

Determinants of Task Performance and Affective Commitment Among Multigenerational Employees in the Energy Industry in Batangas

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Abstract

This study investigated the factors influencing job satisfaction, task performance, and affective commitment among multigenerational employees in the energy industry in Batangas. The oil and gas industry faces growing retention challenges due to an aging workforce, strong competition for skilled talent, and unstable market conditions, compounded by demanding work environments marked by long hours, safety risks, and remote worksites. Using a descriptive-causal research design, the study examined the impact of HR practices — namely compensation and benefits, flexible work arrangements, reward and recognition, career development, feedback-seeking behavior, volunteering work, and multiple technology solutions — on job satisfaction, and the subsequent effect of job satisfaction on task performance and affective commitment. Data were collected through an online survey of 186 multigenerational employees (Gen Z, Millennials, Gen X, and Boomers II) in energy industry in Batangas, selected via quota sampling. Multiple linear regression and descriptive statistics were employed for analysis. Findings revealed that all HR practices received high mean ratings across generations, yet their significant effects on job satisfaction differed: Boomers II were most influenced by reward and recognition and feedback-seeking behavior; Gen X by career development; Millennials by compensation and benefits, flexible work practices, and volunteering work; and Gen Z by multiple technology solutions. Job satisfaction significantly predicted task performance and affective commitment across all generations, with the strongest effect found among older cohorts. These findings provide actionable insights for energy sector organizations to adopt differentiated, generation-sensitive HR strategies that enhance retention and support SDG 8 on Decent Work and Economic Growth.

Keywords: Unemployment; Generational Cohort; Task Performance; Affective Commitment; Job Satisfaction; HR practices

1. INTRODUCTION

1.1 Background of the Study

Unemployment is a pressing global issue that profoundly impacts individuals, economies, and communities. For individuals, it leads to financial instability, stress, anxiety, and skill erosion, making it more

difficult to reenter the workforce. Economically speaking, high unemployment rates put a strain on government resources by increasing dependency on social welfare programs and tax revenue loss, while simultaneously lowering consumer spending, which lowers production, results in more layoffs, and causes economic stagnation. On a community level, high unemployment can lead to increased crime rates, social unrest, higher poverty levels, and a lasting sense of hopelessness. Addressing unemployment is essential for people's welfare, the state of the economy, and the stability of society (Generation, 2024).

This global challenge is not distant from the Philippine experience as this country has seen a wide range of unemployment rates which have significantly affected quality of life for its citizens, economy stability and entire social fabric. According to the International Monetary Fund, in 2024, the Philippines has one of the highest unemployment rates in Southeast Asia, currently at 4.379%. Over the past five years, the country has averaged the highest regional unemployment rate, at 6.4616%.

Within the Philippines, the burden is not evenly distributed. Based on the “Estimated Unemployment Rate in the Philippines in 2023, by Region” by Balita (2025), the National Capital Region (NCR) recorded the highest unemployment rate in the Philippines in 2023, with an estimated rate of 5.9%. Following CALABARZON (Region IV-A), which has the second-highest unemployment rate of 5.4%. These rates are higher than the nationwide average of 4.3%.

At the heart of CALABARZON sits Batangas — a province that tells two stories at once. On the surface, it stands as one of the Philippines' most critical centers for energy production, petroleum distribution, and industrial development. Historically rooted in agriculture, its strategic coastal geography and proximity to major transport routes enabled a quiet but profound transformation. Today, the province is home to a diverse range of energy operations — from coal-fired and natural gas power plants that supply electricity across Luzon, to oil refineries and petroleum storage terminals that fuel transportation and industry, to emerging liquefied natural gas (LNG) import facilities positioned to diversify the country's energy supply (Maghirang et al., 2025). It is, in many ways, the energy backbone of the country. Yet beneath this vital national role lies a troubling workforce reality. The oil and gas sector has long been regarded as one of the most dangerous industries in the world — data from the U.S. Bureau of Labor Statistics shows that workers in oil and gas extraction face a fatality rate more than six times higher than the average across other occupations (Josh, 2025). Employees are routinely exposed to hazardous chemicals, extreme temperatures, high-pressure machinery, and physically demanding tasks, often in remote and isolated environments. These conditions do not merely threaten physical safety — they compound stress, erode mental well-being, and disrupt any meaningful sense of work-life balance (Rastogi, 2024). Layered on top of this are the industry's notorious boom-and-bust cycles, which breed job insecurity, and a widening skills gap as experienced workers age out

of the workforce (Allianzehr, 2024). For organizations operating in this environment, retaining qualified talent is not a convenience — it is a strategic necessity.

And yet, the very talent pool this industry depends on is itself under strain. Most striking is who bears the sharpest edge of the unemployment crisis: the young. According to the Congressional Policy and Budget Research Department, the unemployment rate among Filipinos aged 15 to 24 — Generation Z — reached 43% in 2024, a 5.9% surge from the previous year. This was followed by the 25–34 age group at 31.7%, the 35–44 group at 12.2%, and progressively lower rates among older workers. The youngest members of the labor force are, by a wide margin, the most vulnerable — and they are precisely the generation that industries like energy in Batangas will increasingly rely on to fill the void left by retiring veterans.

This reality unfolds across four generations who now share the same workplaces, each shaped by different formative experiences, expectations, and values. Generation Z, born between 1997 and 2012, grew up in a world defined by digital connectivity and rapid change. Millennials, born from 1981 to 1996, came of age during economic uncertainty and technological transition. Generation X, born between 1965 and 1980, built careers in a pre-digital era and carry decades of institutional knowledge. And Boomers II — also known as Generation Jones — born from 1955 to 1964, represent the seasoned core of a workforce approaching the end of its career lifecycle (Beresford Research, 2026). These four cohorts do not simply occupy the same offices and worksites; they bring with them distinct worldviews about work, loyalty, recognition, and growth — and increasingly, they must learn to coexist productively within the same organizations.

Given the dangerous nature of energy work, the mounting pressures of workforce retention, and the growing complexity of managing employees across generational lines, there is a compelling and urgent need to understand what truly drives job satisfaction, task performance, and affective commitment in this sector. Energy companies in Batangas cannot afford disengaged employees — a distracted or dissatisfied worker in a power plant or oil refinery is not merely a productivity concern, but a safety risk. Likewise, the loss of institutional knowledge when experienced workers leave — and the difficulty of attracting and retaining younger talent — poses a long-term threat to operational continuity. Without a clear understanding of what motivates each generation to perform and to stay, organizations are left managing their most critical asset — their people — largely in the dark. This study is therefore grounded in the recognition that generational differences in workplace expectations are not merely a matter of organizational culture; in a high-stakes industry like energy, they are a matter of operational resilience.

1.1.1 Literature Review

The study of Dingyang (2022) explored the impact of salary levels on employee satisfaction, revealing

that satisfaction with salary directly influences employees' work status and contributions to the enterprise, thereby affecting the achievement of the enterprise's production and operational objectives. Similarly, a study of Saeed et al. (2023) and Watkins & Fusch (2022) demonstrated that higher salaries significantly enhance job satisfaction, which subsequently improves job performance, reduces turnover intention, better punctuality, and reduces complaints.

The research conducted by Waworuntu et al., (2022) analyzed the impact of job satisfaction and work-life balance on millennials and Gen Z performance, concluded that implementing flexible working hours, work-from-home policies and leave without workload, enhances job satisfaction and work-life balance, leading to improved work performance. Meanwhile study of Berber et. al., (2022) showed that flexible working arrangements (FWAs) increase job satisfaction and reduce turnover intentions, helping companies retain their best employees. Both studies highlight the beneficial effects of FWAs on employee retention and job satisfaction.

According to study of Yang et al., (2022) employee recognition enhances pride, which increases organizational citizenship behaviors and improves task performance, positively impacting both in-role and out-role performance. Likewise, study of Celestin et al., (2024) recommended implementing comprehensive recognition systems to reward employee achievements, noting that companies with strong recognition cultures experience 50% higher productivity.

Based on the studies by Seno et al., (2023) and Celestin et al., (2024), they emphasized the critical role of career development in enhancing job satisfaction and retaining talent. Seno et al., (2023) found that career development significantly improves job satisfaction and highlighted the need for relevant, supportive, and attractive career development opportunities to foster a culture of growth. On the other hand, Celestin et al., (2024) recommended establishing clear career development pathways to retain talent, noting that 94% of employees are more likely to stay with companies that invest in their professional growth.

Hamidi's (2023) research emphasized the significance of giving feedback, establishing objectives, promoting employee engagement, and carrying out efficient evaluations. According to his findings, performance assessments increase employees' sense of success and self-worth, foster trust in the process, and help retain employees by demonstrating the company's dedication to their needs and growth. Further study of Rufino (2023) identified a positive link between performance appraisals and job satisfaction. It recommended clearly communicating and consistently discussing appraisal expectations, roles, purposes, and results with employees, while ensuring supervisors are fair and objective.

The research carried out by Mazanec (2022) determined that employees who frequently volunteer have better career growth opportunities, improved relationships with colleagues, gain valuable work experience and

skills, and boost their self-confidence and sense of fulfillment. In addition, research conducted by Bansi et. al (2025) found out that volunteering can enhance employees' satisfaction and performance, especially when aligned with their values, skills, and level of engagement.

In accordance with the study by Barbu et al. (2024), the paper examined employees' perspectives on the use of technology at work and showed that using modern, user-friendly digital solutions with tutorials in companies is crucial, as they enhance communication, collaboration, task management, feedback collection, and personal and professional growth, benefiting companies and boosting employee performance and satisfaction. On top of that, the research of Dewi et. al., (2023) demonstrated that digitalization significantly influences employee performance through job satisfaction by implementing digital technology in business processes and operations which enhance employee efficiency and productivity and speed up access to necessary information for their tasks.

According to the study of Gessesse & Premanandam (2023), employees who are satisfied with their jobs develop stronger emotional attachment, loyalty, and a sense of belonging to the organization. Higher job satisfaction enhances affective commitment, which in turn promotes organizational citizenship behaviors and reduces turnover intention. Likewise, the study of Bandyopadhyay (2024) showed that higher job satisfaction leads to stronger affective commitment. When organizations support employee engagement and work-life balance, job satisfaction increases, strengthening employees' affective commitment and their intention to stay with the organization.

The study conducted by Gazi et. al (2024) confirmed a strong relationship between job satisfaction and task performance, emphasizing that increasing employee satisfaction is crucial for boosting productivity, retention, and overall organizational effectiveness. On top of that, the research of Chu et. al (2024) showed that employees who are satisfied with their work are more likely to develop stronger organizational commitment, which in turn enhances their task performance, highlighting job satisfaction as a key driver of employee productivity.

1.1.2 Significance of the Study

The oil and gas industry's crucial role in national energy security and economic development; however, it remains one of the most hazardous, demanding, and unstable sectors for workers. Workers face multiple pressures such as hazardous work environments, job insecurity, skills shortages, and intense production demands. These conditions negatively affect job satisfaction, employee well-being, and long-term workforce retention which demands tailored strategies that effectively address job satisfaction, task performance, and affective commitment of the employees.

Although a substantial body of literature examining human resource practices, job satisfaction, and employee outcomes, existing studies remain largely concentrated on single-generation cohorts—most notably Millennials and Generation Z—and are predominantly situated in non-hazardous, service-oriented industries. Moreover, limited empirical attention has been given to how HR practices influence job satisfaction, task performance, and affective commitment simultaneously across multiple generations, particularly within high-risk and retention-critical industries such as the energy sector.

To address this gap, the present study investigates the differential effects of HR practices such as compensation and benefits, flexible work practices, reward and recognition, career development, feedback seeking behavior, volunteering work, and multiple technology solutions (digital innovation and digital orientation) on job satisfaction and their subsequent influence on task performance and affective commitment among Generation Z, Millennials, Generation X, and Boomers II employed in the energy industry in Batangas. By adopting a multigenerational and industry-specific lens, this study contributes empirical evidence that supports the development of generation-sensitive HR strategies essential for workforce stability, safety, and organizational resilience.

By examining these factors, this research will contribute to Sustainable Development Goal 8: Decent Work and Economic Growth. This study provides valuable insights for workers, organizations, policymakers, and communities. For workers, it clarifies which aspects of their job most influence their satisfaction, allowing them to make better career decisions and advocate for improvements that support their needs and well-being. For organizations, the findings enable the design of targeted HR strategies that strengthen employee satisfaction, engagement, and retention, thereby enhancing productivity and overall performance. For policymakers, the results serve as a basis for developing labor policies and standards that ensure employee welfare, equitable compensation, and inclusive work environments. Finally, for communities, improved job satisfaction contributes to greater well-being, economic stability, and social progress, as satisfied employees are more engaged, productive, and able to contribute positively to society.

1.2 Research Frameworks

1.2.1 Conceptual Framework

This research is based on a study by Aggarwal et. al., (2022), entitled “Gen Z Entering the Workforce: Restructuring HR Policies and Practices for Fostering Task Performance and Organizational Commitment.” The core issue identified in the study is that traditional HR policies are no longer effective in addressing the unique expectations of Generation Z, resulting in increased turnover and disengagement. To address this gap, the researchers initiated the study to help organizations develop innovative HR strategies that can attract,

motivate, and retain Gen Z employees. The conducted study served as a pioneering effort to encourage employers to look beyond conventional approaches and design a new model tailored to meet the aspirations and work values of this tech-driven generation. Data was collected through a questionnaire from 493 Generation Z employees to validate the model and test the hypotheses. Simple random sampling was employed to choose five IT company located in Delhi NCR, Chandigarh Tricity, Bengaluru, and Hyderabad—cities in India with over 450 million Generation Z employees. The age of Generation Z in this study is ranging from 17–25 years, born from 1995 to 2003. As illustrated in the conceptual framework (Aggarwal, 2022) in Figure 1, the study used attraction-selection-attrition (ASA) theory and self-determination theory (SDT) to explore the impact of HR policies and practices on job satisfaction among Gen Z employees. Specifically, the study determined whether HR practices, such as compensation and benefits, flexible work practices, reward and recognition, career development, feedback-seeking behavior, volunteer work, and multiple technology solutions (digital innovation and digital orientation), significantly affect job satisfaction. Additionally, it examined if job satisfaction significantly affects task performance and affective commitment. Furthermore, the study explored whether job satisfaction mediates the relationship between HR practices and task performance, as well as the HR practices and affective commitment among Gen Z employees. This study will be guided by the conceptual definition of variables.

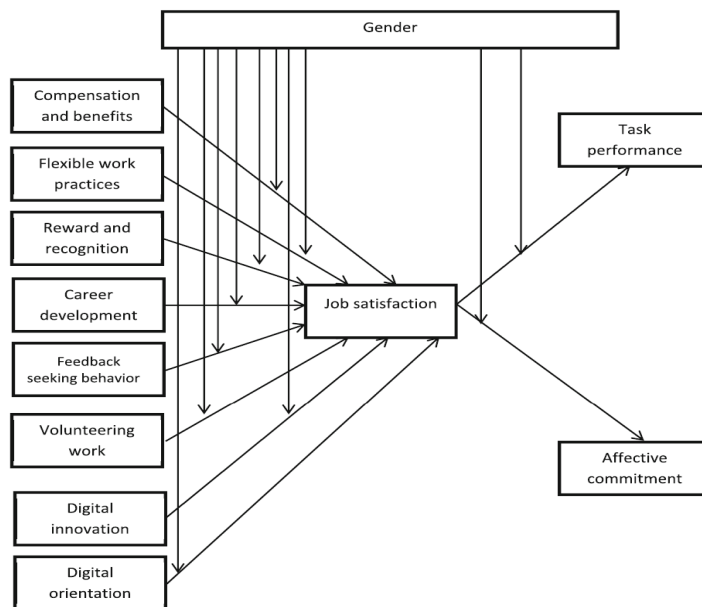


Figure 1. Conceptual Framework

Source: Gen Z Entering the Workforce: Restructuring HR Policies and Practices for Fostering Task Performance and Organizational Commitment (Aggarwal et. al., 2022)

In this framework, HR practices are identified as the primary variables influencing job satisfaction, while job satisfaction serves as a mediator between HR practices and both task performance and affective organizational commitment. In the study, compensation and benefits refer to the financial and non-financial rewards provided by the employers. Flexible work practices are policies allowing adjustment of work schedules and locations. Rewards and recognition represent both tangible (bonuses, promotions) and intangible (praise, appreciation) incentives to honor employee contributions. Career development is the opportunity for continual learning, upskilling, and professional growth within an organization. Feedback-seeking behavior pertains to an employee's proactive efforts to obtain feedback on their work performance from management and peers. Volunteering work is defined as employees' participation in company-supported social initiatives. Multiple technology solutions include digital tools and platforms that facilitate efficient work performance and align with Gen Z's preference for technologically advanced workplaces. Job satisfaction represents employees' overall contentment with their work conditions and experiences. Task performance measures on how effectively employees fulfill their job responsibilities. Affective organizational commitment refers to employees' emotional attachment to their organization, influencing their willingness to remain with the company.

The study of Aggarwal et. al., (2022) revealed that the HR practices such as compensation and benefits, flexible work practices, reward and recognition, feedback seeking behavior, volunteering work, and digital orientation positively impact job satisfaction. Job satisfaction, in turn, positively influences task performance and affective commitment. However, no significant effect was found on job satisfaction from career development and digital innovation. Furthermore, the study examined the mediating role of job satisfaction in the proposed correlations. The relationships between career development and task performance, career development and affective organizational commitment, digital innovation and task performance, or digital innovation and affective organizational commitment are not mediated by job satisfaction. However, job satisfaction acts as a mediator for the remaining proposed relationships. Moreover, the study showed that compensation benefits, flexible work practices, reward and recognition, career development, and volunteering work have a greater impact on job satisfaction for females. In contrast, feedback-seeking behavior, digital innovation, and digital orientation have a stronger effect on job satisfaction for males. Additionally, job satisfaction's effect on task performance is higher for males, while its effect on affective commitment is higher for females. Despite these findings, the moderation analysis revealed no significant difference in the effect scores between males and females.

1.2.2 Operational Framework

This study is guided by the Operational Framework presented in Figure 2. While Aggarwal et. al., (2022) conducted their research in India, this study conducted a survey among employees in Batangas through a structured questionnaire. It identified the variables influencing task performance and affective commitment, focusing on HR practices such as compensation and benefits, flexible work practices, rewards and recognition, career development, feedback-seeking behavior, volunteering work, multiple technology solutions, and job satisfaction. Gender was also not considered as a variable in the operational framework, since it found no significant differences in effect scores based on gender. Instead, this research focused on a mixed-gender sample of a multigenerational workforce, comprising employees from Generation Z to the Boomer II cohort, who are currently employed in the energy industry in Batangas.

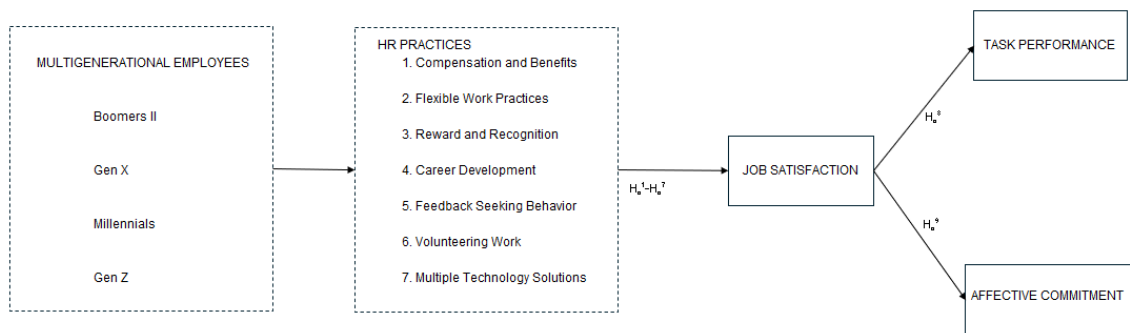


Figure 3. Operational Framework

Task performance and affective commitment reflect the behaviors and attitudes of employees when they experience job satisfaction, and their personal values align with those of their organization. This study will identify the independent variables that affect job satisfaction and subsequently impact task performance and affective commitment of employees within an organization.

Compensation benefits refer to monetary and non-monetary offerings provided by employers, which align with the employee's job description. Flexible work practices are adaptive work arrangements and remote work options, providing employees with the flexibility they need. Reward and recognition refer to the acknowledgement of the organization to employees' contribution. Career development is the growth opportunities, mentorship, and skill development of employees. Feedback-seeking behavior is characterized by employees actively seeking insights from colleagues, peers, and management. Volunteering work pertains to employees' participation in community service initiatives that align with their organization's ethical and social responsibility. Multiple technology solutions reflect an organization's integration of modern digital tools and technology that facilitate a seamless workflow and employees' willingness to embrace and adapt to

technological innovation. Job satisfaction is the level of contentment employees experience in their roles. It is also characterized by a work environment that caters for both the personal and professional needs of employees. Task Performance refers to how well employees carry out their assigned job tasks. Affective Commitment refers to the emotional attachment and loyalty employees feel toward their organization.

1.3 Objectives of the Study

In general, this study focused on examining the effect of HR practices on job satisfaction and affective commitment among multigenerational employees.

Specifically, it intends to determine if:

1. HR Practices such as compensation and benefits, flexible work practices, reward and recognition, career development, feedback-seeking behavior, volunteering work, and multiple technology solutions significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.
2. Job Satisfaction significantly affects task performance and affective commitment among multigenerational employees working in energy industry in Batangas.

1.4 Hypothesis

Considering the objectives articulated above, the following hypotheses were tested in this study:

H₀¹: Compensation and benefits do not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H₀²: Flexible work practices do not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H₀³: Reward and recognition do not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H₀⁴: Career development does not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H₀⁵: Feedback-seeking behavior does not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H₀⁶: Volunteering work does not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H₀⁷: Multiple technology solutions do not significantly affect job satisfaction among multigenerational employees working in energy industry in Batangas.

H_0^8 : Job satisfaction does not significantly affect task performance among multigenerational employees working in energy industry in Batangas.

H_0^9 : Job satisfaction does not significantly affect affective commitment among multigenerational employees working in energy industry in Batangas.

2. METHODS

2.1 Research Design

This study used a descriptive-causal research design to evaluate the relationship between HR practices, job satisfaction, task performance, and affective commitment among multigenerational employees. The descriptive aspect of the study seeks to profile respondents' perceptions of HR practices, job satisfaction, task performance, and affective commitment using means, and percentages to summarize responses. Meanwhile, causal approach will examine the directional relationships such as the effects of HR practices on job satisfaction, and the subsequent effects of job satisfaction on task performance and affective commitment. Multiple linear regression was used to assess the significance and strength of these hypothesized causal paths, consistent with the framework of Aggarwal et al. (2022).

2.2 Locale of the Study

The research concentrated on multigenerational employees working in Batangas, specifically in energy industry. This region was selected due to their high unemployment rates among region in the Philippines, making them critical areas for study (International Monetary Fund, 2024; Balita, 2025).

2.3 Respondents of the Study

The target respondents of this study include employees from Generation Z, Millennials, Generation X, and Boomers II, who were born between 1997–2003, 1981–1996, 1965–1980, and 1955–1964, respectively (Beresford Research, 2025). Respondents will be selected from Batangas, who must currently be working in an energy industry.

Although younger generations are increasingly entering the energy workforce, Boomers remain highly relevant due to their extensive operational experience and institutional knowledge. The energy industry continues to be open to retaining and re-engaging Boomers in order to address talent shortages and preserve critical expertise (BIC Alliance, 2025). Therefore, Boomers are included in this study to support a

comprehensive multi-generational examination of employee outcomes in the energy sector.

2.4 Sampling Design

Using G*Power analysis with an effect size = 0.15; α error probability = 0.05; power $[1-\beta] = 0.95$; and number of predictors = 8, a minimum of 160 samples is needed for the study. In this study, employees will be grouped according to generational cohorts, such as Boomers II, Generation X, Millennials, and Generation Z, based on their birth year.

To maintain representativeness and align the sample with the demographic realities of the Philippine workforce, the study implemented a generational quota allocation strategy based on the June 2024 Labor Force Survey of the Philippine Statistics Authority. The reported labor workforce was used as the baseline reference for estimating the appropriate percentage of respondents from each generation. By setting quotas for each generational cohort, the study captures diverse perspectives on task performance and affective commitment, allowing HR practitioners to strategically tailor and refine their HR practices based on the needs of a truly multigenerational workforce.

Table 1. Workforce Percentage and Corresponding Quota Allocation by Generational Age Group

Generation	Birth Year	Age Range	Actual No. of respondents
Gen Z	1997-2003	23–29	38
Millennials	1981-1996	30–45	80
Gen X	1965-1980	46–60	46
Boomers II	1955-1964	61 and above	22
TOTAL			186

2.5 Research Tools and Instruments

The study gathered data through an online survey created in Google Forms because it is accessible, cost-efficient, and allows easy distribution to respondents in the target region. Prior to this, ethical clearance was obtained from the Research Ethics Review Council of De La Salle Lipa.

The survey link was shared through social media platforms and professional networks to reach individuals who met the qualifications for the study. At the beginning of the form, screening questions ensured that only eligible participants could proceed, while those who did not meet the criteria were respectfully guided to exit the survey. The form also included a consent statement explaining that participation was entirely voluntary, and that respondents were free to skip any question or withdraw from the

study at any time without any negative consequences. To promote honest responses, participants were encouraged to answer as truthfully as possible. All responses were kept anonymous, and no personally identifying information was collected

Survey questionnaire was adapted from the research of Aggarwal et. al., (2022). The 5-point Likert scale questionnaire, as seen in Appendix A, consists of a total of 49 questions. It showed the number of items that measure the variable of the study: compensation and benefits, flexible work practices, reward and recognition, career development, feedback-seeking behavior, volunteering work, multiple technology solutions, job satisfaction, task performance, and affective commitment. The 5-point Likert scale was chosen for its effectiveness in reducing neutral responses, thus providing clearer insights into the respondents' perceptions. Respondents rated each item on a scale of 1 to 5, with (1) Strongly Disagree to (5) Strongly Agree.

Table 2. Questionnaire Specification

Part	Variable	Item No.
1	Compensation and Benefits	1-4
2	Flexible Work Practices	1-4
3	Reward and Recognition	1-6
4	Career Development	1-2
5	Feedback Seeking Behavior	1-3
6	Volunteering Work	1-3
7	Multiple Technology Solutions	1-10
8	Job Satisfaction	1-4
9	Task Performance	1-5
10	Affective Organizational Commitment	1-8

To ensure that the survey items were clear, easy to understand, and suitable for respondents in the Philippine context, a pilot test was carried out with 30 participants. Cronbach's alpha assessed the reliability of the questionnaire, with values ≥ 0.70 indicating acceptable internal consistency. Feedback from these individuals confirmed that the questions were interpreted consistently, and the reliability analysis produced an overall Cronbach's alpha of 0.971, indicating that the instrument was highly dependable.

Table 3. Reliability Coefficient per Variable

Part	Variable	Cronbach's α	Interpretation
1	Compensation and Benefits	0.797	Acceptable
2	Flexible Work Practices	0.878	Acceptable
3	Reward and Recognition	0.738	Acceptable
4	Career Development	0.909	Acceptable
5	Feedback Seeking Behavior	0.838	Acceptable
6	Volunteering Work	0.920	Acceptable
7	Multiple Technology Solutions	0.974	Acceptable
8	Job Satisfaction	0.887	Acceptable
9	Task Performance	0.960	Acceptable
10	Affective Organizational Commitment	0.897	Acceptable

2.6 Data Analysis and Interpretation

The study used descriptive analysis involves summarizing the respondents' demographic characteristics, including age, gender, generational cohorts, designation in the company, and company location type in Batangas, using frequencies, means and percentages. Respondents' perceptions of HR practices, job satisfaction, task performance, and affective commitment will be described using mean scores and standard deviations. The results will be interpreted verbally according to predetermined mean ranges to provide a clear and meaningful understanding of the data.

Table 4. Mean Ranges of Verbal Interpretation

Scale Point	5-point Likert Scale	HR Practices, Job Satisfaction, Task Performance, and Affective Commitment	Mean Range
5	Strongly Agree	Very High	4.21 – 5.00
4	Agree	High	3.41 – 4.20
3	Neutral	Moderate	2.61 – 3.40
2	Disagree	Low	1.81 – 2.60
1	Strongly Disagree	Very Low	1.00 – 1.80

Multiple linear regression analysis was employed in this study. The combined and individual effects of

the seven HR practice variables—compensation and benefits, flexible work practices, reward and recognition, career development, feedback-seeking behavior, volunteering work, and multiple technology solutions—on job satisfaction were examined. In the same analytical stage, regression analyses were conducted to determine the effect of job satisfaction on task performance and affective commitment. This approach allowed job satisfaction to function as both a dependent and independent variable within the model, consistent with the study's theoretical framework. Statistical significance was set at $p < 0.05$.

Results were analyzed in line with the study's hypotheses and research objectives, while the findings examined against existing literature to confirm or challenge previous studies. The conclusions emphasized how HR practices can enhance affective commitment and task performance, thereby reducing turnover issues among multigenerational employees in Batangas.

2.7 Ethical Consideration

This study adheres to the ethical guidelines of De La Salle Lipa's Office of Research and Publications. The informed consent statement in the questionnaire will emphasize voluntary participation, confidentiality, and the right to withdraw at any time. No personally identifiable information will be collected. The researcher will seek review and clearance of this study from the Institutional Research Ethics Committee of De La Salle Lipa.

3. RESULTS AND DISCUSSION

3.1 Descriptive Statistics

3.1.1 Profile of Respondents

In Table 5, the data represents the profile of 186 respondents working in the energy industry. The sample's age and generational distributions are intentional outcomes of the study's quota sampling design, which ensured adequate representation across career stages and generational groups for multigenerational analysis. As a result, the largest share of respondents fell within the 30–45 age group (39.8%), followed by those aged 23–29 (26.9%), 46–61 (22.6%), and 62 and above (10.8%), while Millennials comprised the largest generational cohort (43.0%), with additional representation from Gen X (24.7%), Gen Z (20.4%), and Boomers II (11.8%). These proportions reflect the preset quotas rather than the actual distribution of employees in the broader population, ensuring each cohort's perspectives were sufficiently captured for the study's objectives. The sample was also predominantly male (65.1%), which is typical of energy-related

industry (People with Energy, 2026). In terms of organizational level, most respondents were rank-and-file employees (51.6%), followed by supervisors (34.4%), managers (10.8%), and executive or top management personnel (3.2%), offering a balanced view from operational staff to leadership, albeit with limited representation from senior management. Additionally, most participants were employed in city-based companies within Batangas (84.4%), with fewer coming from municipalities (15.6%), reflecting the concentration of industrial and energy facilities in urban areas

Table 5. Profile of Respondents

Profile	Group	Frequency	Percent
Age	23-29 years old	50	26.9
	30-45 years old	74	39.8
	46-61 years old	42	22.6
	62 years old and above	20	10.8
Generational Cohorts	Gen Z (1997-2003)	38	20.4
	Millennials (1981-1996)	80	43.0
	Gen X (1965-1980)	46	24.7
	Boomers II (1955-1964)	22	11.8
Gender	Male	121	65.1
	Female	65	34.9
Designation	Rank and File	96	51.6
	Supervisory	64	34.4
	Managerial	20	10.8
	Executive/Top Management	6	3.2
Company Location Type in Batangas	City	157	84.4
	Municipality	29	15.6

3.1.2 Mean Interpretation of the Variables among Multigenerational Employees

Table 6 & 7 presents the mean scores for the different HR practices—compensation and benefits, flexible work practices, reward and recognition, career development, feedback-seeking behavior, volunteering work, and multiple technology solutions—as well as job satisfaction, task performance, and affective commitment. These results are organized according to the multigenerational respondents in the study, namely Boomers II, Gen X, Millennials, and Gen Z.

Table 6. Mean Interpretation of the Variables Examined in the Study among Boomers II and Gen X

Variables	BOOMERS II (1964 OR EARLIER)				GEN X (1965-1980)			
	N	Mean	Standard Deviation	Interpretation	N	Mean	Standard Deviation	Interpretation
Compensation and Benefits (CB)	22	3.94	0.82	High	46	3.59	0.91	High
Flexible Work Practices (FWP)	22	4.10	1.06	High	46	3.76	0.87	High
Reward and Recognition (RR)	22	4.19	0.88	High	46	3.81	0.88	High
Career Development (CD)	22	4.05	0.82	High	46	3.95	0.87	High
Feedback Seeking Behavior (FSB)	22	3.77	0.90	High	46	3.78	0.92	High
Volunteering Work (VW)	22	4.11	0.91	High	46	3.99	0.78	High
Multiple Technology Solutions (MTS)	22	3.64	0.80	High	46	3.53	0.85	High
Job Satisfaction (JS)	22	4.17	0.96	High	46	3.90	0.80	High
Task Performance (TP)	22	4.30	0.92	Very High	46	4.18	0.69	High
Affective Commitment (AC)	22	3.71	0.91	High	46	3.57	0.90	High

For Baby Boomers, the highest HR practice is Reward and Recognition ($M = 4.19$), while the lowest is Multiple Technology Solutions ($M = 3.64$). This suggests that they place greater value on being acknowledged for their work and less emphasis on technology-driven solutions. Their Task Performance ($M = 4.30$) is higher than Affective Commitment ($M = 3.71$), indicating that they tend to demonstrate strong work output, even if their emotional attachment to the organization is comparatively lower.

For Generation X, the highest HR practice is Volunteering Work ($M = 3.99$), while the lowest is Multiple Technology Solutions ($M = 3.53$). This indicates that Gen X employees place greater value on opportunities that allow them to engage in meaningful and socially relevant activities, which may enhance their sense of purpose and job satisfaction, compared to technology-related aspects of work. In terms of outcomes, Task Performance ($M = 4.18$) is higher than Affective Commitment ($M = 3.57$), suggesting that although they perform their tasks at a high level, their emotional attachment to the organization is relatively lower.

For Millennials, the highest HR practices are Volunteering Work and Flexible Work Practices (both $M = 3.99$), while the lowest is Multiple Technology Solutions ($M = 3.64$). This indicates that Millennials value meaningful engagement and work-life balance more than technological tools. Their Task Performance ($M = 4.17$) is also higher than Affective Commitment ($M = 3.64$), suggesting that while they perform well, their organizational attachment remains relatively moderate.

For Generation Z, the highest HR practice is Volunteering Work ($M = 4.00$), while the lowest is Flexible Work Practices ($M = 3.66$). This shows that they value purpose-driven activities and engagement, but may have slightly lower emphasis on flexibility compared to other factors. Their Task Performance ($M = 4.41$) is higher than Affective Commitment ($M = 3.91$), indicating very strong performance levels, although their emotional connection to the organization is still comparatively lower.

Table 7. Mean Interpretation of the Variables Examined in the Study among Millennials and Gen Z

Variables	MILLENNIALS (1981-1996)				GEN Z (1997-2003)			
	N	Mean	Standard Deviation	Interpretation	N	Mean	Standard Deviation	Interpretation
Compensation and Benefits (CB)	80	3.72	0.75	High	38	3.99	0.80	High
Flexible Work Practices (FWP)	80	3.99	0.71	High	38	3.66	1.01	High
Reward and Recognition (RR)	80	3.91	0.61	High	38	3.98	0.68	High
Career Development (CD)	80	3.88	0.74	High	38	3.92	0.84	High
Feedback Seeking Behavior (FSB)	80	3.82	0.71	High	38	3.67	0.81	High
Volunteering Work (VW)	80	3.99	0.66	High	38	4.00	0.74	High
Multiple Technology Solutions (MTS)	80	3.64	0.76	High	38	3.84	0.82	High
Job Satisfaction (JS)	80	3.97	0.68	High	38	4.11	0.83	High
Task Performance (TP)	80	4.17	0.76	High	38	4.41	0.60	Very High
Affective Commitment (AC)	80	3.64	0.67	High	38	3.91	0.88	High

3.1.3 Relationship of Variables Among Multigenerational Employees

Table 8 shows that the relationships between HR practices and job satisfaction are statistically significant. Table 9 indicates a significant relationship between job satisfaction and task performance. Table 10 likewise shows a significant relationship between job satisfaction and affective commitment. Each with $p\text{-value} < 0.5$. Thus, it is appropriate to examine the effects of HR practices on job satisfaction and, in turn, the effects of job satisfaction on task performance and affective commitment.

Table 8. Relationship of HR practices on Job Satisfaction Among Multigenerational Employees

Variables	Job Satisfaction (JS)											
	BABY BOOMERS (1964 OR EARLIER)			GEN X (1965-1980)			MILLENNIALS (1981-1996)			GEN Z (1997-2003)		
	r-value	p-value	VI	r-value	p-value	VI	r-value	p-value	VI	r-value	p-value	VI
Compensation and Benefits (CB)	.624**	0.002	S	.770**	0.000	S	.729**	0.000	S	.518**	0.001	S
Flexible Work Practices (FWP)	.640**	0.001	S	.669**	0.000	S	.752**	0.000	S	.610**	0.000	S
Reward and Recognition (RR)	.842**	0.000	S	.820**	0.000	S	.750**	0.000	S	.622**	0.000	S
Career Development (CD)	.792**	0.000	S	.821**	0.000	S	.543**	0.000	S	.748**	0.000	S
Feedback Seeking Behavior (FSB)	.795**	0.000	S	.677**	0.000	S	.502**	0.000	S	.564**	0.000	S
Volunteering Work (VW)	.890**	0.000	S	.698**	0.000	S	.591**	0.000	S	.621**	0.000	S
Multiple Technology Solutions (MTS)	.736**	0.000	S	.712**	0.000	S	.585**	0.000	S	.817**	0.000	S

Table 9. Relationship of Job Satisfaction on Task Performance Among Multigenerational Employees

Variables	Task Performance (TP)											
	BABY BOOMERS (1964 OR EARLIER)			GEN X (1965-1980)			MILLENNIALS (1981-1996)			GEN Z (1997-2003)		
	r-value	p-value	VI	r-value	p-value	VI	r-value	p-value	VI	r-value	p-value	VI
Job Satisfaction (JS)	.853**	0.000	S	.759**	0.000	S	.658**	0.000	S	.595**	0.000	S

Table 10. Relationship of Job Satisfaction on Affective Commitment Among Multigenerational Employees

Variables	Affective Commitment (TP)											
	BABY BOOMERS (1964 OR EARLIER)			GEN X (1965-1980)			MILLENNIALS (1981-1996)			GEN Z (1997-2003)		
	r-value	p-value	VI	r-value	p-value	VI	r-value	p-value	VI	r-value	p-value	VI
Job												
Satisfaction	.754**	0.000	S	.884**	0.000	S	.745**	0.000	S	.761**	0.000	S
(JS)												

3.2 The Result of Regression Analysis

3.2.1 Effect of HR practices on Job Satisfaction among Multigenerational Employees

Table 11, 12, 13, and 14 shows the effects of HR practices—compensation and benefits (CB), flexible work practices (FWP), reward and recognition (RR), career development (CD), feedback-seeking behavior (FSB), volunteering work (VW), and multiple technology solutions (MTS) on job satisfaction (JS) among multigenerational employees working in energy industry in Batangas. The regression results indicate that the influence of these practices varies across generations, reflecting differences in employee priorities and preferences.

I. Boomers II (1964 or earlier)

A multiple linear regression was conducted to examine the effect of HR practices on job satisfactions based on the responses of Boomers II, refer to Table 11.

Table 11. Effects of HR Practices on Job Satisfaction among Boomers II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Verbal Interpretation
	B	Std. Error	Beta			
(Constant)	.061	.373		.165	.872	Not Significant
CB1	-.691	.196	-.590	-3.532	.003	Significant
FWP1	-.012	.123	-.013	-.097	.924	Not Significant
RR1	.839	.220	.771	3.822	.002	Significant
CD1	.090	.195	.076	.460	.653	Not Significant
FSB1	.391	.146	.367	2.668	.018	Significant

VW1	.316	.188	.301	1.682	.115	Not Significant
MTS1	.063	.144	.053	.442	.666	Not Significant
$R^2 = 0.933$	$f\text{-value} = 27.693$	$p\text{-value} = 0.000$				

The regression analysis indicates that the model is statistically significant, as shown by the F-value of 27.693 with a p-value of 0.000, suggesting that the combined HR practices significantly predict job satisfaction. The model also demonstrates a very high explanatory power, with an R^2 value of 0.933, meaning that 93.3% of the variation in job satisfaction is explained by the included variables. In terms of individual predictors, Compensation and Benefits (CB1) shows a significant negative relationship with job satisfaction ($\beta = -0.590$, $p = 0.003$), while Reward and Recognition (RR1) has a strong positive and significant effect ($\beta = 0.771$, $p = 0.002$), indicating it is the most influential predictor. Feedback-Seeking Behavior (FSB1) is also positively and significantly related to job satisfaction ($\beta = 0.367$, $p = 0.018$). On the other hand, Flexible Work Practices (FWP1), Career Development (CD1), Volunteering Work (VW1), and Multiple Technology Solutions (MTS1) are not statistically significant, as reflected by their p-values being greater than 0.05. Overall, the results suggest that only specific HR practices, particularly reward and recognition, compensation and benefits, and feedback-seeking behavior, significantly influence job satisfaction in this model.

This finding aligns with Gonzales et al. (2021), who reported that pay satisfaction is not a significant factor for the general group and is less influential among older employees, who are typically better compensated. Similarly, Stiglbauer et al. (2022) found that across generations, money is not viewed as the primary work motivator, suggesting that salary alone is insufficient to drive job satisfaction, as other factors such as recognition, appreciation, and flexibility play a more important role.

This is further supported by Rehor et al. (2023), who noted that Baby Boomers may consider leaving their jobs if they lack sufficient challenge, recognition, or rewards. Kold et al. (2024) emphasized that Boomers value formal and public recognition, even when it is received later, while Ankiah et al. (2024) found that they also prefer experiential rewards such as sponsored events and company-paid activities. These studies indicate that meaningful and tangible forms of recognition contribute to their job satisfaction.

In addition, Nichols and Smith (2025) and Hyden et al. (2025) highlighted that Boomers value consistent and detailed feedback, particularly when it includes praise and is delivered publicly. Hlaváčová (2025) further emphasized that recognition of their contributions remains important to this generation.

Moreover, Salvadorinho et al. (2026) found that Baby Boomers are generally less inclined toward flexible and remote work arrangements and tend to prefer stability, often resisting job changes due to their stage in the career lifecycle. Similarly, Lee et al. (2025) reported that corporate social responsibility (CSR) has a stronger

impact on younger generations, with its influence on outcomes such as retention being less pronounced among older employees. Lastly, Johar et al. (2023) found that Boomers prefer face-to-face communication and may experience lower job satisfaction in technology-driven workplaces, as they tend to be less receptive to digital communication and new systems.

II. Gen X (1965-1980)

A multiple linear regression was conducted to examine the effect of HR practices on job satisfaction based on the responses of Gen X, refer to Table 12.

Table 12. Effects of HR Practices on Job Satisfaction among Gen X

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Verbal Interpretation
	B	Std. Error	Beta			
(Constant)	.111	.297		.372	.712	Not Significant
CB2	.155	.104	.176	1.493	.144	Not Significant
FWP2	.118	.083	.128	1.420	.164	Not Significant
RR2	.166	.125	.183	1.331	.191	Not Significant
CD2	.365	.117	.396	3.119	.003	Significant
FSB2	-.053	.097	-.060	-.541	.592	Not Significant
VW2	.081	.110	.079	.739	.465	Not Significant
MTS2	.165	.096	.176	1.724	.093	Not Significant
$R^2 = 0.836$ $f\text{-value} = 27.613$ $p\text{-value} = 0.000$						

The regression analysis shows that the overall model is statistically significant, as indicated by the F-value of 27.613 with a p-value of 0.000, which is less than the 0.05 threshold. This means that the set of predictors significantly explains the variation in the dependent variable. The model also has a high explanatory power, with an R^2 value of 0.836, indicating that 83.6% of the variation is accounted for by the included HR practices. In terms of individual predictors, Career Development (CD2) is the only variable that has a significant positive effect on the outcome ($\beta = 0.396$, $p = 0.003$), suggesting that it is a strong predictor in the model. On the other hand, Compensation and Benefits (CB2) ($\beta = 0.176$, $p = 0.144$), Flexible Work Practices (FWP2) ($\beta = 0.128$, $p = 0.164$), Reward and Recognition (RR2) ($\beta = 0.183$, $p = 0.191$), Feedback-Seeking Behavior (FSB2) ($\beta = -0.060$, $p = 0.592$), Volunteering Work (VW2) ($\beta = 0.079$, $p = 0.465$), and Multiple Technology Solutions (MTS2) ($\beta = 0.176$, $p = 0.093$) all have p-values greater than 0.05, indicating that they are not statistically significant predictors. Overall, only Career Development significantly influences the outcome variable, while the other factors do not show a significant effect in this model.

This finding supports Rehor et al. (2023) and Salvadorinho et al. (2026), which suggest that Generation X employees are primarily motivated by meaningful work and opportunities for professional growth. As individuals who often hold senior or strategic positions, they place strong value on career development and continuous advancement, which contributes to their job satisfaction.

Consistent with the studies of Stiglbauer et al. (2022) and Gonzales et al. (2021), older generations, including Generation X, tend to place less emphasis on monetary rewards as a primary motivator, as they are generally already well compensated. Similarly, Chen (2025) found that work-life balance does not significantly influence job satisfaction across generations. Alhmound (2022) further reported that rewards do not have a significant impact on the job satisfaction of Generation X, indicating that extrinsic rewards are less effective for this group.

In addition, Vandenberghe et al. (2021) noted that employees tend to reduce feedback-seeking behavior as they become more familiar with their roles, suggesting a decline in the need for external input over time. Kim et al. (2023) also found that high involvement in collaborative or volunteering activities can limit employees' time for focused work, increase stress, and reduce engagement and productivity, which may negatively affect overall job satisfaction.

Lastly, Salvadorinho et al. (2026) highlighted that technology has a limited impact on the job satisfaction of Generation X, as they are less concerned with adapting to digital systems compared to younger employees. This indicates that while various factors influence job satisfaction, Generation X prioritizes career development and meaningful work over financial rewards, work-life balance, or technological factors.

III. Millennials (1981-1996)

A multiple linear regression was conducted to examine the effect of HR practices on job satisfaction based on the responses of Millennials, refer to Table 13.

Table 13. Effects of HR Practices on Job Satisfaction among Millennials

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Verbal Interpretation
	B	Std. Error	Beta			
(Constant)	.189	.304		.623	.535	Not Significant
CB3	.328	.098	.364	3.331	.001	Significant
FWP3	.458	.102	.479	4.475	.000	Significant
RR3	.094	.144	.085	.656	.514	Not Significant
CD3	-.149	.085	-.164	-1.745	.085	Not Significant
FSB3	.118	.080	.124	1.481	.143	Not Significant
VW3	.199	.088	.196	2.259	.027	Significant
MTS3	-.083	.088	-.093	-.942	.350	Not Significant

$R^2 = 0.723$

$f\text{-value} = 26.913$

$p\text{-value} = 0.000$

The regression results indicate that the overall model is statistically significant, as shown by the F-value of 26.913 with a p-value of 0.000, which is below the 0.05 level of significance. This implies that the set of predictors, when taken together, has a meaningful effect on the dependent variable. The coefficient of determination (R^2) is 0.723, meaning that 72.3% of the variation in the outcome variable is explained by the included HR practices, reflecting a strong level of explanatory power. In terms of individual predictors, Compensation and Benefits (CB3) ($\beta = 0.364$, $p = 0.001$) and Flexible Work Practices (FWP3) ($\beta = 0.479$, $p = 0.000$) both have positive and statistically significant effects, with Flexible Work Practices emerging as the strongest predictor based on its higher standardized coefficient. Volunteering Work (VW3) also shows a significant positive relationship ($\beta = 0.196$, $p = 0.027$). In contrast, Reward and Recognition (RR3) ($\beta = 0.085$, $p = 0.514$), Career Development (CD3) ($\beta = -0.164$, $p = 0.085$), Feedback-Seeking Behavior (FSB3) ($\beta = 0.124$, $p = 0.143$), and Multiple Technology Solutions (MTS3) ($\beta = -0.093$, $p = 0.350$) are not statistically significant, as their p-values exceed 0.05. Overall, the findings suggest that only Compensation and Benefits, Flexible Work Practices, and Volunteering Work significantly influence the outcome variable, while the other factors do not show a meaningful effect in this model.

In terms of compensation and benefits, Rehor et al. (2023) found that Millennials' career growth is closely linked to the benefits they receive, while Coffin et al. (2022) emphasized that pay increases serve as an effective motivator and a form of feedback that enhances their performance. This suggests that compensation remains relevant, but it functions more as a support factor rather than the primary driver of job satisfaction.

In relation to volunteering work, Salvadorinho et al. (2026) highlighted that Millennials are driven by purpose and are more likely to engage in activities that contribute to society, as these align with their values. Supporting this, Jyoti and Mohsin (2025) found that organizations promoting CSR initiatives, such as environmental sustainability and social responsibility, tend to achieve higher retention among millennial employees, indicating the importance of value-driven engagement in the workplace.

Work flexibility also plays a crucial role, as supported by Rehor et al. (2023), who found that flexible work arrangements are strongly associated with benefits and contribute to Millennials' overall well-being. Opportunities such as working from home increase engagement and perceived value of work. Similarly, Yae and Young (2024) noted that Millennials prioritize work-life balance, and flexible arrangements help them manage both professional and personal responsibilities effectively.

On the other hand, Krishna and Agrawal (2024) found that rewards do not significantly influence Millennials' job satisfaction, as they are more motivated by intrinsic factors such as personal growth and self-fulfillment rather than external incentives. In line with this, Vantedge (2026) explained that Millennials often view traditional career advancement as stressful and misaligned with their values, leading them to prioritize

purpose and flexibility over hierarchical progression. Additionally, Vandenberghe et al. (2021) reported that employees tend to reduce their engagement in feedback-seeking behavior as they become more familiar with their roles, suggesting that feedback becomes less necessary over time. Lastly, Salvadorinho et al. (2026) found that Millennials place less emphasis on technology as a motivating factor, as they are already comfortable with digital tools in the workplace. Overall, these findings indicate that Millennials prioritize purpose, flexibility, and meaningful work experiences over external rewards, career advancement, and technological factors.

IV. Gen Z (1997-2003)

A multiple linear regression was conducted to examine the effect of HR practices on job satisfaction based on the responses of Gen Z, referring to Table 14.

Table 14. Effects of HR Practices on Job Satisfaction among Gen Z

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Verbal Interpretation
	B	Std. Error	Beta			
(Constant)	.081	.519		.157	.877	Not Significant
CB4	-.109	.135	-.106	-.813	.423	Not Significant
FWP4	.056	.107	.067	.520	.607	Not Significant
RR4	.309	.155	.252	1.990	.056	Not Significant
CD4	.268	.170	.271	1.577	.125	Not Significant
FSB4	-.145	.137	-.141	-1.062	.297	Not Significant
VW4	.021	.147	.019	.145	.885	Not Significant
MTS4	.631	.139	.617	4.525	.000	Significant
$R^2 = 0.782$ $f\text{-value} = 15.4$ $p\text{-value} = 0.000$						

The regression results indicate that the model is statistically significant overall, as evidenced by the F-value of 15.4 with a p-value of 0.000, which is below the 0.05 level of significance. This means that the combined HR practices included in the model significantly explain the variation in the dependent variable. The model also demonstrates strong explanatory capacity, with an R^2 value of 0.782, indicating that 78.2% of the variation in the outcome is accounted for by the predictors. In terms of individual variables, only Multiple Technology Solutions (MTS4) shows a statistically significant and strong positive effect ($\beta = 0.617$, $p = 0.000$), suggesting it is the most influential predictor in this model. The remaining variables—Compensation and Benefits (CB4) ($\beta = -0.106$, $p = 0.423$), Flexible Work Practices (FWP4) ($\beta = 0.067$, $p = 0.607$), Reward and Recognition (RR4) ($\beta = 0.252$, $p = 0.056$), Career Development (CD4) ($\beta = 0.271$, $p = 0.125$), Feedback-

Seeking Behavior (FSB4) ($\beta = -0.141$, $p = 0.297$), and Volunteering Work (VW4) ($\beta = 0.019$, $p = 0.885$)—all have p-values greater than 0.05, indicating that their effects are not statistically meaningful in this model. Overall, the findings suggest that only technology-related solutions have a significant impact on the outcome variable, while the other factors do not exhibit a reliable influence.

This finding supports Purnamasari et al. (2025), who reported that compensation and flexible working hours do not significantly influence the job satisfaction of Generation Z, suggesting that these factors may not fully align with their preferences and that other elements play a more important role. In contrast, Aggarwal et al. (2022) emphasized that competitive compensation and benefits remain essential in attracting, motivating, and retaining Generation Z employees, indicating that its importance may depend on context.

Similarly, for flexible work practices, Rehor et al. (2023) found weaker associations between work-from-home arrangements and job satisfaction among Generation Z, implying that flexibility may not be a primary determinant for this group. However, Aggarwal et al. (2022) highlighted that flexible work arrangements can still foster positive attitudes, showing mixed findings on its impact.

Regarding reward and recognition, Beck (2023) explained that rewards may have limited influence on Generation Z because they are often viewed as expected rather than motivating. However, Aggarwal et al. (2022) found that recognition systems remain important, as a lack of appreciation can lead to dissatisfaction and turnover, indicating that recognition still plays a key role in employee experience.

In terms of career development, Aggarwal et al. (2022) reported that it does not significantly affect job satisfaction, which may be due to Generation Z's early career stage and focus on exploration. Similarly, Kgarimetsa and Naidoo (2024) found that development opportunities are not strongly linked to retention, as they may be perceived as restrictive rather than motivating.

For feedback-seeking behavior, Vandenberghe et al. (2021) noted that employees tend to reduce their engagement as they become more familiar with their roles. In contrast, Aggarwal et al. (2022) found that feedback significantly contributes to job satisfaction, suggesting that continuous and meaningful feedback remains important for performance and engagement.

Regarding volunteering work, Kim et al. (2023) found that excessive involvement in collaborative or volunteer activities may increase workload and stress, potentially reducing productivity and engagement. However, Aggarwal et al. (2022) reported that volunteer work can positively influence job satisfaction by strengthening employees' connection to the organization, indicating that its effect depends on how it is managed.

In terms of technology, Saraiva et al. (2025) stated that Generation Z expects organizations to use advanced technology to improve work efficiency and collaboration, while its absence may be perceived negatively. Kobis and Banasik (2025) further found that access to modern digital tools is highly valued, reflecting their strong preference for innovation in the workplace. Additionally, Aggarwal et al. (2022) explained that digital orientation positively affects job satisfaction by improving efficiency and performance, although digital innovation itself does not have a direct effect, as it focuses more on introducing technology rather than on employee adaptation. Overall, these findings suggest that Generation Z values a combination of meaningful work, recognition, flexibility, and effective use of technology, while their responses to traditional HR practices vary depending on how these are implemented.

Historically, energy operations — spanning coal-fired and natural gas power plants, oil refineries, and petroleum storage terminals — were built on predominantly manual, field-based processes. Equipment inspections, maintenance logs, safety monitoring, and administrative workflows were largely paper-driven and reliant on direct human oversight, a structure that shaped the careers of Baby Boomers and Generation X over several decades (Deloitte, 2026). The significance of Multiple Technology Solutions (MTS) as the sole statistically significant predictor of job satisfaction for Generation Z ($\beta = 0.617$, $p = 0.000$) invites a closer examination of the current technological landscape in the Batangas energy industry. Feedback was delivered face-to-face, career development occurred through apprenticeship and seniority-based advancement, and recognition was predominantly formal and hierarchical — practices consistent with the HR preferences of older generational cohorts reflected in this study's findings.

While digital integration has increased in recent years — including the adoption of SCADA systems, digital HR tools, and cloud platforms in newer facilities — this transition remains uneven, as evidenced by the lowest mean scores for MTS across all four generational cohorts (lowest: Gen X, $M = 3.53$). For Generation Z, who entered the workforce as digital natives, this gap is acutely felt: Saraiva and Nogueiro (2025) and Kobis and Banasik (2025) confirm that this cohort expects modern technology as a baseline workplace standard, not a premium. Notably, Gen Z respondents in this study demonstrated very high task performance ($M = 4.41$) despite these technology gaps — suggesting they are actively adapting to current mixed manual-digital systems rather than disengaging from them. This resilience, however, does not eliminate the satisfaction deficit tied to unmet technological expectations. The data thus presents a clear opportunity: targeted investment in workplace technology would directly address Gen Z's primary driver of job satisfaction and translate their already-high performance into stronger organizational commitment.

3.2.2 Effect of Job Satisfaction on Task Performance & Affective Commitment among Multigenerational Employees

The results in Table 15 and 16 present the effects of job satisfaction on both task performance and affective commitment across multigenerational employees, including Baby Boomers, Generation X, Millennials, and Generation Z. Overall, the regression models for all groups are statistically significant, as indicated by p-values of 0.000 and F-values exceeding the critical threshold, confirming that job satisfaction is a significant predictor of both task performance and affective commitment across generations.

Table 15. Effects of Job Satisfaction on Task Performance among Mutigenerational Employees

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Verbal Interpretation
	B	Std. Error	Beta			
(Constant)	.869	.480		1.809	.085	Not Significant
JS1 (Boomers II)	.823	.112	.853	7.323	.000	Significant
(Constant)	1.632	.336		4.859	.000	Significant
JS2 (Gen X)	.653	.084	.759	7.737	.000	Significant
(Constant)	1.216	.387		3.139	.002	Significant
JS3 (Millennials)	.744	.096	.658	7.725	.000	Significant
(Constant)	2.636	.406		6.491	.000	Significant
JS4 (Gen Z)	.431	.097	.595	4.444	.000	Significant
Boomers II	$R^2 = 0.728$	$f\text{-value} = 53.62$	$p\text{-value} = 0.000$			
Gen X	$R^2 = 0.576$	$f\text{-value} = 59.855$	$p\text{-value} = 0.000$			
Millennials	$R^2 = 0.433$	$f\text{-value} = 59.68$	$p\text{-value} = 0.000$			
Gen Z	$R^2 = 0.354$	$f\text{-value} = 19.75$	$p\text{-value} = 0.000$			

For task performance, the model explains a substantial portion of the variance among Baby Boomers ($R^2 = 0.728$), followed by Generation X ($R^2 = 0.576$), Millennials ($R^2 = 0.433$), and Generation Z ($R^2 = 0.354$). In terms of standardized coefficients (Beta), job satisfaction shows a strong positive influence on task performance across all groups: Boomers ($\beta = 0.853$, $p = 0.000$), Gen X ($\beta = 0.759$, $p = 0.000$), Millennials ($\beta = 0.658$, $p = 0.000$), and Gen Z ($\beta = 0.595$, $p = 0.000$). These results indicate that higher job satisfaction consistently leads to better task performance, with the strongest effect observed among Baby Boomers and the lowest among Gen Z.

Contrasting to the result of mean range whereas Generation Z obtained a “Very High” task performance mean score ($M = 4.41$), this suggests that Gen Z may tend to overrate their performance due to social desirability bias, especially as newer employees who want to appear capable and motivated (Saraiva & Nogueiro, 2025). Since the data is self-reported, it may reflect perceived rather than actual performance,

which can be higher among younger workers with strong self-confidence. In addition, their performance may be influenced more by other factors such as personal ambition, competition with peers, or career development goals, rather than job satisfaction alone.

Table 16. Effects of Job Satisfaction on Affective Commitment among Mutigenerational Employees

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Verbal Interpretation
	B	Std. Error	Beta			
(Constant)	.370	.501		.738	.469	Not Significant
JS1 (Boomers II)	.800	.117	.836	6.823	.000	Significant
(Constant)	-.305	.315		-.970	.338	Not Significant
JS2 (Gen X)	.994	.079	.884	12.549	.000	Significant
(Constant)	.711	.302		2.357	.021	Significant
JS3 (Millennials)	.740	.075	.745	9.866	.000	Significant
(Constant)	2.636	.406		6.491	.000	Significant
JS4 (Gen Z)	.431	.097	.595	4.444	.000	Significant
Boomers II	$R^2 = 0.699$	$f\text{-value} = 46.55$	$p\text{-value} = 0.000$			
Gen X	$R^2 = 0.642$	$f\text{-value} = 330.349$	$p\text{-value} = 0.000$			
Millennials	$R^2 = 0.555$	$f\text{-value} = 97.336$	$p\text{-value} = 0.000$			
Gen Z	$R^2 = 0.354$	$f\text{-value} = 19.751$	$p\text{-value} = 0.000$			

Similarly, for affective commitment, job satisfaction is also a significant predictor across all generations, with all p-values at 0.000, confirming statistical significance. The model explains 69.9% of the variance for Boomers ($R^2 = 0.699$), 64.2% for Gen X ($R^2 = 0.642$), 55.5% for Millennials ($R^2 = 0.555$), and 35.4% for Gen Z ($R^2 = 0.354$). The Beta values further show strong positive relationships: Boomers ($\beta = 0.836$, $p = 0.000$), Gen X ($\beta = 0.884$, $p = 0.000$), Millennials ($\beta = 0.745$, $p = 0.000$), and Gen Z ($\beta = 0.595$, $p = 0.000$). Among the groups, Generation X demonstrates the strongest effect of job satisfaction on affective commitment, whereas Generation Z shows the weakest, although the relationship remains significant.

The comparative analysis demonstrates that the strength of affective commitment is contingent upon generational positioning within the workforce. Generation X, with its established careers and seniority, exhibits stronger affective commitment when satisfied, while Generation Z, still navigating the exploratory stage of employment, shows weaker but significant commitment.

Overall, the findings demonstrate that job satisfaction is a consistent and significant determinant of both task performance and affective commitment across all generational groups, with varying levels of influence depending on the generation.

Boomers II: The findings indicate that reward and recognition, as well as feedback-seeking behavior,

significantly influence job satisfaction among Baby Boomers, which in turn enhances their task performance and affective commitment. This is supported by Rehor et al. (2023), Kold et al. (2024), and Ankiah et al. (2024), who emphasized that Boomers highly value formal, meaningful, and experiential forms of recognition. Rehor et al. (2023) noted that insufficient recognition or rewards may lead to turnover intentions, while Kold et al. (2024) highlighted their preference for formal and public acknowledgment of contributions. Ankiah et al. (2024) further explained that experiential rewards, such as company-sponsored events, enhance their sense of appreciation. Overall, these studies suggest that appropriate recognition practices strengthen job satisfaction, leading to improved performance and stronger commitment among Boomers II.

Gen X: The results show that career development significantly influences job satisfaction among Generation X, which subsequently enhances task performance and affective commitment. This aligns with Rehor et al. (2023), who found that Gen X employees are motivated by meaningful work and opportunities for growth, as they seek to advance professionally and take on greater responsibilities. Similarly, Salvadorinho et al. (2026) emphasized that Generation X values continuous professional development, particularly as many are in senior roles. These findings indicate that providing clear career advancement opportunities increases job satisfaction among Gen X employees, which translates into better performance and stronger organizational commitment.

Millennials: The findings indicate that compensation and benefits, volunteering work, and flexible working practices significantly influence job satisfaction among Millennials, leading to improved task performance and affective commitment. This is supported by Rehor et al. (2023) and Coffin et al. (2022), who highlighted the importance of benefits and pay in motivating this generation. In addition, Salvadorinho et al. (2026) found that Millennials are driven by purpose and are more likely to engage in volunteering activities that align with their values. Among these factors, flexible working practices show the strongest influence, supported by Rehor et al. (2023) and Yae and Young (2024), who noted that Millennials prioritize work-life balance. Overall, these results suggest that a combination of adequate compensation, meaningful work, and flexible arrangements enhances job satisfaction and performance among Millennials.

Gen Z: The results show that multiple technology solutions significantly influence job satisfaction among Generation Z, which in turn improves task performance and affective commitment. This is supported by Saraiva et al. (2025) and Kobis and Banasik (2025), who found that Gen Z expects modern, efficient, and user-friendly technologies in the workplace. The absence of such tools may be perceived as a lack of investment in employees, negatively affecting their satisfaction. These findings suggest that providing advanced and accessible technology is essential for meeting Gen Z expectations, ultimately enhancing their job satisfaction, performance, and commitment.

These findings align with Thijsen (2026), who reported that older generations, such as Baby Boomers and Generation X, tend to demonstrate higher task performance and stronger affective and normative commitment compared to younger generations. In contrast, Millennials and Generation Z show relatively lower levels of commitment, indicating weaker emotional attachment to the organization. Thijsen (2026) further emphasized that positive and meaningful workplace experiences strengthen employees' emotional connection to their organization, highlighting the importance of aligning HR practices with generational needs to enhance both performance and commitment.

3.3 Conclusion

This study examined the influence of selected Human Resource (HR) practices on job satisfaction and its subsequent effects on task performance and affective commitment among multigenerational employees in the energy industry in Batangas. The findings confirm that HR practices play a crucial role in shaping employee outcomes, although their impact varies across generational cohorts. Overall, employees viewed all HR practices such as compensation and benefits, flexible work practices, reward and recognition, career development, feedback-seeking behavior, volunteering work, and multiple technology solutions—positively, which is reflected in their generally high levels of job satisfaction, performance, and commitment. The study also found that HR practices significantly affect job satisfaction across all generations, and that satisfied employees tend to perform better and feel more connected to their organization. However, what drives satisfaction differs among groups: Boomers II value rewards & recognition and feedback, Gen X focuses more on career development, Millennials are influenced by compensation & benefits, flexible working practices, and volunteering work, while Gen Z places greater importance on access to modern technology. These findings highlight that while job satisfaction universally drives performance and commitment, the drivers of satisfaction are not uniform across generations. This emphasizes the need for differentiated HR strategies tailored to generational preferences.

In conclusion, organizations in the energy sector can enhance employee performance and retention by strategically investing in HR practices that improve job satisfaction, while also recognizing generational differences in workplace expectations.

3.4 Recommendations

Given the importance of supply chain performance in maintaining operational efficiency and competitiveness in the manufacturing sector, organizations must continuously evaluate and strengthen their

inventory management practices.

These recommendations are grounded in the specific findings of this study and are calibrated to the current realities of the energy industry in Batangas. It is important to acknowledge that based on the data gathered, respondents across all generations rated all seven HR practices within the “High” range (means between 3.41 and 4.20), with task performance scores uniformly high and job satisfaction and affective commitment are well above moderate levels. This suggests that energy companies in Batangas are already demonstrating a baseline inclination toward positive HR practices. However, the regression analyses reveal that not all HR practices significantly predict job satisfaction for all generations, which indicates that while general HR implementation may be adequate, strategic targeting and calibration across generational lines remain underdeveloped. Specifically, the consistently lowest-rated HR practice across all four generations was Multiple Technology Solutions (Boomers II: $M = 3.64$; Gen X: $M = 3.53$; Millennials: $M = 3.64$; Gen Z: not lowest but technology was the key significant predictor), suggesting that technology adoption lags behind other HR dimensions and represents the clearest area for improvement—particularly for Gen Z, for whom it is the single most significant driver of job satisfaction. Volunteering Work received the highest means across multiple generations, indicating that community-aligned initiatives are already well-regarded and should be sustained. The recommendations below address the specific gaps identified, ordered by generational significance and statistical findings.

The study found that for Boomers II, Reward and Recognition and Feedback-Seeking Behavior are the only statistically significant HR practices influencing their job satisfaction. Energy organizations should therefore formalize recognition programs that include public acknowledgment, service milestone awards, and experiential rewards such as company-sponsored events. Consistent, structured feedback mechanisms—including formal annual reviews that emphasize praise and contribution—should also be institutionalized. Companies that do not yet have formal recognition criteria should develop transparent and equitable standards to prevent perceptions of favoritism.

Career Development is the sole significant predictor of job satisfaction among Gen X. Organizations should prioritize structured career advancement pathways, including mentoring programs, succession planning conversations, and leadership development opportunities. As many Gen X employees occupy senior or managerial roles, organizations benefit from formally recognizing their contributions as potential mentors and institutional knowledge-holders. Companies that lack defined career ladders beyond the supervisory level should develop senior individual contributor tracks or specialist pathways.

Compensation and Benefits, Flexible Work Practices, and Volunteering Work are all significant for Millennials. Organizations should ensure that compensation structures are competitive and transparent, that

flexible arrangements—such as compressed workweeks, hybrid schedules, or shift flexibility—are systematically available (not ad hoc), and that corporate social responsibility (CSR) and volunteer initiatives are actively promoted. Companies that have not yet formalized flexible work policies should pilot phased implementation beginning with roles where operational continuity permits it.

Multiple Technology Solutions is the single most significant HR predictor of Gen Z job satisfaction. Organizations must prioritize technology upgrades, ensuring that digital tools used in daily work are modern, user-friendly, and reliable. This includes HR technology (digital onboarding, e-learning platforms, digital performance management systems), operational technology (mobile maintenance apps, digital reporting tools), and communication platforms. Given that Gen Z entered the workforce as digital natives, organizations that rely on outdated or manual systems risk alienating this cohort, contributing to the high turnover rates observed nationally among young workers.

For HR managers and organizational leaders in Batangas energy companies, the following management-specific recommendations are directly responsive to the statistically significant findings of this study:

Prioritizing technology investment is essential, as Multiple Technology Solutions consistently received the lowest ratings across all generations and emerged as the most significant predictor of job satisfaction among Gen Z, the key cohort for addressing future workforce succession as Baby Boomers and Gen X approach retirement. In this regard, an immediate technology audit should be conducted to identify high-impact tools for operational efficiency and HR digitalization.

In addition, organizations should design a generation-specific HR calendar rather than implementing a one-size-fits-all approach, aligning initiatives with generational priorities such as quarterly recognition events for Boomers II, semi-annual career development reviews for Gen X, annual flexible work policy evaluations for Millennials, and continuous technology upgrades to support Gen Z engagement.

Furthermore, establishing mentoring and reverse mentoring structures is recommended, considering that Gen X demonstrates strong affective commitment while Baby Boomers hold extensive institutional knowledge; this pairing facilitates knowledge transfer while also addressing the developmental and recognition needs of both senior and younger employees.

Lastly, organizations should utilize the study's findings as a benchmark against industry standards by comparing their own HR practice assessments with the reported mean scores, enabling them to identify performance gaps and set targeted improvement goals, particularly for the lowest-rated HR dimensions.

HR can unite diverse generations by balancing their different needs while promoting shared organizational values such as respect, engagement, and collaboration. By implementing flexible, inclusive, and generation-sensitive HR practices, organizations can improve job satisfaction, task performance, and affective

commitment across all employees, creating a more cohesive and productive workforce.

3.5 Limitations of the Study and Future Research

This study is subject to several limitations that may affect the generalizability and interpretation of its findings. First, the research was confined to employees in the energy industry in Batangas, which limits the applicability of the results to other industries or geographic locations. Second, the study did not differentiate respondents by energy sub-sector. Since Batangas includes diverse operations—such as coal plants, natural gas facilities, oil refineries, and LNG terminals (Maghirang et al., 2025)—it is unclear whether the findings vary across these contexts. Third, the use of quota sampling may not fully represent the entire population, potentially introducing sampling bias. Fourth, the study employed a cross-sectional design, wherein data was collected at a single point in time, restricting the ability to establish causal relationships or observe changes over time. Fifth, the study also focused only on selected human resource practices, excluding other factors such as leadership style, organizational culture, and external influences that may affect job satisfaction and employee outcomes. Furthermore, there was limited representation from top management, which may have constrained a more comprehensive organizational perspective. Additionally, the data collection period was limited to two weeks (March 1–14, 2026), which may have restricted the depth of responses and the number of participants reached. The sample also exhibited a gender imbalance, which may affect the generalizability of the findings to a more diverse workforce.

Beyond its immediate contributions, this study serves as a foundation for future inquiry into multigenerational workforce dynamics in the Philippine energy sector. The continuity of knowledge generated here is significant: as energy organizations in Batangas continue to evolve in response to technological change, demographic shifts, and the impending retirement of experienced Boomers II and Generation X employees, there is a growing need to understand how HR practices must adapt over time. Future researchers may build on this study by extending its scope to other energy-producing provinces in the Philippines, incorporating longitudinal designs that track generational changes in job satisfaction and commitment, and examining additional variables such as leadership styles, psychological safety, and digital readiness. Furthermore, researchers are encouraged to incorporate energy sub-sector classification as part of the respondents' profile—for instance, by asking participants to identify whether they are employed in power generation, petroleum/oil refining, gas distribution, or renewable energy—to determine how many participants came from each energy sector and to allow for more targeted, sector-specific analysis. Future studies should also explicitly incorporate Diversity, Equity, and Inclusion (DEI) considerations into the research design. Organizations in the energy industry—an industry historically characterized by gender

imbalance and limited diversity (People with Energy, 2026)—stand to benefit substantially from research that clarifies how DEI-aware HR practices can improve job satisfaction and commitment across all generational cohorts. Future researchers are encouraged to develop DEI-inclusive survey instruments and to analyze findings disaggregated by multiple diversity dimensions to provide more equitable and contextually complete insights.

In the long term, findings from studies such as this one contribute to the construction of a Philippine-specific evidence base for strategic HRM, supporting sustainable workforce development in critical industries aligned with SDG 8: Decent Work and Economic Growth. The research tradition initiated by this study thus extends well beyond the immediate context—it invites continued academic and industry dialogue about how organizations can retain, engage, and develop a multigenerational workforce equipped for the demands of the future.

3.6 Declaration

This study received approval from the Research Ethics Review Council of De La Salle Lipa. In the course of preparing the manuscript, the researcher made limited use of an OpenAI to refine the wording of selected statements. All suggested revisions were thoroughly evaluated and edited to ensure clarity, coherence, and compliance with academic writing standards. Nonetheless, the substance and majority of the work were conceived and written independently by the researcher.

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