

## Explicating Organizational Commitment of Millennial Employees in Identified Public Offices of Highly Urbanized Cities: Towards Retention Regard

Jose Emery F. Roble<sup>1</sup>, Julia T. Canonigo, DM, Ph.D., DPA<sup>2</sup>

<sup>1</sup> Cebu Technological University, Main Campus, Cebu City, Philippines

joseemery\_robles@yahoo.com

<sup>2</sup> Cebu Technological University, Main Campus, Cebu City, Philippines

juls2002phsg@yahoo.com

Received: 29- June -2023

Revised: 22- July -2023

Accepted: 25- August -2023

### Abstract

This study focuses on the organizational commitment of Millennials, who will make up the majority of the workplace in the years to come. basis of the Gen Y employee retention program. This study used descriptive research design method and used questionnaires from references. This involved conventional techniques and procedures, followed by a personal interview observing the IATF protocols to obtain sufficient data. The statistical processing used is simple percentages and weighted averages. The results show that one hundred and ten (110) Millennials or Millennials exhibit a stronger learning orientation and lower organizational commitment than older generations. Millennial employees lack commitment to the organization, which inflates feelings of entitlement and treats the organization arbitrarily. As for his level of commitment, the total wm is 1.5 "unengaged", indicating that commitment to the organization is motivated by the employee's behavior or attitude and is not entirely related to the culture. organization and goals. Accordingly, we recommend implementing Gen Y employee retention activities.

**Keywords:** Public Administration, Organizational Commitment, Millennial Employees, Descriptive Methods of Research, Cebu City and LapuLapu City, Philippines.

### 1. Introduction

#### Rationale of the Study

Organizational commitment is defined as the desire to stay in an organization due to one's own wants, needs, and obligations. Commitment to the organization is also expressed by employees as a desire to continue being a member of the organization. Employees who are less committed to their organization engage in withdrawal practices that can lead to their quitting their jobs. A strong desire to stay in the organization indicates a willingness to give their best for the good of the organization.

Today, organizational involvement is critical for the workplace to support operational needs and ensure employee service quality to customers and stakeholders. The organization needs employees who are committed to achieving overall goals and objectives. Chernyak-Hai and Rabenu (2018) argue that employees' personal values and their relationship with work (e.g. work experience).

However, today there are many notable challenges related to generational differences in the workplace, especially with millennials. It has been noted that today's generations face a dynamic demographic shift in work attitudes from the millennial or Generation Y workforce compared to Generation X in the past. (Ramli and Soelton, 2019). These differences create gaps, especially in employee retention, where the organization has to go back to a very long and costly recruitment and selection process. Gallup Business Review, (2016) cites that millennials have a reputation for being fickle and disengaged from the organization. Millennials are said to jump from company to company more than any other generation. Therefore, it is important to identify the organizational commitment of millennials so that they can be better managed by the organization.

According to Allen & Meyer (1991), there are three dimensions of Organizational Commitment, namely Work-life Balance or Affective Commitment, Respect from Management or Normative Commitment and Opportunities

for Growth and Management or Continuance Commitment. As affective commitment involves how much employees want to stay at their organization from their own desire. This may come from their own emotional attachment to the organization. Employees with affective commitment typically identify with their respective organization's goals, feelings that they belong to said organization, and have work satisfaction. This includes feeling valued as well. (Van der Werf, 2020).

Ongoing engagement refers to the costs that an employee incurs in relation to leaving their organization. It can also mean that an employee cannot leave. This can include a number of reasons such as lack of work alternatives. Other components of this type of commitment include employee loyalty and retention, where the normative commitment is based on mission and values, and the extent to which employees remain in the organization in a sense of responsibility. duty' obligation. This type of commitment is rooted in an individual's sense of moral obligation and value system. (Frederic, Slack and Anderson, 2010). The concept of organizational commitment is a relatively new concept in the field of organizational management and psychology that is studied separately. Comparing the definitions of motivation and engagement reveals clear similarities:

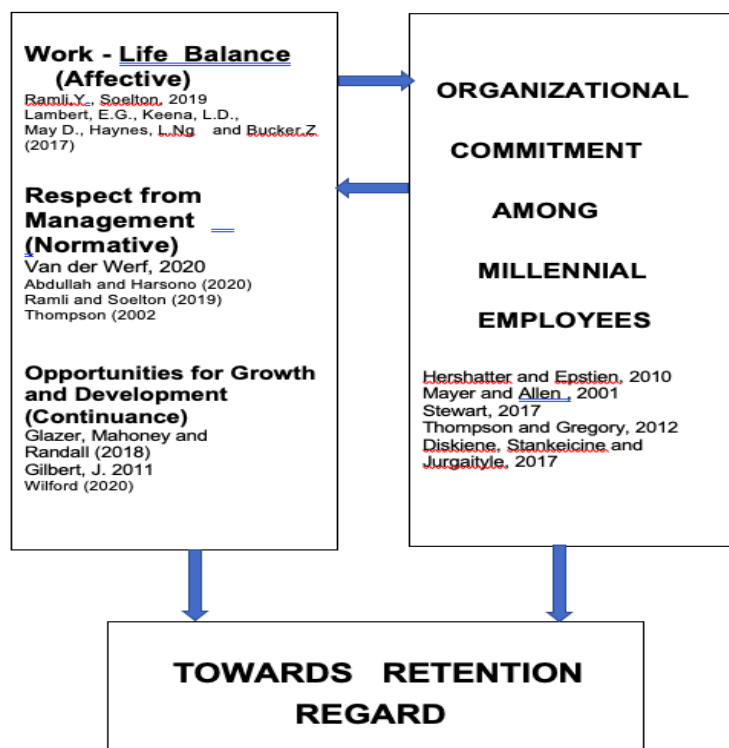
Both are described as powerful forces and have behavioral consequences. Pinder (1998) describes motivation as a set of energetic forces, while Meyer and Herscovitch (2001) describe commitment as a force associated with a certain action by an individual. This means that motivation has a broader concept than commitment, and that commitment is a group of energetic forces that help drive behavior. Furthermore, the imperative nature of engagement makes it quite unique among many forces. Even with commitment, motivation can decline over time, with commitment increasing and decreasing. However, commitment can be a particularly powerful source of motivation, even against opposing forces (Brickman, 1987; Scholl, 1991). An engaged workforce can increase productivity and efficiency, helping to build and strengthen institutions. Most managers should have a clear need for improvement and commitment from employees to develop tangible ways to address this research. In addition, today's organizations are characterized by managing a diverse workforce across generations. These diverse generations have different work values, goals and expectations for their organizations, which poses many challenges for administrative and HR managers in managing. and retain millennial employees who are classified as Generation Y (1981-1995). Similarly, Twenge et al (2010) stated that an engaged employee is much more likely to take paid or unpaid sick leave than their colleague. Indeed, they are more likely to enjoy not having to go to work every day, get work done, achieve goals, and be an underrated team member in the organization. This study was chosen because it focuses on millennial employees who will make up the majority of the workforce in the future.

According to Diskiene, Stankeviciene and Jurgaityte (2017), the millennial workforce seems to show a lack of organizational commitment, showing that on average a millennial generation tends to change jobs every two years and show little commitment to the organization they still employ. an average of 1.3 to 2 years. In addition, they believe that the main reason millennials leave their organizations early is the culture of the organization. Therefore, this study focuses on the organizational cohesion of millennial employees in the public sectors with the reason that most of the researchers have connections with different public offices in Cebu City. and Lapu Lapu City.

## **2. Theoretical Background**

Hersatter and Epstein (2010) identified that millennials believe that organizations should be built on systems of equity. These systems of equity include hygiene factors such as fair compensation, a reward system workplace accomplishments, and organizations ability to adapt to the work preferences of the millennial generations. In addition to these hygiene factors they also expect that the organization has motivating factors such as job security and supporting nurturing relationships between employees and the key officers, this is identified as critical factors that influence organizational commitment. Thompson and Gregory(2012) found that a strong motivational factor for the millennial generations is the intrinsic rewarding relationship between themselves and their key officers. As they have an expectation when entering the workforce that their relationship will mirror that of their relationship with their parents or teachers before which they idolized. High expectation come up when their managers will invest in a meaningful relationship with them, provide feedback and direction, and adapt their managerial styles which fits with their own sense of individualism. In addition, to this the motivational factors

that influence millennial in the workforce are the organization's emphasis on the work-life balance, aided with rapid advancement, meaningful work and nurturing work environment. Another theory, according to Yamamoto (2006) determined that organizational commitment is evidenced when organizations support career exploration and self-nomination for increased job duties while providing them with challenging work. Millennials disengaged more rapidly than other generations when they find themselves in a situation where their work lack challenges. Meyer and Allen (2001) had explained that there are three dimension of Organizational Commitment (OC) which explains the commitment of how employees feel towards the organization. These are:



**Figure 1**  
Theoretical Framework

According to Mayer and Allen (2001), work-life balance or emotional commitment means that affection towards work is desirable.

Component of organizational commitment in which employees demonstrate a high degree of positive commitment to the organization. Where he becomes happy and excited to participate in meetings and discussions, and offer valuable contributions and suggestions. They will do all of this because they want and strive to be an integral part of the organization. Furthermore, according to Lambert, E.G., Keena, L.D., May D., Haynes, L.Ng and Bucker, Z (2017), when employees believe that they are compensated fairly for the work they have done, they feel happier and overall perhaps higher teamwork. On the other hand, if they feel (feel) underpaid and exploited, this can lead to a lack of motivation, increased absenteeism and a toxic work environment.

In addition, Lee, S.H., Jeong, D.Y. (2017) claims that engaged employees are more likely to be more productive, perform better, stay longer in an organization and thus help the organization gain and maintain its competitive edge in the organization. Farr-Wharton (2011) found that millennial workers expect their employers to help them feel empowered. The key to empowerment, as stated by the author, is to encourage strong relationships between managers and the emotional engagement of millennial employees. With strong relationships, emotional commitment. This generation's emotional commitment is much lower than that of workers of previous generations, which Generation X. Allen and Meyer (1991) further explain that emotional commitment is related to employees wanting to stay in the organization. how many of their positions. own wishes. This may stem from their own emotional attachment to the organization. Employees with emotional commitment often identify the goals of their respective organizations, feel that they belong to said organization and have job satisfaction. As Meyer et al (2017)

explained, having a high level of emotional commitment to the organization can prevent employees from seeking opportunities with other organizations. For example, an employee may be reluctant to leave his organization and most likely his colleague or manager because of his attachment to them. Respect for Management or Normative commitment which shows the sense of obligation to stay. This describes the psychological state of commitment which is important to determine from any organization, from which of these three commitments do employees fall. This will allow the human resource management determine appropriate engagement and retention program in order to keep high-performing employees or sustain the commitment of the millennial employees in the workplace. Abdullah and Harsono (2020) has stated that the millennial generation that entered into the workplace organization can bring up their commitment and loyalty toward the organization if the organization provided the trust and satisfaction among employees. Hence, Ramli and Soelton (2019) has described that the working environment has the significant influence on job satisfaction compared to organizational commitment. Organizations need to consider how their current culture, policies, and procedures may impact their ability to connect with the retention.

Thomson (2012) concluded that organization should tailor their responses to millennial workplace styles instead of expecting this generation to adapt to the existing workplace culture. They think about the time and resources that have been invested in them by the organization, or family ties with the company are creating extra pressure, or the organization regularly rewards continued commitment. Another factor might be they feel they've been treated well by the company and fear the grass may not be greener on the other side. Devece, Marques et al (2019) found that organizations that encourage commitment by offering change driven and quality driven cultures, that not only encourage transparent communications but also encourage knowledge management and foster cultures of respect and integrity, retained employees longer and those employee exhibit higher levels of organizational commitment, further observation that a positive and ethical work place environment strongly impacted an organizations ability to not only attract top caliber talent but also impacted their ability to retain this talent longer.

Opportunities for growth and development or ongoing commitment indicate a fear of loss, Glazer, Mahoney and Randall (2018) find that millennials have significantly lower levels of ongoing commitment, but no differences in emotional, normative, and ongoing commitment for GenXers, who reported greater emotional and normative commitment than millennial employees. Millennial employees stay and help shape the direction of the organization. Much research is conducted on organizational cohesion and characteristics, but it is always a constant search by any organization on how to better manage the Gen Y workforce. Wilford (2020) has affirmed that further research is important to deepen and explore management strategies and their impact on organizational commitment and creativity on organizational performance.

Meyer et al (2002), if an employee has a high degree of ongoing commitment, he will choose to stay with his organization because he does not think there are positive benefits for him to seek opportunities. association elsewhere and this may prevent employees from making a choice. voluntarily separate from their current employer. For example, employees may feel like they are starting over in terms of seniority, they may feel like other employers will see them as a jumper, or may not be able to stay the same. about compensation, benefits, paid time off, telecommuting options, and other perks offered by their current employer. The bottom line is that retaining millennials is a challenge all organizations face. Millennials tend to change jobs too soon, which affects the stability of an organization. They tend to feel monotonous or frustrated too soon. In addition, they are quite confused in choosing their career and plans. In fact, some millennials don't consider themselves part of their organization's long-term journey, and engagement is terrible. Most of them don't feel the need to commit to the success of the organization knowing that they will soon move on to another job. Needless to say, work ethic is a required component of a work attitude. Furthermore, Generation Y has a huge role to play in the success of the organization. Meyer et al (2007) stated that if an employee has a high level of ongoing commitment, he will choose to stay in his current organization because he feels there is no positive benefit to seeking opportunities elsewhere. other.

It also includes feeling valuable. (Van der Werf, 2020). Normative commitment is based on missions and values, as well as the extent to which employees are retained in the organization through a sense of duty. While Continuity Commitment refers to looking at the costs an employee is involved in leaving their organization. It can also mean

that an employee cannot leave. This can include reasons such as lack of work alternatives. Other components of this type of engagement include employee loyalty and retention. Standard commitment is based on mission and values, and the extent to which an employee stays in the organization beyond a sense of duty.

This type of commitment is rooted in an individual's sense of moral obligation and value system. (Frederic, Slack and Anderson, 2010). These generations have different employer values, goals and job expectations, which poses many challenges for HR managers in managing and retaining employees from different industries. different generations. The latest generation currently entering the workforce are Millennials, and they are described as the younger generation with high turnover rates and unwillingness to make long-term commitments. It is therefore in the interest of organizations to tailor reward programs to millennials by promoting organizational cohesion. Therefore, this thesis aims to examine how extrinsic and intrinsic rewards influence millennials' organizational commitment. conducted through interviews with millennial employees to understand how the reward system affects the organizational commitment of millennial employees of Generation Y. This study found that intrinsic rewards influence organizational commitment much more positively than extrinsic rewards. Additionally, intrinsic rewards resonate more with millennials and should therefore be a top priority for organizations. Furthermore, this study concludes that intrinsic reward can more easily satisfy basic psychological needs which, according to self-determination theory, are important for boosting organizational commitment. The organizational commitment model of Meyer and Allen (1997) indicates that affective commitment is influenced by factors such as **job** challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity, personal importance, feedback, participation and dependability. Organizational commitment helps organizations perform better and achieve their goals because their employees feel connected to the organization, and are more productive and dedicated to their work. The study conducted by Steward (2017), millennial employees (aged 26 to 41 years old) believed that they perform well at the will of the employer, but did not find job satisfaction related to such commitment. Meyer and Herscovitch et.al (2001) also stressed that commitment is a force in which an individual is linked to a course of action that is important for a certain target. So, studying this phenomenon, alongside with motivation and performance, is very important, due to the fact that it is an important indicator of the will.

Leads to employee performance and productivity and the organization as a whole. However, it was mentioned that if the workplace culture is positive, they also find job satisfaction. In terms of organizational commitment, millennial respondents (age 26-41 at the time of data collection) felt they were doing well, but there was no guarantee that they would stay with the employer. long, because they don't . find job satisfaction related to this commitment. So, a deeper exploration of the topic of millennials or millennials in the workplace will lead to a much more interesting conversation, as millennials make up an increasing proportion of them. in the employee base. The mass media and academic literature have portrayed the young working class in an unfriendly light. The aim of this study was to contextualize the results of a large empirical study in a more favorable way and to suggest that accepting generational differences presents opportunities as well as challenges.

This study looks at the behavior of Generation Y (Millennials) and beyond the relationship between their level of organizational commitment and Millennials (also known as Generation Y or Gen Y) as the only group generation not connected. conceptually organizational commitment to size organization. This group also thinks about work differently from members of other generations, but these differences can be understood through a management lens that focuses on qualities such as obligation, motivation, and reward. There is great interest in using them as complementary arguments to reinforce ideas shared in procedures regarding respondents' relevant personal information and levels of commitment to their organization (OC) that may later be part of the intended outcome. of this study. The concept of organizational commitment is a relatively new concept in the field of organizational management and psychology that is studied separately. Comparing definitions of motivation and commitment shows clear similarities. Both are described as powerful forces and have behavioral consequences. Pinder (1998) describes motivation as a group of motivations while E.Santos, (2004) considers it to be the willingness to exert a high degree of effort to satisfy certain individual needs and achieve organizational goals. function as a motivation related to a certain action of an individual. individual. Meanwhile, Hercovitch (2001), mentioned that motivation is a broader concept than participation and that participation is a group of energetic forces that help drive behavior.

However, the imperative nature of engagement makes it quite unique among many forces. Even with commitment, motivation can diminish over time with an increase and decrease in commitment. However, commitment can serve as a particularly powerful source of motivation even against opposing forces (Brickman, 1987; Scholl, 1991). An engaged workforce can increase productivity and performance, thereby contributing to organizational growth and consolidation. Most managers have a clear need for tangible ways to improve employee engagement, so develop a retention program to respond to this search.

### **3. The Problem**

#### **Statement of the Problem**

This research assessed the Organizational Commitment among Millennial Employees in identified public offices of highly urbanized cities, during the Calendar Year 2021, towards retention regard.

In particular, the study attempted to answer the following sub-problems.

1. What relevant information can be derived from millennial employees as to:
  - 1.1 highest educational attainment;
  - 1.2 designation;
  - 1.3 employment status, and
  - 1.4 relevant training & seminars attended ?
2. As perceived by the respondents groups, what is the level of organizational commitment related to following dimensions:
  2. 1 Work - life balance - Affective
  2. 2 Respect from management - Normative
  - 2 .3 Opportunities for growth and development - Continuance ?
3. Is there significant relationship between the identified relevant information and the level of organizational commitment as to dimensions indicated?
4. What are the issues and concerns related to millennial employees organizational commitment?
5. What Millennial Employee's Retention activities can be crafted based on the findings of the study?

### **4. Research Methodology**

#### **Design**

The research partly used a quantitative documentary analysis taken from the researchers made survey questionnaires utilizing the descriptive normative method of research design in order to determine the relationship between two variables. Hopkins(2000). On other hand, according to Sousa, Driessnack, Amelia and Mendes (2007) it utilizes also a sort of qualitative design at first, which concern the systematic investigation of the nature of relationship or the association between and among variables wherein these variables are describing the relationships within the employed common techniques and procedures of personal interview on the respondents anytime, anywhere they can be present onsite (observing IATF protocols) to obtain a sufficient data.

Dramatically, upon reaching the saturation point of the respondents answers, it can already be measured and be converted into quantitative form. Actually, this research is a fact finding study with adequate interpretation they are from interview guide, personal interview and the survey question - naires.

administered through convenience data sampling the data gathered on the level of millennial employees work commitment and how it greatly affects the entire organization in terms of organizational work performance.

## Flow of the Study

This study included the INPUT-PROCESS-OUTPUT approach. The input included the relevant information of the respondents, the perception and the level of millennial employees commitment in the organization in terms of Work - Life Balance - Affective (stress and work pace or fairness), Respect for Management-Normative, and Opportunities for Growth and Development- Continuance. The process included the administration of questionnaires, data gathering, consolidation, data presentation, analysis, data interpretation using appropriate statistical computation. The output presented the millennial employees retention program. The flow of the study shown in Figure 2.

## 5. Input Process Output

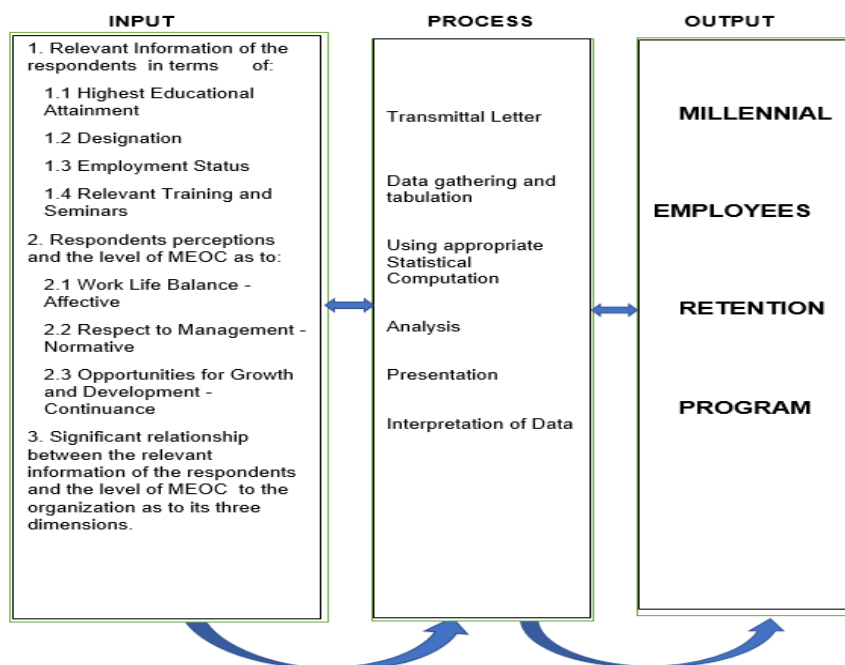


Figure 2. Flow of the Study

## Environment

The study was conducted among millennial employees associated with selected government offices in the cities of Cebu and LapuLapu. Now, Cebu City is the capital of Cebu, located in Region VII of Central Visayas and is known as the “Queen City of the South”. In addition, Metro Cebu is considered as the major commercial, educational and industrial center in the Visayas region and is very famous for its lively street dance events in Sinulog, attracting tourists and visitors alike. other visitors to Cebu every year. month. January every year. It is the second largest metropolitan area in the Philippines outside of Metro Manila.

Whereas, Lapu Lapu City is considered as the opening door of business and tourism industries in Cebu. Snorkelling and scuba diving is one of the most exciting action to view the underwater of the natural coral reefs that exist around the island and islet of LapuLapu City. Historically, it is known as Mactan Island an island where the last fought of LapuLapu against the Spanish conqueror Ferdinand Magellan happened more than 500 years ago. The ancient hero of the island who came all over from Mindanao was a famous Tausug warrior whom the place was named after him. It cannot be denied that LapuLapu City has various beautiful beaches and hotels that cater people from all walks of life. Therefore, tourism industry in this place is very much alive and the demand for millennial employees as front liner is very high as well as, in the government office so that they can coup up with the trending needs and actions of the now generations. The convenience sampling is based on the ease of access of subjects and it is purely done based on proximity.

Lavrakas (2008) described convenience sampling in which people are sampled because they are convenient sources for the researcher's data. The researchers targeted at least 110 respondents from different government offices, with Cebu City contributing 45% and LapuLapu City 55% being Generation Y civil servants. Lapu-Lapu City located in the northwest of the island from Mactan, Philippines. It is located on a narrow channel of the Bohol Strait facing Cebu City. Formerly known as Opon, the city was renamed in honor of Chief Lapulapu, Lapu-Lapu City has a unique topography as it is separated from Cebu province by the Mactan Canal. You can enjoy the best of Lapu-Lapu from these accredited resorts such as: Island hopping with accredited boat services. Dive and snorkel with accredited dive shops.

## Respondents

The respondents of the study were selected millennial employees from among the Cebu City government offices and LapuLapu City government offices through random sampling. The participants was given a researchers-made questionnaire which were forwarded to them via online and also hand-in during meetings, conferences and free times. Subsequently, a random interview was conducted at the collection time in order to assess the level of work competence of these millennial employees on the following areas: 1.) work-life balance (affective), 2.) respect for management (normative) and 3.) opportunities for growth and development (continuance). As well as the, issues and concerns relating to millennial employees' organizational commitment. Table 1 presents the number of respondents of this study.

**Table 1. Respondents of the Study**

Location of Respondents	Frequency	Percentage
Cebu City Government Offices	50	45
Lapu Lapu City Government Offices	60	55
	110	100%

For quantitative studies, the sample size can be calculated using exponential analysis from the chosen probability to find a statistically significant result (power) with respect to population effect size. certain numbers (Cohen, 1988) and such calculations are now commonplace. Such calculations are context-dependent and part of a subjective process (Schulz & Grimes, 2005; Spiegelhalter & Freedman, 1986; Whitley & Ball, 2002), although examiners sometimes expect accuracy. higher than possible (Bacchetti, 2002). For example, a well-controlled laboratory study will show greater variability across conditions than a complex social intervention and will therefore require a smaller sample size.

Guidelines for interpreting effect size – and thus sample size – are field-specific and vary, for example, between education levels (Hattie, 2009), studies of memory (Morris and Fritz). , 2013) and social psychology (Richard, Bond and Stokes-Zoota, 2003).

## Instruments

The instruments that was used was the adopted survey questionnaires formulated after reading and examining some relevant references, such as books, journals, magazines and other very informative materials categories into three parts namely: First part was about the relevant information of the respondents as to the highest educational attainment, designation, employee's status, relevant training and seminars attended. Second part was about respondents perception in relation to the level of millennial employees organizational commitment as to its three dimensions: work - life balance(affective), respect for management (normative) and opportunities for growth and development (continuance). The third section focuses on the meaningful relationship between the relevant information identified by the respondents and the employee's level of commitment to the organization for the three dimensions presented. For this, the tool was fit for its purpose and respondents received their rating along with aggregated, aggregated and tabulated data. The data were then statistically processed to answer the research questions.



### Data Gathering Procedures

The studies mainly followed the procedures for carrying out this study. First of all, it begins with a letter addressed to the principal of the IUT doctoral school requesting authorization for this research to be carried out. This was followed by the request permission to administrative officers of the respective target areas to where this research was conducted followed by the distribution of questionnaires to the selected government offices. Once the appropriate permissions was granted, the researchers sent through email and personally fielded the questionnaires to the target respondents with the assistance of several friends and co- workers requested by the researchers. Allowing enough time for the respondents to accomplish the questionnaires for at least two days leaving instructions, the researchers personally got the answered questionnaires and subsequently, a short interview followed at their most convenient time and place, schedule and affirmed by the participants. The data gathered were tabulated, analyzed and categorized according to different category of the respondents and these were considered as the respondent quantitative answers to this study.

### Statistical Treatment of Data

Once all relevant data is collected, collated, aggregated and tabulated, it is statistically processed. Statistical processing methods used in this study are percentage, frequency distribution, weighted average and test for significant relationship between respondents' perception and level of commitment. organization's outcome. These statistical tools are also used to identify relevant information about:

highest level of education attained, job position, employment status, relevant training courses and seminars attended. The ranking will also be used to determine the highest to lowest variables.

Percentages provide a clear, reliable, and objective analysis and interpretation of the data collected in this study. Percentages are used for statistical processing of the presented problem.

The weighted average score used for the organization's weighted average engagement of millennial employees for the three dimensions of OC is scored using the average and the total The weighted score will be divided by the total number of respondents. The total average score will be divided by the number of items in the questionnaire.

Scoring process – to measure the response of variables to a meaningful relationship between respondents' identified fitness and millennial employee (MEOC) organizational commitment , weights are assigned to each response type with the corresponding scale range.

This study uses a 4-point Likert scale to determine the level of commitment to the organization as perceived by respondents.

Scale	Range	Category	Descriptive Equivalent
4	3.26 - 4.00	Strongly Committed	The perceived level of employees commitment is strongly committed to the organization.
3	2.51 - 3.75	Committed	The perceived level of employees commitment is committed to the organization
2	1.76 - 2.50	Moderately Committed	The perceived level of employees commitment is Moderately Committed to the organization
1	1.00 - 1.75	Not Committed	The perceived level of employees commitment is Not Committed to the organization

**Ranking** - was used for the data transformation in which the numerical or ordinal values were replaced by rank after the data were sorted. This was typically applied to identify the ranks of priority problems.

### **Ethical Considerations**

In the conduct of this study the researchers made sure that ethical soundness will be met. In doing so, the following ethical considerations were strictly complied in adherence to respect to Human Rights as:

**Respect to Persons.** In accordance to the principle of respect for persons, the respondents will be treated as independent agents. Autonomy will be exercised by giving them voluntary consent and are respected as human beings should be, will provide them with full disclosure about the contents of the study, the benefits, the risks and alternatives and the opportunity to react ask clarifications before deciding if they will participate or not.

**Protection of Human Rights** - Human rights protection must be upheld with utmost dignity, beneficence and that all procedures conducted are reasonable and equitable. In order that the interest of participants will be safeguarded. The procedures conducted will be equally relevant and strictly dealt with utmost confidentiality.

**Transparency.** The office of the Graduate School and the school library will be provided with a copy of this manuscript for educational purposes and for the continuity of this study only.

### **Risk- Benefit Assessment**

**Risks.** Generally, this study poses only minimal risk. The weight and possibility of harm and sense of discomfort that can be anticipated are not comparable to those done in the performance of psychological examination.

**Benefits.** Respondents of the study will be assured that no harm will be inflicted and that personal belief will be highly respected. There is only a minimal to little risk involved in the study. The data gathering is also conducted thorough the observance of IATF protocols to safeguard the health and safety of both researcher and participants during this time of pandemic. Like wise, the study also ensure that those who participated are properly informed of the IATF protocols and the purpose of the study and has the capacity to make their own decisions after careful review of the overview and purpose of this research.

### **Presentation of Data, Analysis and Interpretation**

This chapter presents the analysis and interpretation of data gathered from the questionnaires administered to the respondents. This part shows the three important part of this study. Part 1 - about the relevant information of the respondents such as: highest educational attainment, designation, employment status, and relevant training and seminar attended. Part 2 - was on the perception of the respondents on the level of organizational commitment of the millennial employees as to its three dimensions: work-life balance- affective, respect for management - normative and opportunities for growth and development - continuance, and Part 3 - was on the significant relationship between identified relevant information of the respondents and as to the level of organizational commitment of millennial employees as to its three dimension presented.

### **Relevant Information as Regards to the Respondents**

Relevant respondent information provides data on study participants and is necessary to determine whether individuals in a particular study are a representative sample of the target population for conceptual purposes. generalize or not. In this particular study, the highest level of education, job location, employment status, related training and seminary were scrutinized very closely.

### **Highest level of education**

Education is a powerful agent of change, it helps to improve one's standard of living. It contributes to social stability and stimulates long-term economic growth of the society. The most important investments a country can make in the future. Furthermore, education is one of the most powerful means of empowering people. It can make a person aware of their condition and prepare them to face life's challenges. Table 2 shows the highest level of education of the respondents.

**Table 2. Highest Educational Attainment**

<b>Educational Attainment</b>	<b>Frequency</b>	<b>Percentage</b>
Bachelors Degree	100	91
Non- Bachelor's Degree	4	3.6
Master's Degree	6	5.4
Doctorate Degree	0	0
<b>Total</b>	<b>110</b>	<b>100%</b>

Result showed in Table 2, that there were 91 percent or 100 respondents who were bachelor's degree holder of various courses. Only 3.6 percent or 4 respondents with technical knowledge and skills or non-bachelors degree from TESDA and had passed NCII as their gateway eligibility in entering public office. On other hand, there were 5.4 percent or 6 respondents earned their graduate studies or completed academic require- ments leading to the degree Master in Public Administration. However, on the doctorate program it has nothing yet, although in some instances the young people is slowly but steadily increasing in pursuing higher education.

This implies that most of the millennial respondents who were employed in the government offices had earned varied degrees some were not even related with governance but it is also implied that any degree may be utilized as long as it can be augmented with the proper training and rele- vant work experience . However, when the proper time comes that their qualifications fits somewhere in consideration with a high paying position they immediately transfer, resign and grab the opportunity, and precisely it could create vaccum to the offices where they left behind. As this also emphasizes that respondents were already well educated and considered most knowledgeable citizens when it comes to public service, that can lead and shows the importance of education through government service that will shape a better if not the best society to live in.

### **Designation**

While more experienced public officials with more track records to discussed with, this indicator of ones designation is very peculiar factor in looking into the millennial employees organizational commitment. Table 3 shows it.

**Table 3. Designation**

<b>Designation</b>	<b>Frequency</b>	<b>Percentage</b>
Head of office	8	7
Assistant Head of Office	8	7
Clerk Supervisor	20	18
Clerk	47	43
Clerk Aide	27	25
<b>Total</b>	<b>110</b>	<b>100%</b>

Table 3, introduces the social and temporal dimensions of pride and experience at work. Thus, frontliner personnel or the immediate support staff as clerk had the greater population of 43% or 47 personnel, moving closely with were the clerk aides or the assistant to the clerk or personnel who were doing also some clerical works with 25% or 27 personnel, next were the clerk supervisor with a percentage of 18% or 20 personnel.How- ever, on the uppermost management level or the Head of Office and the Assistant Head of office and the Chief of office has the same percentage and numbers of personnel with rate of percentage of 7% or 8 personnel, respectively.

This implies that being employed in the government it doesn't mean that after hiring and be given an appointment or contract it will immediately become the chief of office, unless technically necessary as approved by the Civil Service Commission as has highly exemplary qualifications. Whenever possible, preference should be given to generic over specialist positions, for flexibility.

### Employment Status

This refers to implied or written contract between the employer and employee or the determination of the rights that an individual is guaranteed as a condition of their employment. Table 4, discusses it.

**Table 4. Employment Status**

	Frequency	Percentage
Regular /Fulltime	49	45
Part time	18	16
Temporary	36	33
Contractual	7	6
<b>Total</b>	<b>110</b>	<b>100%</b>

Table 4, can be gleaned that 45% or 49 respondents were fulltime or regular employees followed closely by temporary of 33 % or 36 respondents next was the part time with a percentage of 16% or 18 personnel and lastly but not the least were the contractual with a percentage value of 6% or 7 respondents. The actual total of none plantilla positions were 61 respondents. Somehow,according to CSC authorized plantilla positions funded or unfunded should be considered in review of the agency's staffing pattern and may identify functions that could be effectively outsource/ contracted out maybe considered in both core and non-core functions when it deemed more efficient and economical for the agency or department provided that the mechanism are in place (Joint DBM-CSC Staffing Standards and Guidelines EO 292 Book 1V, section 18). It implies that any government offices can hire temporary or contractual personnel as long as it can be justified. Therefore, hired employees on this particular positions can take intrinsic pride in what they make, how they work and whom they work with. Experience of pride in achievement can be empathized by others in social interaction at work there by contribute to psychological empowerment and promote future successes (Froman,2010).

### Relevant Training and Seminars Attended

Attending relevant training and seminars has numerous advantages and benefits, including communication skills, gaining expert knowledge, net- working with others, boosting oneself 's qualifications and renewing motivation and confidence.

**Table 5. Relevant Training and Seminars Attended**

Relevant Training and Seminars Attended	Frequency	Percentage
Human Resource Management Training	43	13
Social Security System Seminar	17	5
BSP Economic and Financial Learning Program	32	11
ISO Internal Audit System	12	4
Internal Quality Audit Planning Based on ISO 9001-2015-1	33	10
Sustaining Harmony through LMC Convergence Programs - DOLE VII	20	6
Public Service Value in Times of Adversities	40	12
Implementation and Understanding Apprenticeship	52	16
Data Privacy Act of 1012 Awareness and Introduction to Data Privacy, Simplified and Impact Assessment	44	14
Convergence of Strategy for Good Governance	28	9
<b>Total</b>	<b>321</b>	<b>100%</b>

Table 5, presents the particular relevant training and seminars attended by the respondents. As the highest presented was on the “The Implementation and Understanding of Apprenticeship” which has a majority rating of 16% or 52 respondents, followed by “Data Privacy Act of 1012, Awareness and Introduction to Privacy, Simplified and Impact Assessment” with an average rating of 14% or 44 respondents. This was followed closely by “Human Resource Management Training” with a percentage rating of 13% or 43 respondents. Next was “Public Service Value in Times of Adversities” rated 12% or 40 respondents. Closed next was 11% or 32 respondents on “BSP Economic and Financial Learning Program”, again next was rated 10% or 33 respondents on “Internal Quality Audit Planning Based on ISO 9001-2015-1”. Moving on with the next was 9% or 28 respondents on “Convergence of Strategy for Good Governance”, tailing was 6% or 20 respondents for next was “Sustaining Harmony through LMC Convergence Programs - DOLE VII”. Second to the last was 5% or 17 respondents on “Social Security System Seminar”, lastly was 4 % or 12 respondents on “ISO Internal Audit System”. This implies that almost one half of the respondents had attended the basic seminar on “the implementation and understanding of apprenticeship” actually, apprenticeship is a fantastic way to train new staff regular, temporary, contractual or part time in a cost effective way or in other words it is on the job training (OJT). It has also a great impact on the ongoing personalized support of the agency by gaining knowledge, skills and experience and receiving salary or honorarium at the same time.

### Level of Organizational Commitment of Million Years of Employees

Organizational commitment describes an employee's level of commitment or commitment to their organization. In fact, it has three components arguing that organizational commitment is an interactive factor. Thus, organizational commitment is an individual's psychological attachment to the organization and his willingness to achieve organizational goals or the level of commitment that an employee feels compelled to commit. stay in the organization or not. It also helps to evaluate and prioritize incoming information and draw conclusions from that information that will answer a question. Table 6 shows the organizational commitment of Millennials according to its three dimensions.

#### Work-Life-Emotional Balance

The concept in Table 6 introduces the importance of work-life balance in an organization and the concept that enables employees to successfully divide their time and energy between work and other areas of need. in their lives. So, a good work-life balance can make employees happier when they come to work. This in turn can reduce stress and the risk of burnout which are common health problems caused by heart attacks. Chronic stress occurs when employees are constantly under stress. Table 6 on the next page talks about it.

**Table 6. Work Life Balance**

<b>Affective (Stress and Work Pace)</b>	<b>WM</b>	<b>Percentage</b>
Organizational environment supports a balance between work and personal life.	2.5	MC
Administrators understand the benefit of maintaining a balance between work and personal life.	1.6	NC
Able to satisfy both my job, family and personal responsibilities	2.1	MC
The amount of workload that I have to do is reasonable and well compensated.	2.1	MC
My job does not cause an unreasonableness of stress in my life.	2.5	MC
Administrators treat his/her employees fairly and squarely.	1.4	NC
Consistency of the administrators on implementing rules policies concerning employees mistakes and errors.	2.7	C
<b>Total</b>	<b>1.8</b>	<b>MC</b>

Legend:

4 - Strongly Committed (SC) - 3.26 - 4.00

3 - Committed (C) 2.51 - 3.25

2 - Moderately Committed (MC) 1.76- 2.50

1 - Not Committed (NC) 1.00 - 1.75

As presented in Table 6, it was on “Consistency of the administrators on implementing rules and policies concerning employees mistakes and errors” got the highest weighted mean of 2.7 with a descriptive equivalent of “Committed”, next was on the two same weighted mean “Organizational environment supports a balance between work and personal life” got a wm of 2.5 with a descriptive equivalent of “Moderately Committed” the other one was on “My job does not cause an unreasonableness of stress in my life” with a weighted mean of 2.5 and has an descriptive equivalent also of Moderately Committed”, respectively. Another were on the same rating these were on “Able to satisfy both my job, family and personal responsibilities” with a weighted mean of 2.1 and on, “The amount of workload that I have to do is reasonable and well compensated” with a weighted mean also of 2.1 and has a descriptive equivalent of Moderately Committed, respectively. Next was on the “Administrators understand the benefit of maintaining a balance between work and personal life” with a weighted mean of 1.6 with a descriptive equivalent of “Not Committed”. Lastly, was on “Administrators treat his/her employees fairly and squarely” had a weighted mean of 1.4 with a descriptive equivalent of “Not Committed”. The overall rating on this portion with weighted mean of 1.8 and has a descriptive equivalent of “Moderately committed”.

This implies that while there were consistency in the implementation of rules and policy on mistakes and errors of the employees by the administrators yet, the lowest rating was on the Administrators treat his/her employees fairly and squarely”. it also implies that the administrators believed that consistency at work often leads to a higher productivity. That once productivity increases management will trust that employees for being contributed a higher number of projects and the impact will be more responsibilities for employees for having to follow the rules and most likely the effects were mistakes and errors cannot be avoided. So much so that policy implementation is not just a matter of arbitrarily, forcing them to do things they don’t want to do, But they must also know that strictly following the policy and procedures is a day to day essential part of any organizations to be adhered with, that it provides a roadmap of a day to day operations, as well.

### Respect from Management - Normative

Table 7 discusses about the variable behaviour of the managers over some certain situations in a manner on how to provide the decision makers or managers with the desired outcomes. For this reason, the principles of respect for persons that requires a high degree of morality and values for ones character and personality.

**Table 7. Respect from Management**

NORMATIVE DIMENSION	WM	DE
Administrators values my talents, knowledge, skills and the contribution I made	1.3	NC
Employees job satisfaction is the top priority of the senior management.	2.7	C
Administrators treat the employees with respect, listen to what they are saying and care about them as a person.	2.7	C
Administrators treat me with respect as competent professional and know what am I doing.	2.8	C
Open communication is encourage in this organization to avoid so much confusion and overlapping of ones tasks.	2.6	C
Consistency of the administrators on implementing rules and policies concerning employees mistakes and errors.	3.9	SC
Information and knowledge are shared openly within the organization.	1.4	NC

<b>Total</b>	<b>2.5</b>	<b>MC</b>
--------------	------------	-----------

Legend:

4 - Strongly Committed (SC) 3.26 - 4.00

3 - Committed (C) 2.51 - 3.25

2 - Moderately Committed (MC) 1.76- 2.50

1 - Not Committed (NC) 1.00 - 1.75

In this Table 7, the level of millennial employees organizational commitment were measured as to its “Respect from Management or normative dimension” were presented. At the rating scale of 3.95 weighted mean with a descriptive equivalent of “Strongly Committed” on “Administrators values my talents, knowledge, skills and the contribution I made”. next to this were the “Administrators treat me with respect as competent professional and know what am I doing” and “Open communication is encourage in this organization to avoid so much confusion and overlapping of ones tasks”. both had a weighted mean of 2.8 and subsequently both also had a descriptive equivalent of “Committed”. Meanwhile, on the “Employees job satisfaction is the top priority of the senior management” and the “Administrators treat the employees with respect, listen to what they are saying and care about them as a person” had both the same weighted mean of 2.7 with a descriptive equivalent of “Committed”. While next to this was about the “Information and knowledge are shared openly within the organization” with a weighted mean of 1.4 and has an descriptive equivalent of “Not Committed”. Lastly was all about “Administrators values my talents, knowledge, skills and the contribution I made” has a weighted mean of 1.3 and has a descriptive equivalent of “Not Committed” also. The overall weighted mean on this table was 2.5 with a descriptive equivalent of “Moderately Committed”. It implies that employees that are respected feels unstressed and more confident about sharing their ideas and working attitude with their colleagues to achieve their common goal. Respect is very necessary in the workplace it reduces conflict and problems and will help improve communications and increases teamwork, productivity, knowledge and understanding.

#### Opportunities for Growth and Development - Continuance

The main way to grow as professional in an organization is to find ways to improve the skills and applicable knowledge. This can only be done by seeking new responsibilities and experiences as continuance commitment is the cost of leaving the organization and find a better and greener pasture. Discussion on Table 8.

**Table 8. Opportunities for Growth and Development**

<b>Continuance</b>	<b>WM</b>	<b>DE</b>
Adequate opportunities for professional growth practices in this organization.	1.6	NC
Training and Seminars are programmed according to the needs of the employees.	3.1	C
Administrators are pro-actively concerned and interested in the professional development and advancement of every employees in the organization.	2.8	C
Always challenge, stimulates and develop the employees capabilities towards greater improvement on their assigned tasks.	2.8	C
The organizations policies for promotion and advancement are always equal to all.	2.4	MC
Empowerment of responsibilities during the absence of the administrators or supervisors on some selected technical areas of concerned.	1.7	NC
Best practices are identified, documented and shared among peers in the organization.	3.5	SC
<b>Total</b>	<b>2.55</b>	<b>C</b>

Legend: 4 - Strongly Committed (SC) 3.26 - 4.00

3 - Committed (C) 2.51 - 3.25

2 - Moderately Committed (MC) 1.76- 2.50

1 - Not Committed (NC) 1.00 - 1.75

Table 8 shows that “Best practices are identified, documented and shared among peers in the organization” rank number one in this particular table with a weighted mean of 3.5 and has descriptive equivalent of “Strongly Committed”. Next was the “Training and Seminars are programmed according to the needs of the employees” and has a weighted mean of 3.1 with descriptive equivalent of “Committed”. Followed by “Administrators are pro-actively concerned and interested in the professional development and advancement of every employees in the organization and always challenge, stimulates and develop the employees capabilities towards greater improvement on their assigned tasks” both were rated 2.8 weighted mean and also both has a descriptive equivalent of “Committed”.

Moving forward to the next was the organization’s policies for promotion and advancement are always equal to all has a weighted mean of 2.8 and had a descriptive equivalent of “Moderately Committed”. Second to the last was on “Empowerment of responsibilities during the absence of the administrators or supervisors on some selected technical areas of concerned” the weighted mean was 1.7 and the descriptive equivalent was “Not Committed”. Lastly was on the adequate opportunities for Professional Growth Practices in this organization with a weighted mean of 1.6 and has a descriptive equivalent of “Not Committed”.

This implied that best practices is very important guide of making everything work smoothly and efficiently. Best practices can keep evolving as new and better awareness, new technology, or simply different ways of looking at things. Meanwhile on the lowest weighted mean it emphasizes on the millennial behaviors they are confident, ambitious and achievement oriented. They also have high expectations from their employers and tend to seek new challenges at work and are not afraid to question regarding who’s authority and what is happening.

#### **Significant Relationship Between the Identified Relevant Information and the Level of Organizational Commitment Dimension Indicated.**

**Table 9**

Significant Relationship between relevant information as to the level of organizational commitment dimension indicated.

Variables	Correlation	Discussion
Identified Relevant Information VS Organizational Commitment Dimensions Indicated	R=69	Accepted HO There is significant relationship

Table 9, showed that the HO null hypothesis was accepted. Therefore, all the relevant information of the respondents has significant relationship between the organizational commitment dimensions. This indicates that the identified relevant information mainly affected the level of organizational commitment as to the three dimensions as indicated in terms of millennial employees commitment.

#### **Summary on the Level of Organizational Commitment**

This section presents the summary on the level of millennial employees organizational commitment according to rank from lowest to highest.

**Table 10. Summary Table- Rank from lowest to highest**

Level of Organizational Commitment as to the three Dimensions	WM	DE
Administrators values my talents, knowledge, skills and the contribution I made	1.3	NC
Administrators treat his/her employees fairly	1.4	NC



and squarely.		
Information and knowledge are shared openly within the organization.	1.4	NC
Administrators understand the benefit of maintaining a balance between work and personal life.	1.6	NC
Adequate opportunities for professional growth practices in this organization.	1.6	NC
Empowerment of responsibilities during the absence of the administrators or supervisors on some selected technical areas of concerned.	1.7	NC
<b>Total</b>	<b>1.5</b>	<b>NC</b>

Legend:

4 - Strongly Committed (SC) 3.26 - 4.00

3 - Committed (C) 2.51 - 3.25

2 - Moderately Committed (MC) 1.76- 2.50

1 - Not Committed (NC) 1.00 - 1.75

As shown in Table 10, rank first was with the “Administrators values my talents, knowledge, skills and the contribution I made” which represents the weighted mean of 1.3 with a descriptive ‘equivalent’ of “Not Committed”, it implies that the administrators is not obliged or bound to confront any challenges of imperfection may occur along the way when it comes to services of the millennial employees or perhaps on reluctance to give out information or show one’s feelings or opinion for some other personal reasons. 2<sup>nd</sup> rank were on “Administrators treat his/her employees fairly and squarely”. it shows that when an employee feel unfairly treated they are less productive, more likely engage in deceptive behavior and less likely to stay with the company any longer. Another 2<sup>nd</sup> lower rank was on “Information and knowledge are shared openly within the organization”. which has a weighted mean of 1.4 and a descriptive equivalent of “Not Committed”. This implies that the organization shares negatively their plans, programs and activities to the employees as: name of project, information, skills or expertise.

This to exchange views, ideas, plans within, among or between employees in the organization as their basis in preparing their projected financial or administrative program reports. Next is on the “Administrators understand the benefit of maintaining a balance between work and personal life” and “Adequate opportunities for professional growth practices in this organization”. Both has a weighted mean of 1.6 and has a descriptive equivalent of “Not Committed”. Looking into this part, it implies that an employee, who doesn't make time for self-care, eventually damages their output and productivity. In other hand, when the management want to retain the top millennial workforce in particular, a strong career development and progression opportunities will be considered among the most compelling opportunities the management can provide. As a result, it can deter the idea of exploring the other consequences outside of the organization. It suffice further, that lack of training will help the management understand better why investing in training opportunities is so important. Lastly, “ Empowerment of responsibilities during the absence of the administrators or supervisors on some selected technical areas concerned” it has a weighted mean of 1.7 and has a descriptive equivalent of “Not Committed”.

Most likely some supervisors now a days practices online decision making with the use of technology as their means of instructing what to do and how it will be done because they believed that employee empowerment entails giving the employee the authority to decide critically on their own. When done right its great, when done wrong it can be devastating to both the organization and the workforce and the command responsibility goes to the supervisor or the administrative officer who gave the authority. One disadvantage (just to mentioned) which is common also is that it increases arrogance when their confidence level increases and it can be taken too far and

end up crossing the line into abuse and this will be one root of insubordination and corruption. However, in some situations if the commitment level tend to increased the productivity will result a happier and satisfied worker.

### **Issues and Concerns Relating to Millennial Employees Organizational Commitment**

The researchers then turned their attention to whether meeting the lower-level needs of millennials affected their commitment to the company, as organizational commitment can be considered under belonging based on Maslow's Hierarchy of Needs (another study). However, the study inferred that there must be synergy when reaching lower levels for millennials to participate. But when the trend has become counterproductive for the organization due to the time and resources allotted to training these millennials, it is easy for them to switch to another organization in the short amount of time they need. deemed necessary. Another problem is that millennials have a knack for thinking outside the box and challenging the ordinary. As cited in the 2019 Forbes survey, 80% of millennials exhibit high levels of self-indulgence and change jobs too often. According to Gallup, this can reduce an organization's productivity by 15%.

On the other hand, another concern of millennials is the future of their workplace and they have great potential to change the fate of their organizations. With the leadership of engaged millennials, the organization can expand new horizons to achieve success. Millennials are a generation that has always celebrated their romance with innovation, as innovation will be their top priority and will always be the main avenue to facilitate business dealings with the government. In addition, millennials also have great resilience to change. One example is when they react quickly to challenges in the workplace during the covid 19 pandemic. Given their resilience and acceptance of challenges, this can be a great quality to engage with and achieve achievements.

## **6. Summary of Findings, Conclusion and Recommendations**

This explicates and exhibits the summary of findings, conclusion and recommendations of the study.

### **Summary**

Specifically this research aims to assessed the organizational commitment among millennial employees in identified public offices in CebuCity and Lapu Lapu City for Calendar Year 2021, towards retention regard. This research utilized a descriptive methods of research design a self made and adopted questionnaires after eading several references in order to determined the relationships between two variables. Three seta of questionnaires were utilized and distributed to the respondents groups followed by a few minutes of personal interview to obtain a sufficient data. The respondents were surveyed based on the relevant information and participation on this study.

### **Findings**

Of the four indicators with various sub-indicators a major findings of the were taken from the respondents involved in this study. They were the millennial employees identified in two highly urbanized cities, Cebu City and Lapu Lapu City. On the relevant information derived from respondents as to: highest educational attainment, designation, employment status and relevant training and seminars. They were also asked to assessed themselves on the level of organizational commitment as to its three dimensions: work-life-balance (affective), respect from management (normative), and opportunities or growth and development (continuance). Included also were the significant relationship between the identified relevant information of the respondents and on the level of millennial employees organizational commitment as to the three dimension presented. Majority of the respondents had graduated in various courses on Bachelors Degree composed of 91 percent, Non-Bachelors degree were from (TESDA) 3.6 percent in which they had earned a National Certificates as their eligibility entrants to government service on technical positions and many of them were a holder of certificates on computer based knowledge, driver automotive mechanic, practical electricity and midwifery.

As to masters degree program only few had it with 5.4 percent and none on the doctorate program. Moreover the level of relationship of variables presented and the different views and perceptions of the respondents were qualitatively determined at first, which concern the systematic investigation of the nature and relationships within, employed and procedures of personal interview, dramatically upon reaching the saturation point of the respondents answers, it was then measured and converted to quantitative form. Data were gathered using the researchers-made survey questionnaires, prepared after reading and examining some relevant references observing

the use of the descriptive-survey design. The data gathered segregated using, percentage equivalent, frequency distribution and weighted mean. Respondents were randomly selected millennial employees from among the identified issues and concerns relating to millennial employees organizational commitment and an employees retention program was crafted based on the findings of the study as most appropriate strategy foreseen. Moreover, findings that younger generations are less willing to remain in the same organization when they felt not important asset on their work. Most millennial employees or generation Y shows stronger learning orientation and lower organizational commitment than older generations which is the baby boomers.

Furthermore, based on the data collected, here are the findings of the study:

Organizational and cultural characteristics influence millennials' organizational engagement. The present study was limited to assessing respondents' personal and professional attributes and their implications for the organization. For example:

Meyers and Sadaghiani (2010) focus their research on the stereotype of millennial employees in the organization and its impact on relationships and engagement, as they are classified as unmotivated, individualistic, lack of cohesion and lack of respect. a similar perception that millennial employees lack commitment to the organization, which has increased a sense of entitlement and treated the organization arbitrarily. The proposed outcome would be the Respect Millennial Retention project.

### **Conclusions**

Taken from the study summary, it shows that the overall weighted average of 1.5% with the equivalent description of "Not Engaged" is found in the summary of engagement with the organization of millennials to their organization. three dimensions like:

Work-life balance (emotional), respect for direction (norms) and opportunities for growth and development (continuity). and has little effect on identifying job challenges. On the other hand, if the management wants to retain the best employees from Generation Y in particular, then the opportunity for solid career development and advancement will be considered as one of the most attractive opportunities that the organization can offer. organization can offer Millennials. Opportunities for career advancement and growth are also true career development opportunities that affect organizational commitment.

### **Recommendations**

The recommendation arising from the findings and conclusions of the study draw therefrom are offered by the researchers to submit the program and activity in matrix form to the chief executive of both cities for consideration in order to be provided with enough budget for the needed implementation of this study on the next budgetary season. Copy of which will be provided at their respective public library.

## **7. Output of the Study**

This chapter contains the recommended output of the study which is the basis for organizational commitment and subsequently will result to retention of top caliber millennial employees in the government based on the study entitled: **“ORGANIZATIONAL COMMITMENT AMONG MILLENNIAL EMPLOYEES IN IDENTIFIED PUBLIC OFFICES IN CEBU CITY AND LAPULAPU CITY”**. It served as a proposal to both first class cities in the island of Cebu.

### **Rationale**

The results of the study on the problems encountered as regards to millennial employees organizational commitment were all describe by the respondents and administrators as not committed. Hence in order to come up with recommendation to improved the relationship of the employees and the organization. This employees retention program was formulated in response to the problems encountered.

### **Objective**

The main objective of the program is to come up with a pleasant, intellectual, and manageable rules and policies to be followed. The propose program will be presented in a matrix form which will present the main areas of concern with emphasis on the program as: Areas of concern, Objectives, Strategies,

Person Involved, Budget, Source of budget, Time frame, Expected outcome, Actual Accomplishment, and Remarks.

## References

1. Abdullah, M. and Harsono, M. (2021). *Organizational Commitment and Loyalty: A Millennial Generation Perspective in Indonesia*. Journal of Asian Finance, Economics and Business Vol. 8, No. 3
2. Farr-Wharton (2011) -Millennials surpass GenXers as the largest generation in U.S. labor force. Retrieved from <https://pewrsr.ch/2GTG00o>.
3. Gilbert, J. (2011). *The Millennials: A New Generation of Employees, A New Set of Engagement Policies*. Ivey Business Journal
4. Glazer, H., Mahoney, A., Randall, Y. (2018). *Employee Developments Role in Organizational Commitment: A Preliminary Investigation Comparing Generation X and Millennial Employees*. Emerald Publishing Limited
5. Hopkins, W. (2000). *Quantitative Research Design*. Sportsci.org
6. Lavrakas, P. (2008). *Convenience Sampling*. SAGE Research Methods
7. McHugh, M. (2013). *Statistical Test of Independence*. Biochemia Medica
8. Ramli, Y. & Soelton (2019). *The Millennial Workforce: How Do They Commit to the Organization?*. International Journal of Business, Economics and Law, Volume 19, Issue 5
9. Sinani, J. (2016). Motivational Factors and Organisational Commitment of the Educational Institution's Employee. Journal of Educational and Social Research, 6. <https://doi.org/10.5901/jesr.2016.v6n1p89>
10. Stewart, J., Oliver, E., Cravens, K., & Oishi, S. (2017). Managing millennials: Embracing generational differences. *Business Horizons*, 60(1), 45–54. <https://doi.org/10.1016/j.bushor.2016.08.011>. The Three Component of Model Commitment. Retrieved August 23, 2021
11. Twenge, JM (2010) - Generational differences in work values; Leisure and extrinsic values increasing, social and intrinsic values decreasing. Book of Management., New Jersey.
12. Thompson, C (2012) - Managing millennials: A framework for improving attraction, motivation and retention. The Psychological Manager Journal, 2012, New York.
13. Wilford, L (2020) - Types of Sampling: Sampling Methods with Examples retrieved August 23, 2021 from <https://www.questionpro.com/blog/types-of-sampling-for-social-research>.
14. Walden, F (2021) - Leadership Strategies and Millennial Organizational Commitment. Published Dissertations on Doctoral Studies. University of Wisconsin.
15. Macky, K, Gardner, D - Introduction and overview. Journal of Managerial Psychology, a generational differences at work, 0263940810904358, Wall Street & Technology. Cleveland Ohio
16. Joint DBM-CSC Staffing Standards and Guidelines EO 292 Book1V, section 18.