to proceed to the following item. The researcher offered no monetary or material incentives and did not provide any form of compensation. Respondents were also informed that they could withdraw without any consequence during the study. Should the respondent wish to retract data, it would be returned, disposed of, or destroyed accordingly. The researcher ensured that no foreseeable risks were involved in participating in the study and that participation would not affect their job performance in any way. The researcher treated all collected data with the highest level of confidentiality. Personal identifiers were not required on the forms, and only the researcher, adviser, statistician, and authorized data collection team members had access to the survey results. The researcher reported the findings in a manner that ensured respondent anonymity and protected their privacy.

### Results and Discussion

This section presents the findings according to the study objectives, comparing means and determining significance between variables.

#### *What is the level of Millennial Employees' Sustainability in terms of: Management preferences; Job satisfaction; Work engagement; and Productivity?*

Table 1. Summary of Mean Scores of Millennial Employees' Management Preferences

| Sub-Variables    | Mean | SD   | Description | Interpretation       |
|------------------|------|------|-------------|----------------------|
| Autocratic       | 3.00 | 0.70 | Neutral     | Moderately Preferred |
| Democratic       | 4.29 | 0.51 | Agree       | Preferred            |
| Laissez-Faire    | 3.31 | 0.70 | Neutral     | Moderately Preferred |
| Transformational | 4.30 | 0.52 | Agree       | Preferred            |
| Overall Mean     | 3.75 | 0.38 | Agree       | Preferred            |

Legend: 4.51–5.00 = Strongly Agree (Highly Satisfied); 3.51–4.50 = Agree (Satisfied); 2.51–3.50 = Neutral (Moderately Satisfied); 1.51–2.50 = Disagree (Less Satisfied); 1.00–1.50 = Strongly Disagree (Not Satisfied)

Table 1 presents a summary of the mean scores for millennial employees' management preferences across four leadership styles. The transformational leadership style received the highest mean score,  $M = 4.30$  ( $SD = 0.52$ ), followed closely by the democratic style,  $M$



= 4.29 (SD = 0.51). The lowest rating was given to the autocratic style, with a mean score of  $M = 3.00$  (SD = 0.70). The overall mean score of  $M = 3.75$  (SD = 0.38), interpreted as "agree" and described as preferred, suggested that millennial employees generally favored leadership approaches that prioritized participation, empowerment, and adaptability over command-and-control methods. This finding aligned with the understanding that managerial preferences—the values, beliefs, and tendencies that guided how managers led—were powerful influences on both employee performance and organizational outcomes. As Somanathan (2024) pointed out, such preferences could either drive motivation and commitment or contribute to disengagement, as seen in the familiar phrase: "Employees do not quit companies; they quit bad managers."

In the context of managing millennial employees, the data suggested a clear preference for styles that emphasized trust, collaboration, and individual growth. Millennials were known to value purpose-driven leadership, open communication, and autonomy in the workplace. They were more responsive to leaders who took the time to understand their strengths, offered guidance, and provided opportunities for meaningful contribution and development. The four leadership styles examined—Autocratic, Democratic, Laissez-Faire, and Transformational—revealed varying levels of appeal among millennial employees. The data highlighted a strong inclination toward transformational and democratic leadership, indicating that millennials preferred leaders who fostered shared vision, encouraged participation, and inspired ongoing growth, rather than those who relied heavily on authority and rigid structures

Table 2. Summary of Mean Scores of Millennial Employees' Job Satisfaction

| Sub-Variables                      | Mean | SD   | Description | Interpretation |
|------------------------------------|------|------|-------------|----------------|
| Work and Workplace                 | 4.04 | 0.54 | Agree       | Satisfied      |
| Supervisor and Management          | 4.09 | 0.60 | Agree       | Satisfied      |
| Benefits, Rewards, and Recognition | 3.77 | 0.65 | Agree       | Satisfied      |
| Communication                      | 3.83 | 0.57 | Agree       | Satisfied      |
| Overall Mean                       | 3.94 | 0.51 | Agree       | Satisfied      |

Legend: 4.51–5.00 = Strongly Agree (Highly Satisfied); 3.51–4.50 = Agree (Satisfied); 2.51–3.50 = Neutral (Moderately Satisfied); 1.51–2.50 = Disagree (Less Satisfied); 1.00–1.50 = Strongly Disagree (Not Satisfied)

Table 2 demonstrates the Summary of Mean Scores of Millennial Employees' Job Satisfaction. The highest satisfaction was recorded in the Supervisor and Management category ( $M = 4.09$ ,  $SD = 0.60$ ), followed by the Work and Workplace category ( $M = 4.04$ ,  $SD = 0.54$ ). The lowest was in Benefits, Rewards, and Recognition ( $M = 3.77$ ,  $SD = 0.65$ ). The overall mean was  $M = 3.94$  ( $SD = 0.51$ ), described as agree and interpreted as satisfied. This suggested that millennial employees were generally satisfied with their jobs, particularly in terms of leadership and work environment, while areas such as recognition and benefits required improvement.

These findings aligned with those of Tiwari and Katiyar (2021), who emphasized that job satisfaction was strongly linked to employee well-being, motivation, and performance. In a 2015 study, Albrecht et al. revealed that job satisfaction among millennials significantly decreased turnover intentions, especially when they received meaningful work, opportunities for growth, and supportive supervision. Further, Faragher, Cass, and Cooper (2013) emphasized that satisfaction levels could predict future workplace behavior, reinforcing the value of continuous monitoring.

However, Nortje (2021) noted that job satisfaction was dynamic and might change over time with evolving workplace conditions. As emphasized by Pace-od.com (2024), millennials prioritize a balanced integration of work and personal life, which influences their overall satisfaction. Lastly, Earl et al. (2011) emphasized that job satisfaction reflects employees' attitudes toward current organizational conditions, making it a crucial metric for evaluating workplace health.

Table 3. Summary of Mean Scores of Millennial Employees' Work Engagement

| Sub-Variables                      | Mean | SD   | Description | Interpretation |
|------------------------------------|------|------|-------------|----------------|
| Psychological Safety               | 3.92 | 0.63 | Agree       | Engaged        |
| Team Culture and Work Relationship | 4.03 | 0.62 | Agree       | Engaged        |
| Role and Company Alignment         | 3.97 | 0.55 | Agree       | Engaged        |
| Employee Well-Being                | 3.80 | 0.63 | Agree       | Engaged        |
| Overall Mean                       | 3.93 | 0.53 | Agree       | Engaged        |

Legend: 4.51–5.00 = Strongly Agree (Highly Satisfied); 3.51–4.50 = Agree (Satisfied); 2.51–3.50 = Neutral (Moderately Satisfied); 1.51–2.50 = Disagree (Less Satisfied); 1.00–1.50 = Strongly Disagree (Not Satisfied)

Table 3 displays the Summary of Mean Scores of Millennial Employees' Work Engagement. Among the four engagement dimensions, the highest mean was recorded for Team Culture and Work Relationship ( $M = 4.03$ ,  $SD = 0.62$ ), followed by Role and Company Alignment ( $M = 3.97$ ,  $SD = 0.55$ ). The lowest mean was observed in Employee Well-Being ( $M = 3.80$ ,  $SD = 0.63$ ). The overall mean score was  $M = 3.93$  ( $SD = 0.53$ ), indicating "agree" and "engaged," suggesting that millennial employees demonstrated a high level of work engagement across all dimensions.

These findings suggested that millennials were most engaged when they experienced strong interpersonal dynamics and shared goals within their teams. The slightly lower score in employee well-being highlighted a potential development area, suggesting that while millennials valued a collaborative culture and alignment with company purpose, they may still have faced challenges with workload, flexibility, and personal wellness.

Employee engagement, as defined by Somanathan (2024), refers to an employee's emotional commitment and enthusiasm toward their



work. Engaged employees tended to exceed expectations, contributing to heightened productivity, innovation, and loyalty. Measuring engagement offered valuable insights into workplace morale and helped organizations anticipate and prevent issues such as burnout, absenteeism, and turnover.

According to Patel and Hogg (2023), understanding when engagement was waning enabled leaders to intervene early and re-engage their workforce before declines in performance or increased attrition. Engagement was not just about completing tasks—it was about aligning energy, passion, and purpose with organizational goals. This was especially critical for millennials, who often sought meaningful work and values alignment over traditional rewards.

Shuck and Wollard (2010) also emphasized that employee retention was strongly tied to engagement levels. Engaged millennials were more likely to remain with an organization, reducing recruitment and training costs and contributing to organizational continuity and culture. In contrast, disengaged employees were more likely to seek external opportunities, leading to increased turnover.

From a broader perspective, engagement drove workplace productivity, which referred to the collective output of individuals and teams (Waters, 2023). Productive teams contributed significantly to business success by achieving goals efficiently and effectively. As Todd (2023) pointed out, a motivated and engaged workforce led to higher morale, stronger performance, and ultimately greater profitability.

This reinforced the idea that fostering engagement should have been a strategic priority, not merely a human resources concern. In conclusion, the overall high engagement scores among millennials suggested that organizations were succeeding in some key areas—particularly team collaboration and goal alignment. However, targeted strategies to improve well-being could have further elevated engagement. When organizations invest in culture, alignment, and well-being, they not only attract and retain top talent but also build resilient, high-performing teams ready to meet the demands of an evolving workplace.

Table 4. Summary of Mean Scores of Millennial Employees' Productivity

| Sub-Variables            | Mean | SD   | Description | Interpretation        |
|--------------------------|------|------|-------------|-----------------------|
| Resources and Technology | 3.90 | 0.62 | Agree       | Productive            |
| Work Distraction         | 2.53 | 0.82 | Neutral     | Moderately Productive |
| Time Management          | 3.04 | 0.61 | Neutral     | Moderately Productive |
| Overall Mean             | 3.19 | 0.47 | Neutral     | Moderately Productive |

Legend: 4.51–5.00 = Strongly Agree (Highly Satisfied); 3.51–4.50 = Agree (Satisfied); 2.51–3.50 = Neutral (Moderately Satisfied); 1.51–2.50 = Disagree (Less Satisfied); 1.00–1.50 = Strongly Disagree (Not Satisfied)

Table 4 presents a summary of the mean scores for Millennial Employees' Productivity across three key domains. As presented, millennial employees reported the highest productivity in Resources and Technology, with a mean score of  $M = 3.90$  ( $SD = 0.62$ ), followed by Time Management, with a mean score of  $M = 3.04$  ( $SD = 0.61$ ). The lowest productivity level was observed in the area of Work Distraction, which registered a mean score of  $M = 2.53$  ( $SD = 0.82$ ). The overall mean score was  $M = 3.19$  ( $SD = 0.47$ ), described as neutral and interpreted as moderately productive. These results revealed that millennial employees demonstrated moderate productivity in their workplaces.

Workplace productivity reflected how effectively employees utilized available resources to achieve desired outcomes aligned with organizational goals. It measured not only the quantity of output over time, but also the quality and efficiency of performance. Productive employees were essential assets—contributing directly to the success of business operations, goal attainment, and the enhancement of work culture. However, as noted by Schmidt (2024), productivity levels were not static. While there were periods of peak performance, fluctuations were to be expected, and when downward trends persisted, management had to examine the underlying causes that hindered optimal output.

A growing body of research supported the idea that a positive and engaging work environment enhanced millennial productivity and boosted their intent to stay within an organization. According to Kahn (2020), millennials' productivity was primarily driven by an environment that fostered engagement, satisfaction, and purpose. In such settings, employees were more likely to demonstrate initiative, meet expectations, and sustain high performance. In addition, Almaamari et al. (2021) identified conflict management, solidarity, creativity, and goal clarity as significant factors that influenced workplace productivity. For instance, when team dynamics were supportive and individual responsibilities were well-defined, employees became more motivated and focused. Similarly, creative autonomy and minimal interpersonal conflict fueled innovation and collaborative productivity.

Furthermore, Daghan et al. (2023) emphasized that workplace productivity is not just a micro-level concern. In the broader context, it catalyzed economic growth, organizational profitability, and positive social development. When sustained over time, a productive workforce contributes to enhanced competitive advantage, operational resilience, and long-term sustainability.

The results in Table 4 confirmed that millennial employees were moderately productive, with their highest strengths being found in technological readiness and resource availability. However, issues related to time management and especially work distractions appeared to limit peak performance. These sub-dimensions of productivity were discussed in the following sections to understand their respective roles and implications.

Table 5 presents the Level of Millennial Employees' Sustainability. As shown, millennial employees recorded the highest mean score,  $M = 3.92$  ( $SD = 0.73$ ), for item number 2, "I felt that my work was valued by the team and the organization." This was followed by



item number 1 with a mean score of  $M = 3.87$  ( $SD = 0.80$ ), which stated, "I would have recommended this company to friends and family."

Table 5. *Level of Millennial Employee's Sustainability*

| Indicators   | Mean        | SD          | Description  | Interpretation     |
|--|-------------|-------------|--------------|--------------------|
| I would recommend this company to friends and family.                        | 3.87        | 0.80        | Agree        | Sustainable        |
| I feel that my work is valued by the team and the organization.              | 3.92        | 0.73        | Agree        | Sustainable        |
| I am fairly compensated for the work I do.                                   | 3.81        | 0.83        | Agree        | Sustainable        |
| I feel that my work-life balance is respected by the organization.           | 3.83        | 0.80        | Agree        | Sustainable        |
| I am excited to come to work daily and feel fulfilled with the work I do.    | 3.81        | 0.76        | Agree        | Sustainable        |
| I would stay in my job because of its non-toxic work environment.            | 3.69        | 0.89        | Agree        | Sustainable        |
| I would stay in my job because it has better pay.                            | 3.68        | 0.84        | Agree        | Sustainable        |
| I would stay in my job because it has greater opportunities for advancement. | 3.77        | 0.85        | Agree        | Sustainable        |
| <b>Overall Mean</b>  | <b>3.80</b> | <b>0.66</b> | <b>Agree</b> | <b>Sustainable</b> |

Legend: 4.51–5.00 = Strongly Agree (Highly Satisfied); 3.51–4.50 = Agree (Satisfied); 2.51–3.50 = Neutral (Moderately Satisfied); 1.51–2.50 = Disagree (Less Satisfied); 1.00–1.50 = Strongly Disagree (Not Satisfied)

Meanwhile, the lowest mean score was observed in item number 7, "I would have stayed in my job because it had better pay," with  $M = 3.68$  ( $SD = 0.84$ ), followed closely by item number 6, "I would have stayed in my job because of its non-toxic work environment," with  $M = 3.69$  ( $SD = 0.89$ ). The overall mean score was  $M = 3.80$  ( $SD = 0.66$ ), described as agree and interpreted as sustainable. These findings suggested that millennial employees demonstrated a high level of sustainability in their current work environments.

Sustainability in the workplace, particularly among millennials, has become a pressing issue for modern organizations. Millennials, the largest generation in the global workforce, transformed the understanding of sustainability within the employment context. According to Glassdoor, there were approximately 49.5 million millennials in the labor force in 2023, and this number remained dominant until the 2040s, when Gen Z was projected to surpass them in workforce representation. As employers grappled with the challenge of attracting and retaining millennial talent, understanding their expectations became crucial. Millennials tend to value purpose-driven work, inclusivity, opportunities for growth, and a healthy work-life balance.

Martic (2023) emphasized that employers had to deliver personalized employee experiences throughout the career journey to meet the evolving expectations of this cohort. Millennials were tech-savvy, valued flexibility, and sought environments that fostered innovation and meaningful contribution (Fuscaldo, 2023). Their loyalty to organizations was conditional; they were unlikely to stay in positions that lacked upward mobility or were not aligned with their personal values. In fact, a Deloitte study found that 62% of millennials viewed work as central to their identity, significantly more than the 49% of Gen Z workers. Likewise, a LinkedIn survey found that two-thirds of millennials planned to make a career move within a year—the highest among all generations.

These statistics indicated that millennial employees' sense of sustainability was often tied not only to compensation but also to recognition, purpose, and opportunities for growth. Martic (2023) further asserted that companies with high-trust cultures were 22 times more likely to retain millennial employees. Trust and transparency, therefore, were critical components of workplace sustainability. When millennials felt valued, they were more likely to develop long-term commitment to their organizations. This was supported by the Great Place to Work (2017) report, which showed that companies promoting a more profound sense of purpose and employee recognition experienced significantly better retention rates.

Another vital consideration was the alignment of personal and organizational values. According to Pace-od.com, millennials sought work that had meaning beyond daily tasks—they wanted to contribute to their communities and pursue jobs with broader societal impact. Moreover, 75% of millennials reported a desire for value alignment with their employer and were even willing to accept lower pay for a job that aligned with their beliefs (Martic, 2023). Millennials also expected employers to embrace technology and collaboration tools, as this generation thrived in environments that leveraged innovation for communication and productivity (Fuscaldo, 2023). Companies that were unable to meet such digital expectations found it challenging to retain millennial workers.

Furthermore, the cost of high turnover—which had been particularly high among millennials—was a significant burden for organizations. As questionpro.com noted, the costs of recruitment, onboarding, and training new employees underscore the need to invest in retention strategies tailored to millennials' needs.

Thus, the data indicated that millennials found their work meaningful, felt valued, and were generally willing to remain with their current employer, provided certain expectations were met. Trust, purpose, recognition, growth opportunities, and technological adaptability emerged as foundational pillars in promoting millennial employee sustainability. Organizations that aimed to retain this dynamic and influential generation had to focus on building cultures that met both their personal and professional aspirations.

***Which of the variables, singly or in combination, best influence the sustainability of millennial employees?***

Table 6 presents the results of the Multiple Regression Analysis conducted to identify which variables, individually or in combination,



best predict Millennial Employees' Sustainability. The analysis yielded an R value of 0.800, signifying a strong positive correlation between the independent and dependent variables. The R<sup>2</sup> value of 0.640 suggests that about 64% of the variance in millennial employees' sustainability can be described by the predictor variables included in the model.

Table 6. Results of Multiple Regression Analysis for the Variables Singly or in Combination Influence the Best Fit of Millennial Employees' Sustainability

| Variables   | Unstandardized Coefficients |            | Standardized Coefficients | t              | Sig. |
|---|-----------------------------|------------|---------------------------|----------------|------|
|   | B                           | Std. Error | Beta                      |                |      |
| (Constant)  | .104                        | .202       |                           | .515           | .607 |
| Work and Workplace (Job Satisfaction)                 | .388                        | .054       | .319                      | 7.144          | .000 |
| Benefits, Rewards, and Recognition (Job Satisfaction) | .167                        | .042       | .166                      | 3.976          | .000 |
| Employee Well-Being (Work Engagement)                 | .261                        | .044       | .253                      | 5.897          | .000 |
| Psychological Safety (Work Engagement)                | .103                        | .046       | .099                      | 2.219          | .027 |
| Resources and Technology (Productivity)               | .122                        | .043       | .116                      | 2.869          | .004 |
| Democratic (Management Preference)                    | -.092                       | .040       | -.072                     | -2.293         | .022 |
| Autocratic (Management Preference)                    | .088                        | .030       | .094                      | 2.958          | .003 |
| Laissez-Faire (Management Preference)                 | -.074                       | .029       | -.079                     | -2.544         | .011 |
| R = .800h   |                             | R2 = .640  | F-VALUE = 96.184          | PROB. = 0.000i |      |

The probability value (p = 0.000) and F-statistic (F = 96.184) confirmed that the overall regression model is statistically significant, demonstrating a meaningful relationship between the independent variables and the sustainability of millennial employees.

Among the nineteen (19) variables analyzed, the strongest predictors of millennial employees' sustainability were: Work and Workplace (β = 0.319), Employee Well-Being (β = 0.253), Benefits, Rewards, and Recognition (β = 0.166), Resources and Technology (β = 0.116), Psychological Safety (β = 0.099), Autocratic Leadership (β = 0.094)

Interestingly, Laissez-Faire Leadership (β = -0.079) and Democratic Leadership (β = -0.072) showed negative beta coefficients, suggesting that, within the context of this study, these styles may have an inverse relationship with millennial sustainability.

The regression equation model of this study was  $Y' = .104 + .388X1 + .167X2 + .261X3 + .103X4 + .122X5 + (-).092X6 + .088X7 + (-).074X8$

Where Y = Sustainability

B Constant = .104

X1 = Work and Workplace (Job Satisfaction)

X2 = Benefits, Rewards, and Recognition (Job Satisfaction)

X3 = Employee Well-Being (Work Engagement)

X4 = Psychological Safety (Work Engagement)

X5 = Resources and Technology (Productivity)

X6 = Democratic (Management Preference)

X7 = Autocratic (Management Preference)

X8 = Laissez-Faire (Management Preference)

The findings underscored the crucial role of leaders and management practices in influencing sustainability. Leaders who were approachable, supportive, and invested in employee growth significantly enhanced satisfaction, engagement, and productivity (Gallup, 2020). Morrison and Phelps (2020) found that millennial employees were particularly engaged when leadership exhibited ethical behavior and commitment to sustainability, which aligned with their personal values.

The Gallup (2020) report further emphasized that employee well-being, a top predictor in this model, correlates with higher engagement scores among millennials. Accordingly, Ng et al. (2012) recommended that management adapt to millennials' expectations, such as flexibility, consistent feedback, and development opportunities, to improve satisfaction and reduce turnover. Banda and Dube (2020) argued that a proactive approach to management fosters loyalty among millennial workers.

Job satisfaction also emerged as a significant factor, as supported by various literature. Albrecht et al. (2015) note that flexible work conditions and positive workplace environments increase millennial retention. Recognition, feedback, and professional growth are also critical, as Gallup (2016) and Kim & Allen (2019) highlighted. The environment, attitude, and quality of work provided by a company significantly impact employee job satisfaction (QuestionPro, n.d.).

Furthermore, work engagement, reflected through variables like psychological safety and role alignment, was widely recognized as a retention driver. Turnover also lowered when companies engaged employees, and varied voices often led to better solutions and conclusions (ABA Aesthetics Services, n.d.). According to Saks (2018), engagement was inversely related to turnover intentions, especially among younger employees. Deloitte (2019) supported this by showing that flexible work environments boost millennial engagement.

Finally, productivity, influenced by well-being, recognition, and work-life balance, also plays a significant role. Studies by Khan (2020) revealed that flexible and inclusive workplaces enhance productivity and retention. Training, recognition, and CSR efforts (Twenge et al., 2018) further reinforced the need for holistic strategies to sustain millennials in the workforce.

The regression analysis confirmed that leadership style, workplace quality, recognition, well-being, and engagement-focused practices significantly predict millennial employees' sustainability. These findings aligned with existing literature and offer a compelling case for organizations to strategically design leadership and HR practices that resonate with the millennial workforce.

**What structural model best fits the sustainability of millennial employees?**

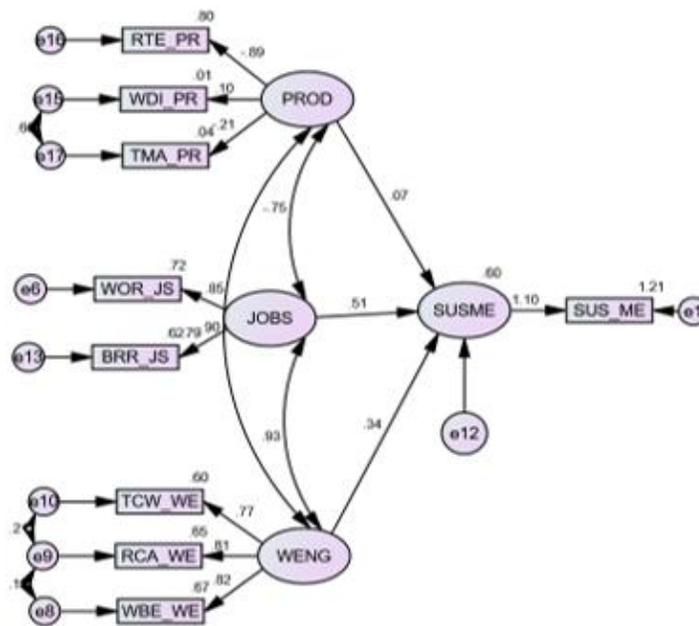


Figure 1. Structural Model for Millennial Employees' Sustainability

Legend: SUSME/SUS\_ME: Sustainability of Millennial Employees; WOR\_JS: Work and Workplace Job Satisfaction; WBE\_WE: Employee Wellbeing Work Engagement; RCA\_WE: Role and Company Alignment Work Engagement; TCW\_WE: Team Culture and Work Relationship Work Engagement; BRR\_JS: Benefits, Rewards, and Recognition Job Satisfaction; WDI\_PR: Work Distraction Productivity; RTE\_PR: Resources and Technology Productivity; TMA\_PR: Time Management Productivity; MANP: Management Preference; JOBS: Job Satisfaction; WENG: Work Engagement; PROD: Productivity.

Table 7. Standard Regression Analysis of Weights and Beta Coefficients of Management Preferences, Job Satisfaction, Work Engagement, and Productivity

| Variables |            | B      | S.E.  | C.R.   | BETA  | P    |
|-----------|------------|--------|-------|--------|-------|------|
| SUSME     | <--- JOBS  | .899   |       |        | .506  |      |
| SUSME     | <--- WENG  | .922   |       |        | .337  |      |
| SUSME     | <--- PROD  | 1.187  |       |        | .067  |      |
| SUS_ME    | <--- SUSME | .527   |       |        | 1.098 |      |
| WOR_JS    | <--- JOBS  | .581   |       |        | .848  |      |
| WBE_WE    | <--- WENG  | 1.000  |       |        | .817  |      |
| RCA_WE    | <--- WENG  | .862   | .040  | 21.512 | .807  | ***  |
| TCW_WE    | <--- WENG  | .932   | .054  | 17.302 | .772  | ***  |
| BRR_JS    | <--- JOBS  | .660   |       |        | .788  |      |
| WDI_PR    | <--- PROD  | 1.000  |       |        | .098  |      |
| RTE_PR    | <--- PROD  | -6.986 | 3.939 | -1.774 | -.894 | .018 |
| TMA_PR    | <--- PROD  | -1.591 | 1.235 | -1.288 | -.208 | .073 |

Legend: SUSME/SUS\_ME: Sustainability of Millennial Employees; WOR\_JS: Work and Workplace Job Satisfaction; WBE\_WE: Employee Wellbeing Work Engagement; RCA\_WE: Role and Company Alignment Work Engagement; TCW\_WE: Team Culture and Work Relationship Work Engagement; BRR\_JS: Benefits, Rewards, and Recognition Job Satisfaction; WDI\_PR: Work Distraction Productivity; RTE\_PR: Resources and Technology Productivity; TMA\_PR: Time Management Productivity; MANP: Management Preference; JOBS: Job Satisfaction; WENG: Work Engagement; PROD: Productivity



Table 8. *Standard of Fit Indices (Management Preferences, Job Satisfaction, Work Engagement, and Productivity)*

| <i>Standard Indicators</i> | <i>Standard Value</i> | <i>Model Value</i> | <i>Interpretation</i> |
|----------------------------|-----------------------|--------------------|-----------------------|
| CMIN/DF                    | < 2.00                | 1.476              | Fit                   |
| p-value                    | > 0.05                | .083               | Fit                   |
| GFI                        | > 0.95                | .986               | Fit                   |
| NFI                        | > 0.95                | .988               | Fit                   |
| TLI                        | > 0.95                | .992               | Fit                   |
| CFI                        | > 0.95                | .996               | Fit                   |
| RMSEA                      | < 0.05                | .033               | Fit                   |

*Legend: CMIN/DF: Chi-Square Minimum/Degrees of Freedom; GFI: Goodness of Fit Index; NFI: Normed Fit Index; TLI: Tucker-Lewis Index; CFI: Comparative Fit Index; RMSEA: Root Mean Square Error of Approximation.*

Figure 1 presents the final and best-fitting model, with excellent fit indices (CMIN/DF = 1.476; GFI = .986; RMSEA = .033). It integrated Job Satisfaction, Work Engagement, and Productivity as primary, interrelated predictors of millennial employee sustainability. This model was grounded in Contingency Theory and Social Exchange Theory. The substantial factor loadings—WOR\_JS → JOBS ( $\beta = .848$ ), RCA\_WE → WENG ( $\beta = .807$ ), and RTE\_PR → PROD ( $\beta = -.894$ )—highlighted how emotional, behavioral, and cognitive elements converged to shape sustainability outcomes.

Gallup (2020) supported these findings, emphasizing the importance of prioritizing well-being to drive engagement. Khan (2020) pointed to the importance of training, recognition, and technology in boosting productivity. Brun & Dugas (2019) asserted that recognition programs directly impacted job performance and retention. Greenhaus & Allen (2020) linked work-life balance to satisfaction and loyalty, aligning well with the model's constructs.

This model, therefore, achieved both empirical robustness and conceptual coherence, confirming that sustainability was maximized when organizations holistically supported their millennial workforce through engagement, satisfaction, and productivity. This framework was identified as VM's Millennial Employees' Sustainability Model.

## Conclusions

The findings of this study revealed that millennial employees in the five (5) offices of an NGA in Region X generally preferred democratic and transformational leadership styles, with moderate preference for laissez-faire and autocratic approaches. This suggested that millennials valued participative and empowering leadership, although the influence of leadership style on sustainability varied depending on organizational context. A high preference for transformational leadership also indicated a desire for vision-driven and inspirational management. At the same time, the acceptance of autocratic and laissez-faire styles to some degree implied a degree of flexibility based on situational needs.

In terms of job satisfaction, millennials reported high levels, particularly in relation to work and workplace conditions, supervision, and management. This emphasized the importance of providing supportive environments and competent leadership to enhance employee morale and satisfaction. Such satisfaction directly influenced their commitment and long-term engagement in the organization.

Likewise, work engagement was also strong, particularly in aspects such as team culture, role alignment, and psychological safety, indicating that when millennials felt secure, valued, and aligned with organizational goals, they became more motivated and engaged in their tasks.

However, the level of productivity was found to be only moderate. While adequate resources and technology were available, notable challenges were identified in work distraction and time management. These findings suggested that, although the organizational infrastructure was sufficient, operational issues related to focus, prioritization, and task flow still hindered optimal productivity. Addressing these concerns could have led to significant improvements in output and efficiency among millennial employees.

Despite the mixed results in productivity, the overall assessment of employee sustainability was positive. Millennials were rated as "sustainable," signifying a relatively stable and resilient workforce. Furthermore, correlation analysis revealed that management preference, job satisfaction, work engagement, and productivity were all positively and significantly correlated with employee sustainability. Of these, job satisfaction and work engagement showed the strongest associations, reinforcing the idea that how employees felt and engaged at work played a central role in whether they stayed and thrived.

Regression analysis identified key predictors of sustainability, namely: work and workplace satisfaction, employee well-being, benefits, rewards, and recognition, access to resources and technology, psychological safety, and specific leadership styles. Interestingly, while autocratic leadership had a small but positive effect, democratic and laissez-faire styles showed negative predictive weights. This nuanced result suggested that although millennials favored participative leadership in principle, such approaches did not always translate into sustainable outcomes unless carefully managed and aligned with expectations.

Finally, Structural Equation Modeling (SEM) validated the proposed causal model, yielding excellent model fit indices (CFI = .996; RMSEA = .033). This confirmed that the relationships among the variables were not only conceptually meaningful but also statistically

robust. The resulting Model 5, referred to as the VM's Millennial Employees' Sustainability Model, provided a reliable framework for understanding and improving sustainability among millennial employees. This model could guide decision-makers in crafting targeted, evidence-based policies to strengthen retention, satisfaction, and performance in public sector institutions.

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