

# Comparative Analysis on Job Satisfaction and Organizational Citizenship Between Generation X and Y Filipino Employees

**Shaunna Mae T. Acedo**

Master's Student, Xavier University - Ateneo de Cagayan

## Abstract

Comparing the levels of Job Satisfaction and Organizational Citizenship Behavior among 176 power plant employees under cohorts Generation X (n=88) and Generations Y (n=88). This study purposes to find out if there is a difference in terms of the nine facets of Job Satisfaction and 2 components of Organizational Citizenship Behavior among Filipino employees in Misamis Oriental. This study collected data through an online survey utilizing a 16-item OCB Scale and 36-item Job Satisfaction Scale with established statistical reliability. Results show that both Generations X (56%) and Y (63%) respondents reported a very high level of Organizational Citizenship Behavior. And for Job Satisfaction, results interpreted Satisfied from both Generations X (84%) and Generation Y (61%). Statistical results also showed that there was a significant difference on Job Satisfaction factors, Pay, Promotion, Supervision, Fringe Benefits, Contingency Reward and Nature of Work for both concerned Generational cohorts. And there was no significant difference noted in the distribution of Organizational Citizenship Behavior directed to the Organization and the distribution of Organizational Citizenship Behavior directed to the Individual between Generation X and Y. Considering the findings of the research, it is recommended for Human Resources to conduct a survey among Generations X and Y in terms of what benefits do they find relevant. Also, for company-owners to consider flexibility options on employee benefits availment.

**KEYWORDS:** Generation X, Generation Y, Job Satisfaction, Organizational Citizenship Behavior, Generational Cohorts

## Chapter 1

### THE PROBLEM

#### Introduction

An organization is largely characterized by its human capital – these are the employees who possess work behaviors critical to achieve business success. These work behaviors such as high productivity, timeliness and concern for the organization are driving tools towards achieving company targets. Acknowledging that employees is one of the important aspects of an organization or business, it is ideal to ensure that they continue to work for the organization as well as exhibit positive work behaviors. Keeping employees satisfied with their job may be a factor to consider in securing that they continue to work for the company at the same time exhibit work behaviors that are advantageous for the organization.

However, it has become more challenging to figure out what satisfies an employee and what drives them to continue exhibiting positive work behaviors. As per observation and conversation with fellow HR practitioners, good pay, comfortable working environment and other common company benefits provided before seems to be insufficient at present. Unexpectedly, human resources receive resignation notice from an employee then questions such as “Is the company not giving enough?” or “Was the employee unhappy with his or her job?” suddenly comes to mind. In this type of situation, organizations must start to re-evaluate their existing strategy by looking into possible factors that decreased job satisfaction from employees.

As organizations continue to analyze this concern, occurring at the same time is the fact that there are three generational cohorts existing in the current workforce represented by the Baby Boomers (born between 1946 – 1964), Generation X (born between 1965 to 1980) and Generation (Born between 1981 to 2000) employees. However, this study will only focus on the Generations X and Y since most of the Baby Boomers are already retiring if not already retired by 2023 and it will be more insightful to focus on the two generations that are going to be staying longer in the workplace and find out their level of Job Satisfaction and Organizational Citizenship Behavior.

This diversity in the workplace in terms of generational cohorts carries differences in terms of personality and characteristics, work values, motivation and overall outlook in life (Young et al, 2013). And these differences indirectly but might also significantly point to possible differences on the level of job satisfaction among employees. Job satisfaction needs to be focused on because this is a predictor for employees deciding to stay with an organization (Hellman, 1997; Tett and Meyer, 1993; Tourangaeu and Cranely, 2006; cited by Young et al, 2013). And Job satisfaction naturally engages individuals to exhibit Organizational Citizenship Behavior (Ahmed and Khan, 2016). Organizational Citizenship Behavior is an ideal workplace behavior wherein employees go beyond what is expected from them, going the extra mile or exerting more effort that is no longer part of a job description (Rauf, 2015).

Given the three constructs, Job Satisfaction, Organizational Citizenship Behavior and Generational cohorts, it opens an opportunity to understand employees in a more customized approach. And a practical way of doing it is by conducting comparative analyses of the two generational cohorts’ level of Job satisfaction and Organizational Citizenship Behavior in order to identify which specific factor they differ in, allowing employers to have an idea on what to work on per cohort.

In this study, Job satisfaction will cover important facets that are involved in an employee’s day-to-day job experience including Fringe Benefits, Communication, Contingent Rewards, Co-Workers, Nature of Work, Operating Procedures, Pay, Promotion and Supervision. Organizational Citizenship Behavior will include Altruism, Courtesy, Civic Virtue, Conscientiousness and Sportsmanship. Altruism and Courtesy are behaviors in an Individual-level wherein favorable behaviors are directed towards a work-mate or colleague in the organization but in effect causes positive outcomes for the organization thus categorized as OCBI or Organizational Citizenship Behavior directed towards the Individual. Conscientiousness, Civic Virtue and Sportsmanship are behaviors in an Organizational-level which means it is directed towards the benefit of the organization thus categorized as OCBO. Entertaining the idea of different levels of Job

Satisfaction and Organizational Citizenship Behavior among employees of different generational cohorts relays the organization's effort to better understand employee behavior.

Furthermore, while Job Satisfaction and Organizational Citizenship Behavior have been widely studied, there is not enough study that looked into the interrelation of Job Satisfaction and Organizational Citizenship Behavior among the different generational cohorts working in the same organization. Outcomes of this study may help human resource practitioners customize their benefits for better appreciation and relevance towards employee needs thus possibly translating to cost-saving measures for organizations.

### Statement of the Problem

In general, this present research aims to investigate the differences of Job Satisfaction level and Organizational Citizenship Behavior among two generational cohorts of Filipino Workers in a private company situated in Misamis Oriental. Specifically, it intends to answer the following:

1. What is the demographic profile of the respondents in terms of Generational cohort?
  - 2.1 Generation X
  - 2.2 Generation Y "Millennial"
3. What is the level of Job Satisfaction in terms of respondents' Generational Cohort?
  - 3.1 Generation X
  - 3.2 Generation Y "Millennial"
4. Is there a significant difference among Generational groups in terms of the level of Job Satisfaction?
  - 4.1 Generation X
  - 4.2 Generation Y "Millennial"
5. Is there a significant difference among Generational groups in terms of the level of Organizational Citizenship Behavior?
  - 5.1 Generation X
  - 5.2 Generation Y "Millennial"

### Hypotheses

Based on the statement of the problem, problems 1, 2 and 3 are hypothesis-free. It is in problems 4 and 5 where the following hypotheses are stated:

1: There is a significant difference among Generational Groups in terms of Job Satisfaction between Generation X and Generation Y;

2: There is a significant difference among Generational Groups in terms of Organizational Citizenship Behavior between Generation X and Generation Y;

### Theoretical Framework

This study is anchored on the Social Exchange Theory which takes on the reciprocity norm which can be observed not just in employer-employee relationship but also among work colleagues. When employees experience advantageous treatments from employers and co-workers, an employee may return this behavior through performing their deliverables well and even exceeding what is only expected of them (Eisenberger et.al, 2001) as well as showing helpful behavior towards their co-workers. The theory on

Social Exchange is the most analyzed phenomenon in the field of social behavior and considered a gold standard in explaining and understanding workplace behavior (Homans, 1958; Ahmad et.al, 2023). It is not only regarded as one of the most influential conceptual paradigms in organizations (Cropanzano & Mitchell, 2005), it is also applicable in the areas of Economics, Anthropology, and Behavioral Psychology (Nammir et.al, 2012).

Additionally, Social Exchange theory is defined as the exchange of tangible and intangible activities which include a trade of effort and loyalty of employees towards the organization (Cropanzano & Mitchell, 2005),

On the other hand, the Generational Cohort Theory can explain why variations from person to person in terms of work-related factors and values exist. This theory, which was popularized by Strauss and Howe in 1991, explains that an individual's values, beliefs, and attitude are influenced by significant historical events and changes in the society – events such as World War, Oil Crisis, September 11 bombing, and currently the Covid-19 pandemic. In the Philippines specifically in Mindanao, notable events that affected Filipinos are Typhoon “Ining” in Surigao in 1964, the declaration of Martial Law in 1972 and the series of Peace Initiatives facilitated by the different elected Presidents starting 1986 onwards following different threats and actual bombing in the different areas in the Philippines including Mindanao (Tiangco, P., 2010). Trying to understand these past events gives the researcher an avenue to assume that these events possibly stirred up different opinions and behavioral reactions among the Filipinos that also triggered re-evaluation of priorities not just individually but also considering how to sustain providing for the family.

How each generation differ among each other depends on the impact of the consequences brought about by that particular historical event (Strauss & Howe, 1991; Moss, 2016). The differences on the impact also influences the assessments or evaluation of an individual regarding what will seem useful or relevant to them through different programs and initiatives implemented by the organization. The standards of the employees or the organization's human capital in evaluating rewards and other initiatives vary from person to person which lead to different assessments (West and Turner, 2007).

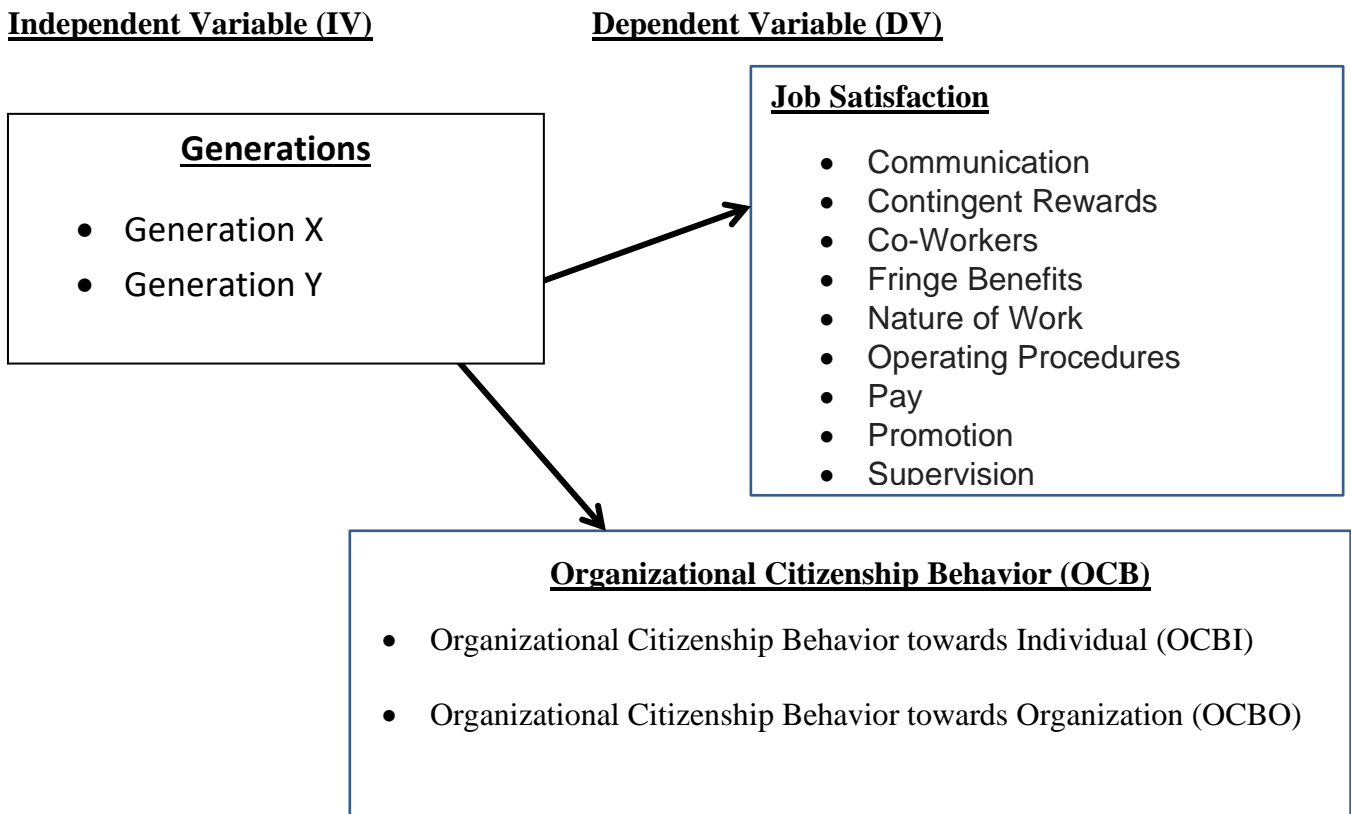
Considering these differences among employees, it poses a challenge to the organization in terms of what kind of programs and initiatives will be implemented that will actually be appreciated which in turn leads employees to exhibit the expected positive behaviors which is advantageous for the organization, thus comprising the social exchange. One group of employees may favor competitive benefits package while others may appreciate more a peaceful working relationship with colleagues. To support, according to Blau (1964), the link between employees' positive behavior towards the organization and the organization's decision to compensate the positive and favorable behavior the employees are exhibiting is the concrete definition of Social Exchange Theory.

### **Conceptual Framework**

Figure 1.1 presents the conceptual framework of this study. It shows the two dependent variables Job Satisfaction which will be studied as a general construct and Organizational Citizenship Behavior which comprises two sub-constructs, the behavior directed towards the Individual and the behavior directed towards the organization, which will also be studied as one general construct. The independent variable is the Generations which are identified as two

different groups, the Generation X and the Generation Y. Both Job Satisfaction and Organizational Citizenship Behavior will be investigated among the two generational groups in terms of differences of its levels. And to determine the levels of the two dependent variables using each respective assessment tool, scores per item of each tool will be summed up.

**Figure 1.1 Variables investigated from Generation X and Y**



This research aims to see if there is a difference in job satisfaction and organizational citizenship behavior among two generations Generation X and Generation Y. Job Satisfaction is identified as a positive emotional state or attitude towards work that impacts employee experience on Fringe Benefits, Communication, Contingent Rewards, Co-Workers, Nature of Work, Operating Procedures, Pay, Promotion and Supervision. In addition, Job Satisfaction is a result of an individual’s perception regarding personal needs being actually met through his or her job (Owusu, 2014). To make a connection, since Job Satisfaction was explained as an individual’s perception on the different experiences of Fringe Benefits and other factors, it is interesting to discover if such differences do exist between the two different generational cohorts working in the same organization.

Moreover, job satisfaction was also found to be strongly correlated with Organizational Citizenship Behavior (Lomoya et. al, 2015). Organizational Citizenship Behavior which is a type of workplace behavior where employees perform tasks that are beyond what they are expected to do without expecting anything in return. Organizational Citizenship Behavior includes work behaviors directed towards both, the Individual or the coworker and towards the Organization. As Kahn (1978) describes it, this behavior that people display at work is beneficial to the organization as well as towards workplace co-employees. Since Organizational Citizenship Behavior is considered an ideal workplace behavior, the researcher

believes that it is worth knowing how different generational groups vary in terms of this workplace behavior.

Besides, Filipinos are known to have the values of “Pakikisama” and “Utang na loob” (Enriquez, 1977) which resembles Organizational Citizenship Behavior and Social Exchange Theory. These traits are considered positive Filipino traits as “Pakikisama” translates into behaviors that show concern and care towards another individual closely resembling altruism and courtesy while “Utang na loob” translates as an individual’s feeling of being indebted to return a favor wherein values such as Civic Virtue, Conscientiousness and sportsmanship can easily be observed. Therefore, establishing that these behaviors do exist among Filipino employees and in all generational cohorts, then this study will hopefully be worth investigating.

### **Definition of Terms**

To establish a common understanding and consistency of the terminologies used for the purpose of this research, operational definitions are listed below:

**Altruism.** A voluntary behavior where an employee provides assistance to a fellow employee in the organization in ways such as helping colleagues with their tasks, helping new employees go around with what they need to know, helping co-workers who are over-loaded with work, assisting workers who were absent, guiding co-workers to accomplish a difficult task.

**Civic Virtue.** A behavior wherein employees exhibit active participation and involvement in company activities, showing commitment through attending meetings, discussing with colleagues the issues concerning the organization and reading organizational communication such as emails or bulletin posts all for the wellbeing of the organization.

**Communication.** An exchange occurring between the management and the employees as well as from superiors down to their subordinates. This may include information transparency of company direction and other important announcements that may directly or indirectly impact the employees.

**Conscientiousness.** The act of going beyond what is required in terms of level of attendance, punctuality and housekeeping all for the purpose of conserving the organization’s resources and overall giving an impression of being a responsible citizen of the organization.

**Contingent Reward.** A company’s reward system in monetary form should the organization hit its target quota or goals for the current year.

**Courtesy.** This is a helping behavior that as a result prevents interpersonal conflicts from occurring; exhibited in ways such as consulting others before taking actions that would affect them.

**Coworkers.** The employees’ colleagues at work including individuals that are not working in the same department and with different job functions but are working in the same organization.

**Fringe Benefits.** These are benefits provided in organizations on top of the salary wage in exchange for rendered services. This may include health and life insurance coverage and other benefits that are not government-mandated.

**Generational Cohort.** Understood as the employees’ generational group where they belong considering their year of birth identified as the Generation X, and Generation Y. These cohorts are also understood to have shared value and work attitude that is more eminent to the particular group. These are groups consisting of individuals who come from the same organization, who work together and share the same company mission and vision.

**Generation X.** The generational group consisting employees born in the period 1965 to 1980.

**Generation Y.** The generational group consisting employees born between 1981 to 2000.

**Job Satisfaction.** A positive experience in terms of Fringe Benefits, Communication, Contingent Rewards, Co-Works, Nature of Work, Operating Procedures, Pay, Promotion and Supervision.

**Nature of Work.** The employees' specific job function in the organization.

**Operating Procedure.** The organization's standard procedures in running the organization covering both administrative and technical operations.

**Organizational Citizenship Behavior (OCB).** A set of voluntary behaviors exhibited by an employee that is not formally requested or rewarded but can be functional to the operations of the organization. Organizational Citizenship Behavior in this study includes the five basic personality factors which are Altruism, Courtesy, Conscientiousness, Civic Virtue and Sportsmanship. These personality factors will be sub-grouped into two: the Organizational Citizenship Behavior directed towards the Individual (OCBI) will include Altruism and Courtesy and the Organizational Citizenship Behavior directed towards the Organization (OCBO) will include Conscientiousness, Civic Virtue and Sportsmanship. The purpose of grouping the five basic personality factors into two subgroups is to help the researcher identify which form of citizenship behavior is more prevalent among employees – is it the one directed towards the individual or towards the organization.

**Organizational Citizenship Behavior Directed Towards Individual (OCBI).** This is a behavior in an Individual-level wherein behaviors are favorable towards a work-mate or colleague in the organization but in effect causes positive outcomes for the organization; generally, includes Altruism and Courtesy.

**Organizational Citizenship Behavior Directed Towards the Organization (OCBO).** This is a behavior in an Organizational-level which means it is directed towards the benefit of the organization which includes behaviors that depicts Conscientiousness, Civic Virtue and Sportsmanship.

**Pay.** The pay system in the organization.

**Promotion.** The organization's strategy in filling vacant positions due to resignation or retirement.

**Supervision.** Way of monitoring a colleague's performance whether a new employee or in doing a new assigned task inside the organization;

**Sportsmanship.** The willingness to tolerate the unavoidable minor and temporary inconveniences and impositions related to both personnel-related and administrative-related without complains, grievances and protests.

### **Significance of the study**

This study will benefit organizations in terms of keeping its human capital satisfied by giving employees the best care through customized benefits that will most impact the individual needs of employees according to employees' generational cohort;

The organization's Human Resources Department. Human Resources will be guided in terms of what programs, development interventions and benefits will be proposed to the management that might be more relevant and impactful to the organization's human capital;

For Company-owners and stakeholders to maximize the strength of its employees that will propel the organization to sustain and achieve organizational goals;

This study will provide additional evidence-based research about Job Satisfaction and OCB among the Filipino Human Capital which can be added as well to the pool of Industrial Organizational research literatures.

In addition, Organization Development practitioners and IO Psychologists may have additional information on how to address Job Satisfaction, Organizational Citizenship Behavior among Filipino Human Capital;

Moreover, future researchers may anchor on this current research to further the study the interrelation of Organizational Citizenship Behavior, Generational cohorts and Job satisfaction and maybe look into other facets that were not explored in this research.

### **Scope and Limitations of the Study**

The scope of this study includes responses from employees of a power plant in Misamis Oriental. Respondents are limited to employees belonging to the cohorts Generation X and Generation Y regardless of profession and gender. The total respondents will only be those who will give their consent to participate in the study from start until its completion. The respondent's gender, profession and years of service will not be the focus in this research, though these demographics will be asked in the questionnaire. The name of the power plant and the respondents will be strictly kept anonymous.

## **Chapter 2**

### **REVIEW OF RELATED LITERATURE AND STUDIES**

This study aims to know if between employees belonging to Generation X and Y, they significantly differ in levels of job satisfaction and organizational citizenship behavior. Reviewing existing literatures on Job Satisfaction and Organizational Citizenship Behavior will enable in-depth understanding on possible differences of these constructs between the two groups. Studying these variables is important and may be useful in the field of Industrial Organizational Psychology, Organization Development and among existing organizations and companies as well as the Filipino workforce in general as it highlights the strengths of each generation and it creates a meaningful challenge for organizations to look into each generations' preference and possible drivers in exhibiting Organizational Citizenship Behavior and Job Satisfaction.

The following related literatures will explain more about each variable of this study as well as provide supporting conclusions and sensible alternative opinions from other related literatures.

### **Generational Cohorts**

Generation is defined as a group of individuals who develop a collective outlook brought about by having the same shared experiences and significant events through news, music, education and parenting style (Bursch, 2014). This means that basing on the year an employee was born, he or she belongs to a particular bracket of generation. In the current workforce, there are two generations working altogether, Generation X and Generation Y. The Generation X individuals is born during 1965 and 1980, a period marked by the end of Vietnam War, Oil crisis in 1973 and the Lunar Landing. And Generation Y describes those born between 1981 and 2000, also known as the Millennial Generation, where significant events such the September 11 bombing and the 2008 recession in the United States and Western Europe occurred (Troska, 2016). In the workplace, Generation Y is projected to grow from 45% to 50% by 2020 Barry (2011) cited by Dr. Prathiba, (2017).

These generations are considered as distinct groupings having different specific expectations in the workplace and in their particular job. The presence of these generations considerably having different



views, values and priorities can potentially cause problems in an organization if not managed. Therefore, organizations are encouraged to develop policies and programs that will meet each generation's needs and expectations. (Bursch, 2014).

In the study of the Impact of Generational Differences in the Workplace, Barry (2011) further described the work characteristics of the different generations working alongside each other in today's industry. These groups, Generation X and Generation Y "Millennials" will need more work-related consideration rather than just labeling them.

### **Generation X**

The population of this generation in the workforce starting 2020 is projected to decline from 21% to 20% of the workforce population (Barry, 2011). This is due to the fact that more and more Generation Y is entering the employment field by the year. Individuals belonging to this generation takes on a different approach on jobs as they see everyone in the workplace as equal and appreciate instant feedback on their work progress (Barry, 2011). It was also claimed that Generation X employees tend to care more about their job rather than their employers (Rainerie, 2012). Though according to Khalid (2013), Generation X is also known for their loyalty towards employers thus being more likely to stick to their jobs. Considering both generation descriptions, it sends an implication that Generation X really do value their job as well their employer and this is a positive indicator for an organization.

### **Generation Y**

Individuals in this generation are described as goal and achievement oriented which is made easy due to easier access to technology and described as wanting to maintain a work and family life balance (Barry, 2011). In support, this generation is again further characterized as individuals who prefer a work-life balance and a defined job role where flexibility can be applied in dealing with job assignments (Khalid, 2013). To add, this is the generation who experience digital transformation at an earlier stage compared to the Generation X'ers. They are also known to put more emphasis on personal and professional development, looking for an ideal job with a clear path for career advancement (Putri, 2020). Individuals belonging under Generation Y are observed as more welcoming of work-related challenges because this fuels their drive to find meaning in their work as they place more importance in self-development than lifetime employment, Barry (2011) cited by Dr. Prathiba (2017).

Having initial understanding on the different priorities of generations X and Y when it comes to work, the researcher believes in the importance of studying these differences between generation in order for an organization to be guided on how to manage different work styles as well as customize its treatment towards employees belonging to a specific generation, should this be justified in the findings later on. Cooperation is more useful than competition in many respects therefore concluding on who is a better performer as employee will not foster Organizational success, it is in maximizing each group potential that propels an organization to sustain its operations and achieve organizational goals.

Profili et. al (2017) in their study on Exploring Organizational Citizenship Behavior through the Lens of Age, discussed the concept of 'Subjective Age' wherein it was defined as how an individual identify themselves based on how old they feel, look and act. Subjective Age was considered important as most people feel younger or older than their Chronologic age (Porifili, et.al,2017). In this line of thought, people prefer to be grouped according to a commonality in terms of perspectives and beliefs that are also result of a common experience. In connection to this present research on Organizational Citizenship Behavior and Job Satisfaction, it is important to note that there are different preferences at

work, different ways of being motivated and different needs that influence the priorities of individuals. These differences, if taken into consideration, allow employees to feel they are valued, that a company went the extra mile trying to meet their needs and influences employees to appreciate their work environment and colleagues potentially avoiding unnecessary conflicts and indirect discrimination.

However, Asuncion, K. (2013) thinks otherwise, as she concluded in her study on generational differences that statistically, there is only quite a small significant difference in work perceptions among different generations suggesting that these differences do not warrant programs tailored specifically for each generational cohort, as the cost of development and implementation of these types of programs may exceed the actual benefits. Nichols, N. (2011) also had earlier studied generational differences in the workplace and it produced seemingly the same conclusion that each generation in the workplace is not motivated differently or that respondents placed similar levels of importance on the same work motivators. Considering the different results concluded by different researches, it is all the more interesting to find out if the generational cohorts represented in this study hold a significant difference in the aspects of Job Satisfaction and Organizational Citizenship Behavior levels.

### **Job Satisfaction**

Job satisfaction elicits different insights when asked from workers or employees. Back in 1935, Hoppock defined job satisfaction as a combination of three factors that convinces an individual to conclude that he is satisfied with his job – these factors are psychological, physiological and environmental circumstances. We also have another definition from John Locke in 1969 as cited by Azash (2017) where he defined it as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. Many definitions of job satisfaction emerged from being defined as a “general attitude towards work (Robbins, 2002) to job satisfaction being defined as having an impact towards employee engagement, increased productivity and reduction of absenteeism and employee turnover rates (Madan & Srivastava, 2015 as cited by Ang & Rabo, 2018).

In Azash’s (2017) study on Job Satisfaction, he summarized different definitions of Job Satisfaction starting from Blum and Naylor (1968) where it described job satisfaction as resulting from three specified areas of influence such as Job factors, Characteristics and Group Relations outside the job. These job factors are wage, supervision, and steadiness of employment, conditions of work, advancement opportunities, and recognition of ability, fair evaluation of work, social relations on the job, prompt settlement of grievances, fair treatment of employer and other similar items. These factors involve perception, outlook, values and attitude coming from each person which can also be viewed under the lens of a particular generational cohort understanding that each cohort has its unique values, attitudes and preferences. Sharma and Jyoti (2006) stressed that the degree to which an employee’s needs are met leads to job satisfaction.

Job Satisfaction generally is a subjective experience and attitude towards a job that is based on an individual’s evaluation of different aspects of one’s work situation (Azash, 2017). Spector (1996) emphasized the importance of considering different aspects of a job in order to better understand how an employee truly feels about his or her job, because one may be contented with one aspect while being discontented on another situation (Azash, 2017). To measure Job Satisfaction, it has been argued that due to the complexity of human feelings, there is no ideal or desirable measurement of job satisfaction that exist (Wanous & Lawler III, 1972).

Another way of measuring Job Satisfaction is by individually considering the different facets of Job Satisfaction such as pay; supervision and co-workers and this approach is known as the facet approach. There is also the general measure approach which focuses on an individual's overall job satisfaction suggesting that job satisfaction is more than the sum of its parts and an individual may be dissatisfied with a particular facet of the job and still generally feel satisfied overall (Thierry, 1998). Fields (2002) also argued that to see differences on individual's job satisfaction, the use of the global measure is found useful rather than focusing on specific item responses. Global measures are also considered more inclusive (Scarpello & Campbell, 1983; Highhouse & Becker, 1993; Azash, 2017).

Focusing the lens on the different generational cohorts in terms of Job Satisfaction will help organizations know more about their employees and evaluate their existing programs or company initiatives in terms of its relevance and impact towards each generational group.

Generation X witnessed a period of occupational insecurity in their parents which led them to develop a cynical outlook towards employee-employer relationships driving them to commit more to their jobs rather than their employers (Rainerie, 2012). In this notion, it can be assumed that Generation X are more inclined to being satisfied under Job Satisfaction's facet on company's operating procedures, the nature of their work, the benefits and the contingent rewards they will get. In addition, Job satisfaction is translated differently between the two generations as Gen Xers puts more premium on work-life balance compared to the Gen Y's who exerts more value on work and focuses more on their individual career development (Govendar et al., 2016).

Putri (2020) states that Generation Y will dominate the workforce by around 75% by 2025, a percentage of the pie that was previously filled-in by the Generation X. This generation is considered the first generation to adapt to technology at an early age compared to Generation X which makes them more comfortable applying technology-driven attitudes at work. Individuals belonging to this generation is also considered to put more value in personal growth and development opportunities versus life-long employment (Broadbridge, Maxwell & Odgen, 2007; Putri 2020). Seemingly idealistic, the Generation Y experiences more satisfaction in the job in terms of the nature of work more than the pay. It was also emphasized that business organizations have an important role in knowing how to adapt and learn what attracts millennials to stick to their jobs and maintain satisfaction at work Putri, (2020). To add to the comparison on Job satisfaction, Gen Ys thrive doing jobs where they can apply more of their technological skills so they can have more time for family and other activities for personal development (Costello, 2020). Whereas Gen Xers, though also values freedom and family time, prefers to work harder to ensure they still have jobs to go back to while Gen Ys or the Millennials tend to be more prone to job hop when preferences are not experienced (Costello, 2020).

In this current study, the researcher hopes to find out the level of Job Satisfaction of Filipino employees of different generational cohorts and hopefully also identify in which facet of job satisfaction the two generations differ so that organizations can have a clearer picture of which facet to focus on in order to increase the level of Job satisfaction of a particular generation.

### **Organizational Citizenship Behavior**

Since the development of the concept of Organizational Citizenship Behavior (OCB), it has gained considerable popularity. Perceived to be something intangible, the concept Organizational Citizenship Behavior summarizes all positive traits any employee can exemplify. This is a kind of behavior that employees do on their own will and does not necessarily require orders from a superior; a behavior that

has been proven to positively impact and benefit the company as well as enhance efficiency at work. Digging deep in the definition of OCB, it talks about “discretionary” behaviors of an employee which means employees behave in a manner that involves personal choice and the willingness to perform tasks that is beyond what is only required by the job description (Rauf, 2015).

Also, Organizational Citizenship Behavior was found out to be strongly correlated with Job Satisfaction and Job satisfaction was also found to be predictive of Organizational Citizenship Behavior, specifically more on OCB directed towards individual (Mehboob & Bhutto, 2012; Organ & Ryan, 1995; Qamar, 2012 as cited by Lomoya et al, 2015). Another study on Millennial’s Organizational Citizenship Behavior confirmed that Job Satisfaction is one of its determinants and that Millennials have lower OCB compared to Gen X and that they differ more on the aspect of Civic Virtue (Sinambela et.al, 2021). To explain, since Civic Virtue in this research is defined as a behavior wherein employees exhibit active participation and involvement in company activities, showing commitment through attending meetings, discussing with colleagues the issues concerning the organization and reading organizational communication, describing Generation Y Millennials as having lower OCB compared to Generation X simply supports the findings of past researchers that Generation X places more value on their jobs compared to Generation Y who values personal growth.

In the research on Exploring Organizational Citizenship Behavior through the lens of Age, Sammara et.al (2017) defined Citizenship Behavior as a behavior above and beyond the call of duty and therefore not directly or explicitly recognized by the formal reward system. This type of behavior refers to behaviors people display at work that are beneficial to the organization, but are not predictably enforceable by supervisors or a job description. According to Katz and Kahn (1978), when members of any organization limit their performance to only what is required by their job description or employment contract, the organization will collapse. Therefore, stressing the importance and significant contribution of employees who go beyond what is required of them – who demonstrates behaviors that positively, impacts the organization.

Organizational Citizenship behavior is divided into two dimensions, the Organizational Citizenship Behavior directed toward the Organization (OCBO) and the behavior directed toward the individuals of the organization (OCBI) – both resulting to favorable outcomes for a company. Khan, H et.al (2017) cited Williams and Anderson’s (1991) elaborated description of OCB as having two dimensions. OCBO is when employees perform tasks or exhibit behaviors that will improve the image of the organization but is not necessarily required by a superior or from an employment contract. And OCBI is when employees help colleagues at work who may be facing a problem or having troubles at work.

For Organizational Citizenship Behavior directed towards Individual it is comprised of Altruism and Courtesy. Organizational Citizenship Behavior directed towards the Organization is subcategorized into Conscientiousness, Civic Virtue and Sportsmanship (Newland, 2012). Organizational Citizenship behavior benefits not just the organization but also the employees in ways where employees themselves are being helpful towards their co-workers and this helpfulness is not part of the employee’s job description (Newland, 2012).

In addition, another definition of OCBO is given by Podsakoff et.al (2000) where he describes OCBO as employees’ internalization of the rules and policies of an organization. On the other hand, OCBI is described as behaviors that immediately benefit the individuals while indirectly effecting positive outcomes for the organization. Whether directed to the organization or towards colleagues at work, both ways result to an outcome that benefits an organization.

- **Organizational Citizenship Behavior Directed Towards Organization (OCBO)**

**Conscientiousness** refers to a behavior that impacts the organization in general. This is a type of behavior where an employee shows importance towards following company rules and regulations and considering the company's resources and its provisional capability (Newland, 2012). This behavior is acknowledging a company's capacity to provide yet an employee does not take advantage of it but instead helps make the most out of what is provided.

**Civic Virtue** is a behavior wherein the employee actively participates to the activities initiated by the organization. A behavior that directly impacts the organization in ways such as contributing ideas that help the organization become better, acknowledging that programs and initiatives were applied for the benefit of the employees and really taking part in achieving organizational goals and objectives.

**Sportsmanship** is defined as the employee's state wherein instead of complaining when dealing with unfavorable situations, the employee tries to understand and accept the situation instead (Newland, 2012). This behavior is exhibited in ways where an employee extends his/her patience towards unforeseen and uncontrolled inconveniences that occur. Also, by helping a co-employee understand the situation and help in avoiding unnecessary complains.

- **Organizational Citizenship Behavior Directed Towards Individual (OCBI)**

**Courtesy** is a behavior wherein an employee attempts to prevent an unfavorable situation from happening to its co-employee which may or may not directly impact the organization as a result (Newland, 2012). This is a behavior exhibited by a co-employee which helps prevent interpersonal or relational conflicts.

**Altruism** is a helping behavior that is directed towards co-workers. Though this behavior is not directed towards the organization, in general this contributes to the efficiency of the organization's processes (Akbar et. Al, 2004). This is when an employee becomes sensitive towards difficulties experience by a co-worker – a co-employee helps a colleague with his or her deliverables in order to avoid negative situations at work.

To support the positive influence of Organizational Citizenship Behavior in the overall atmosphere of work, Manaois (2014) concluded in his study on OCB and Quality of Work life, that good interpersonal relationship at the workplace is seen to foster higher organizational cohesion (as manifested in employees OCB) and performance.

The literatures used in this study further explained that employees who are satisfied with their jobs are more likely to demonstrate Organizational Citizenship behavior. And Organizational Citizenship Behavior has overall positive effects towards both the organization and the workers.

The two generational cohorts have different characteristics related to Organizational Citizenship Behavior. In a study conducted by Khalid (2013) on Generation Y employees of a Malaysian Multinational Corporation, it reported that Generation Y employees have a higher level of OCB directed towards the organization which are Sportsmanship and Civic Virtue versus OCB directed towards the individual or in the aspects of Altruism and Courtesy. In a study by Brunetto et.al (2011) cited by Rainerie et al. (2012), it claimed that Generation X was less committed to the organization.

Considering the different researches identifying each generation having more inclination towards a specific type Organizational Citizenship Behavior, whether directed towards the organizations or towards an individual, it would be worth noting how this research among Filipino employees will result to in terms of the differences of Job Satisfaction and Organizational Citizenship Behavior Level.

### Chapter 3

#### RESEARCH METHODOLOGY

##### Research Design

This study is quantitative research specifically using the descriptive research design as its purpose is to discover differences among variables, as well as to systematically describe characteristics of a given population as it naturally occurs (Dulock, 1993). This study collected data from two generational groups which was then statistically analyzed. Through an online survey method, respondents were given survey questionnaires in order to collect feedback on the level of Job Satisfaction and Organizational Citizenship Behavior.

##### Sampling Method

Using the original Cochran’s formula in determining sample size, the recommended number of respondents for this study was 385 respondents. However, this study’s total reference population is lesser than 250. The researcher then utilizes the modified Cochran’s formula for Sample Size Calculation in Smaller Populations (Glen, 2020). The formula made use of the Cochran’s sample size recommendation ( $n_0 = 385$ ),  $N$  is the population size, and  $n$  was the new, adjusted sample size (See Figure 3.1).

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

**Figure 3.1 Formula for determining sample size**

In this study, the sample size computation is reflected below:

$$n = (385) / (1+(384/200)) = 131.85 \approx 132$$

Therefore, a total of 132 power plant employees are suggested to be randomly selected and be the respondents of this study. However, a total of 176 employees participated and was accommodated to be part of the research.

##### Sampling Technique

A stratified random sampling technique was utilized to determine the number of respondents to be distributed per strata. The strata are the two generational cohorts studied. Though the recommended sample size obtained through the formula above was ( $n = 132$ ), there was a total of 88 respondents per generational cohort who responded thus having a total of 176 participants. They were randomly selected by assigning each member of the total population with numbers (Bansal, 2022). The Random Number generator feature of Microsoft Excel) drew the numbers of the respondents who were included for each of the strata identified in this study (Fleetwood, 2023).

##### Research Environment

This research was conducted in a power plant in Misamis Oriental. The Power plant is situated outside the city of Cagayan de Oro. It has a capacity of 210MW covering the 20% energy demand of the island of Mindanao. It has a total of 12 departments comprised under maintenance, operations and administrative support. The power plant has a total of 193 employees, mostly engineers in the field of Electrical, Electronic and Mechanical Engineering; some are Chemists, Certified Public Accountants, Health and

Security practitioners and the Human Resources team. The company operates 24 hours daily with two work schedules, the regular shifters who work from eight in the morning to five in the afternoon and the operations shifters who work two different shifts, the morning shift with plant entry at seven in the morning to seven in the evening, and the evening shift with plant entry at seven in the evening and exit by seven in the morning the following day.

### **Unit of Analysis, Participant Selection**

Participants of the study was composed of different ages and profession of employees regardless of gender all working in the power industry. All of the employees were given the survey regardless of position, years of service and employment status whether on probation or regular employee, as long as respondents are at least high school graduate and above 18 years old. The selection process in choosing the respondents of this study considered the whole population which was 193 power plant employees. Exclusion of participants and their responses included those who discontinued their participation due to any discomfort or inconvenience they experienced upon answering the survey. Participants may also withdraw participation even before the conduct of the study without the need to justify their previous commitment to participate.

### **Data Source, Data Gathering Instruments and Procedure**

For this current research, actual data gathering took place since there were no existing datasets available for use in this study. Gathering of data was conducted via online survey to ensure safety considering the on-going pandemic. With this, two scales were used as gathering instruments, the Organizational Citizenship Behavior Scale by Kibeom Lee (2002) and the Job Satisfaction Survey by Paul Spector (1994).

### **Job Satisfaction Survey**

In assessing the job satisfaction of the participants, the study used Paul E. Spector's Job Satisfaction Survey which consists of nine facets Fringe Benefits, Communication, Contingent Rewards (performance-based rewards), Coworkers, Nature of Work, Operating Procedures, Pay, Promotion and Supervision.

The survey has a total of 36 items with six choices per item ranging from "strongly disagree and strongly agree". The internal consistency reliabilities of the facets are as follows: Fringe Benefits (0.73), Communication (0.71), Contingent Rewards (0.76) (performance-based rewards), Coworkers (.60), Nature of Work (0.78), Operating Procedures (0.62) (required rules and procedures), Pay (0.75) Promotion (0.73) and Supervision (0.82). Procedures (required rules and procedures), Pay, Promotion and Supervision). The survey instrument's reliability for the total scale is 0.91.

Each facet was assessed with four items, and a total score was computed from all items. Items in this survey were written in both positive and negative statements. Scores on negatively worded items was reversed before summing with the positively worded items. A score of 6 representing the strongest agreement with a negatively worded item considered equivalent to a score of 1 representing strongest agreement on a positively worded item allowing them to combine meaningfully. Highest scores on the scale represent job satisfaction.

The Job Satisfaction Survey of Paul E. Spector has been cited at least 480 times by other researchers including the recent studies A literature review on teacher's Job Satisfaction in developing

countries: Recommendations and solutions for the enhancement of the job (Sahito, Z. et al.,2020) and The Impact of Knowledge Management on Job Satisfaction (Kianto, A. et al.,

### **Organizational Citizenship Behavior Scale**

An employee's organizational citizenship behavior was measured by Dr. Kibeom Lee's Organizational Citizenship Behavior scale which has a reliability rating of 0.89. The existing OCB scale has a total of 16 items measured through a 5-point Likert Scale for which it was directly scored and evaluated: Never = 1, Rarely = 2, Sometimes = 3, Often = 4, Always = 5. Khosroshahi (2009) ran a reliability test on this scale and it was determined to be 0.83 which shows a high reliability rating.

The OCB scale was parted into two subscales measuring OCB directed towards an Individual referred to as OCBI and OCB directed towards an organization also known as OCBO. The scale also specifically measured five behaviors in the form of Altruism, Courtesy, Civic Virtue, Conscientiousness and Sportsmanship. Altruism and Courtesy was measured under Organizational Citizenship Behavior directed towards an individual (OCBI). Conscientiousness, Civic Virtue and Sportsmanship was measured under Organizational Citizenship Behavior directed towards an Organization (OCBO).

The Organizational Citizenship Behavior Scale of Dr. Kibeom Lee that was used in his study on Organizational Citizenship Behavior and workplace deviance: The role of affect and cognition (2002) has been cited around 3,099 times by other researchers.

JAMOVI Software was used to analyze the level of reliability of the constructed items where the Cronbach values was measured to reflect which items were safe to use in measuring the same construct. Reliability of the item was considered high if the values approached close to 1 such as 0.80 and above. Acceptability of the alpha index value was 0.60 which was still considered too sufficiently reliable. Results reflected the reliability rating for Job Satisfaction Scale at 0.894 and 0.823 for Organizational Citizenship Behavior.

### **Data Gathering Procedure**

1. A request for permission to conduct research was sent to the subject organization ahead of time for approval.
2. After the approval, the researcher emailed all the target respondents regarding the online survey. The cover email already included all the important details about the research such as the purpose of the study, confirmation of the survey schedule, copy of the informed consent so the participants can read ahead of time, survey orientation process flow, as well as the debriefing schedule after the conclusion of the online survey. The respondents may email ahead their digitally signed informed consent if they are comfortable with it. The option should they choose to discuss with the researcher first was also accommodated. Everything was mentioned in the email for proper coordination and agreement.
3. The researcher identified one day where all employees were invited to participate in the survey altogether.
4. The researcher implemented strict confidentiality in protecting responses as well as the identity of the respondents. In using the zoom platform participants were advised to rename or omit their names and close their camera during the conduct of the survey. No name was also required in the informed consent form as well as in the online survey itself. Only the respondents' birth year, years of service and gender was required before they proceed in answering the survey.



5. Actual data gathering was done via online through Google form. There was no conflict of interest as the researcher hired a third party to do the brief explanation of the study via Zoom and conduct the data-gathering by sending the google form link. The third-party researcher explained further the purpose of the current study as well as the informed consent. The third party was also a practitioner in the field of Psychology, with an undergraduate and master’s degree in Psychology to secure professionalism in the conduct of the data-gathering. In conducting the gathering of data, the third party assigned was briefed on the procedure through zoom discussion.  
Participants are also welcome to ask for clarifications in relation to the study.
6. The OCB scale which has a total of 16 items and the Job Satisfaction Survey which has a total of 36 items was organized as one general questionnaire labeled as Employee and Work Experience Survey. That was for the purpose of avoiding the social bias in answering the survey. The OCB Scale was the first 16 questions *and* Job Satisfaction Survey followed from item 17 to 52.
7. In answering the questionnaire, it took around 30 minutes to complete. In ensuring quality of the participants’ responses, sudden request for rescheduling was accommodated.
8. A debriefing session was offered to participants who may want to avail after participating in the survey but nobody availed.

**Mode of Analysis, Statistical Instruments and Procedure**

During the data preparation phase of the study, the data underwent data preparation methods, such as checking for outliers and missing data. There were no outliers observed and missing data was not present. The test for normality assumption was done through the Shapiro-Wilks’ test and the test for the assumption of equal variances was done through the Levene’s test for homogeneity of variances.

**Table 3.1 Data Preparation Results**

Normality Test (Shapiro-Wilk)					
		W		p	
JSS		0.972		0.001	
OCBO_Mean		0.928		< .001	
OCBI_Mean		0.973		0.002	
JSS-Pay		0.948		< .001	
JSS-Promotion		0.986		0.067	
JSS-Supervision		0.900		< .001	
JSS-Fringe		0.960		< .001	
JSS-Contingency		0.977		0.005	
JSS-Operating Procedure		0.984		0.036	
JSS-Coworkers		0.942		< .001	
JSS-Nature of work		0.867		< .001	

Normality Test (Shapiro-Wilk)			
	W	p	
OCB	0.960	< .001	
Note. A low p-value suggests a violation of the assumption of normality			

Homogeneity of Variances Test (Levene's)				
	F	df	df2	p
JSS	3.6098	1	174	0.059
OCBO_Mean	0.2233	1	174	0.637
OCBI_Mean	2.0874	1	174	0.150
JSS-Pay	1.9710	1	174	0.162
JSS-Promotion	0.0114	1	174	0.915
JSS-Supervision	9.3482	1	174	0.003
JSS-Fringe	1.3359	1	174	0.249
JSS-Contingency	1.1197	1	174	0.291
JSS-Operating Procedure	0.2314	1	174	0.631
JSS-Coworkers	11.0164	1	174	0.001
JSS-Nature of work	14.7691	1	174	< .001
OCB	0.3761	1	174	0.540
Note. A low p-value suggests a violation of the assumption of equal variances				

To see if there was a significant difference between Organizational Citizenship Behavior and Job Satisfaction in terms of the two generational groups and considering the overall data for both Job Satisfaction and Organizational Citizenship Behavior have violated the normality assumptions, the Mann-Whitney U test was utilized in lieu of the Independent Samples T-test. Data in this study are randomly sampled and are independent of each other. Mann-Whitney U Test is a distribution-free test. Data Analysis was done using the open-source statistical software package Jamovi version 2.3.15 (2022).

The study utilized frequency and percent distribution to portray the demographic profile of the participants, as well as to assess the level of engagement in terms of Organizational Citizenship Behavior and Job Satisfaction. To further validate the levels of engagement and satisfaction, median scores were calculated for each category.

By incorporating frequency and percent distribution, the researcher was able to gain valuable insights into the composition of the participant pool, shedding light on the characteristics and diversity of the sample. Additionally, this approach allowed for a comprehensive examination of the level of

engagement in both Organizational Citizenship Behavior and Job Satisfaction, enabling a nuanced understanding of the participants' attitudes and behaviors within their respective roles.

To reinforce the findings, median scores were computed, providing a robust and reliable measure of central tendency for each level of engagement and satisfaction. This statistical approach ensured a more accurate representation of the data, corroborating the reported levels and enhancing the credibility of the study's conclusions.

### **Ethical Considerations**

This study observed the ethical standards for research proposal set by the Kinaadman: University Research Office (KURO) of Xavier University.

The researcher of this study completed her academic subjects and passed the comprehensive exam in the course Master of Arts in Psychology. She is experienced in the field of Human Resources particularly in Recruitment and Training and Development. During her practicum, she spent a few months in a private rehabilitation center in Camaman-an, Cagayan de Oro city handling a supervised clinical case where she was taught to develop treatment plan for substance-abuse cases. Academically, she became part of a group research inclined towards Social Psychology and Industrial Psychology. The rest of the researcher's qualification, skills and experiences can be seen in the attached Curriculum Vitae.

The adviser of this study is Dr. Joey Marie F. Jegonia. Dr. Jegonia graduated with a degree of Bachelor of Science in Psychology, holds a PhD in Clinical Psychology and a Doctor in Organization Development and Transformation. Dr. Jegonia is also a certified specialist in Clinical Psychology and a certified specialist in Industrial Organizational Psychology. She also works as a consultant for industries at PsyB Human Resource Clinic and Consultancy; teaches MA Major in IO Psychology at Ateneo de Davao University and a professor and mentor of the program Doctor in Business Management at Xavier Ateneo de Cagayan.

Part of the panel are also professors at Xavier Ateneo de Cagayan Department of Psychology, Ms. Yayetta De la Peña, PhD, Rpsy, Rpm, Mr. Rogelio A. Lee and Ms. Maria Leorupee R. Barros and Ms. Odessa May D. Escalona, MA.

### **Project Detail**

This study completed data gathering with a duration of one week commencing from June 05 until June 09, 2023. Participants of this study included employees of different ages and profession all working in the power industry, at least high school graduate and above 18 years old. The selection process in choosing the respondents of this study considered the whole population of the organization which is 193 power plant employees.

After the study was reviewed and approved by the XU-KURO IREB review panels, data gathering immediately followed. The results of this study were used for academic purposes. The gathered responses and results of this research is kept in a password encrypted drive. Following the checklist for thesis and graduation, an electronic copy of the result was submitted to the Dean's office, CHED and the Central Office Libraries. A hardcopy of this study was also given to the Graduate School of Xavier University. The organization where the data has been sourced from, was also given a copy through their HR Department. And, participants who were interested with the results of this study was also informed.

### **Risk and Risk Management**

During the survey, respondents went through the questionnaire. Risks such as recalling traumatic events and sensitive experiences were considered to possibly occur brought about by the items in the questionnaire thus the participant was allowed to discontinue his or her participation as soon as he or she decided to. The unfinished survey was not used and disclosed in any form and the participants' identity remained anonymous. Participants were informed about the availability of the debriefing session via zoom. They were encouraged to ask questions to ensure emotions and thoughts about the survey that needed clarification was answered before they completely left the zoom meeting officially concluding their participation.

### **Benefits**

Useful benefits of this research were believed to strongly outweigh the chances and possibility of risks that may have occurred during the gathering of data for this study. Participation in this study helped bring about factual results on levels of Job Satisfaction and Organizational Citizenship Behavior which is considered useful in the field of IO psychology and may be used in future researches. The direct beneficiary of this research was the subject organization having known the current status of their employees' level of Job Satisfaction and Organizational Citizenship Behavior. As for the participants who took part of the survey, they were offered to request for reimbursement of their internet expense as they participated in the survey. All costs were shouldered by the researcher of this study.

To maximize and ensure realization of both direct and indirect benefits of this study, the researcher strictly followed the data-gathering standards and prioritized the welfare of the participants.

### **Informed Consent**

Before proceeding to the survey proper, research participants were given the informed consent form to which they confirmed that they have read and understood the terms and was willing to participate. All terms were clearly stated including that the study mainly gathered responses about the employee work experience particularly on Job Satisfaction and Organizational Citizenship Behavior. Terms stated in the informed consent included the assurance that their responses were kept confidential and will not affect their position and relationship towards the company. Only the third party who conducted the survey and the researcher had access to the disclosed information and responses of the participants. The researcher temporarily kept the participant consent record for easy retrieval as protection in case the researcher gets into legal-related concerns brought about by the research procedure.

Regarding publication opportunities, participants were informed and for any identification that was required, a pseudonym was used to cover and protect the participants' identity.

### **Confidentiality Clause**

The informed consent also stated a confidentiality clause that assured the anonymity of the participants as they give out their responses. Their identity remained anonymous all throughout the completion of the study. Their answered questionnaires/survey outputs were kept during the course of the research for the purpose of authentication and verification only. The gathered responses were kept until no longer necessary for further research. The gathered data was kept only at a maximum of 10 years after completion of the study, in electronic form, as necessary. It was acknowledged that data breach is possible

and should be prevented thus the file where the data of responses was stored was also password-protected and only the researcher has access to.

Participants were given the option to acquire a copy of the study, should they be interested. Participants were also informed that the company received a copy of the results of the study. Regarding publication possibilities, the participants will also be informed.

For instances where the participants’ anonymity was compromised, it was only due to requirements by the law for legal purposes and solely for that purpose.

**Legal Clause**

The informed consent contained legal clause which detailed the confidentiality of the data being subjected to legal limitations should the law asked for the data of the study for legal purposes, the general results of the study was provided and the participants were informed that such was required. However, participants were assured that the requested data was only given to the requesting party and was used for legal purposes only. The requested party will be asked to sign a notarized clause stating the general results acquired from the researcher was be used for its intended legal purposes and nowhere else.

**Agreement Clause**

As participants agreed to the conditions set and mentioned in the informed consent, they ticked the box provided and proceeded to answering the survey.

**Chapter 4**

**Data Analysis and Interpretation**

**Table 4.1 Frequency and Percent Distribution of the Participants in terms of the Demographic Profiles: Cohort, Years in the Organization and Sex**

Demographic Profiles	Generation X		Generation Y	
	f	%	f	%
<i>Years in the Organization</i>				
<b>1 - 3 years</b>	1	1%	25	28%
<b>3.1 - 6 years</b>	1	1%	8	9%
<b>6.1 - 10 years</b>	6	7%	27	31%
<b>10.1 - 15 years</b>	23	26%	19	22%
<b>15.1 - 20 years or more</b>	57	65%	9	10%
<i>Gender</i>				
<b>Male</b>	72	82%	71	81%
<b>Female</b>	16	18%	17	19%
<b>Total</b>	88	100%	88	100%

Table 4.1 shows the frequency and percent distribution of the participants as grouped by cohort, years in the organization and gender. The sample of this study consisted of 176 respondents. Respondents from the Generation X totaled 88 and Generation which also has 88 respondents. 68% from the generation X were more than 15 years in the organization while in the generation Y were spread out in terms of years in the organization. 82% and 81% from generation X and Y respectively were males.

Most of the Generation X respondents are those with 10.1 to 15 years of work experience with males having 50 respondents (n=50) and females with 7 responses (n=7), while most of the respondents from Generation Y come from those with 6.1 to 10 years of experience with males having 23 respondents (n=23) and females with four respondents (n=4). There was an equal number of total respondents from Generation X (n = 88) and Generation Y (n = 88) cohorts. (See Table A.2 in Appendix)

2. Level of OCB in terms of the respondents’ generational cohort (See Table 4.2 for reference)

**Table 4.2 Frequency and Percent Distribution, Median and Description of the Level of Engagement in terms of Organization Citizen Behavior**

Organizational Citizen Behavior	Cohort	Low		Moderate		High		Very High		Median	Description
		f	%	f	%	f	%	f	%		
Organization	Gen X	0	0%	6	7%	11	13%	71	81%	4.5	Very High
	Gen Y	0	0%	4	5%	22	25%	62	70%	4.38	Very High
Individual	Gen X	2	2%	11	13%	36	41%	39	44%	4.13	High
	Gen Y	1	1%	6	7%	36	41%	45	51%	4.25	Very High
Overall	Gen X	0	0%	4	5%	35	40%	49	56%	4.31	Very High
	Gen Y	0	0%	2	2%	31	35%	55	63%	4.27	Very High

Legend: 1.81 – 2.6 = Low; 2.61 – 3.4 = Moderate; 3.41 – 4.2 = High; 4.21 – 5.0 = Very High

Table 4.2 depicts comprehensive analysis of engagement levels and distribution across cohorts in terms of organizational citizen behavior. Among the respondents from generation X, a substantial 81% reported a high level of engagement as an organization, while in generation Y, 70% expressed a similar sentiment. These figures are further reinforced by the median scores of 4.5 and 4.38, respectively, which indicate a consistently high level of engagement.

In contrast, when evaluating individual engagement, only 44% of generation X respondents considered their level as very high, with the number rising to 51% in generation Y. The median scores for individual engagement were 4.13 and 4.25 for generation X and Y, respectively, indicating a relatively lower level compared to their engagement as an organization.

Overall, a majority of the participants (56% for generation X and 63% for generation Y) reported a very high level of organizational citizenship behavior. This suggests a positive outlook for the overall engagement of respondents within their respective organizations, despite slightly lower individual engagement scores. These findings underscore the significance of organizational factors in fostering high levels of engagement among employees, which contributes to a positive organizational culture and enhanced performance.

3. What is the level of Job Satisfaction in terms of respondents’ Generational cohort (see Table 4.3)

**Table 4.3 Mean, Median and Description of Level of Job Satisfaction as grouped by Cohort**

Organizational Citizen Behavior	Cohort	Unsatisfied		Ambivalent		Satisfied		Median	Description
		f	%	f	%	f	%		
Pay	Gen X	6	7%	12	14%	70	80%	4.75	Satisfied
	Gen Y	13	15%	22	25%	53	60%	4.50	Satisfied

<b>Promotion</b>	Gen X	20	23%	32	36%	36	41%	3.88	Ambivalent
	Gen Y	32	36%	36	41%	20	23%	3.50	Ambivalent
<b>Supervision</b>	Gen X	5	6%	9	10%	74	84%	5.25	Satisfied
	Gen Y	13	15%	13	15%	62	70%	5.00	Satisfied
<b>Fringe</b>	Gen X	5	6%	18	20%	65	74%	5.00	Satisfied
	Gen Y	13	15%	31	35%	44	50%	4.13	Satisfied
<b>Contingency</b>	Gen X	9	10%	18	20%	61	69%	4.75	Satisfied
	Gen Y	21	24%	27	31%	40	45%	4.00	Ambivalent
<b>Operating Procedure</b>	Gen X	30	34%	36	41%	22	25%	3.50	Ambivalent
	Gen Y	22	25%	43	49%	23	26%	3.75	Ambivalent
<b>Coworkers</b>	Gen X	0	0%	10	11%	78	89%	5.00	Satisfied
	Gen Y	8	9%	13	15%	67	76%	5.00	Satisfied
<b>Nature of Work</b>	Gen X	0	0%	3	3%	85	97%	5.75	Satisfied
	Gen Y	5	6%	10	11%	73	83%	5.50	Satisfied
<b>Communication</b>	Gen X	3	3%	10	11%	75	85%	5.00	Satisfied
	Gen Y	10	11%	20	23%	58	66%	4.75	Satisfied
<b>Overall</b>	Gen X	1	1%	13	15%	74	84%	170	Satisfied
	Gen Y	8	9%	26	30%	54	61%	156	Satisfied

**Legend:** 3.1 – 4.0 = *Ambivalent*; 4.01 – 6.00 = *Satisfied*  
 108 – 144 = *Ambivalent*; above 144 = *Satisfied*

The interpretations of the scores for the different subscales and the overall score of the Job Satisfaction Scale is based from the scoring guidelines of Paul Spector (1985) wherein the following should be used to understand the different mean scores from each of the subscales: Mean Score < 3: Dissatisfied; Mean Score Between 3 to 4: Ambivalent; and Mean Score of 4 and up: Satisfied. The overall Job Satisfaction score was interpreted by summing all of the raw scores of the items included within the nine subscales. It is to be interpreted as follows: Sum Scores from 36 to 108: Dissatisfied; Sum Scores Between 108 to 144: Ambivalent; and Sum Scores Between 144 and up: Satisfied.

The study examines various aspects of job satisfaction among participants from both Generation X and Generation Y cohorts. In terms of pay, a significant majority (80%) of Generation X and a substantial portion (60%) of Generation Y expressed satisfaction with their wages. However, the 20% difference in satisfaction levels indicates that some individuals from Generation Y felt ambivalent (25%) or unsatisfied (15%) about their pay. The median scores of 4.75 and 4.50 for Generation X and Generation Y, respectively, reflect an overall satisfied rating, suggesting that respondents from both generations are content with their company's current pay system.

Regarding promotions, 41% of Generation X workers reported satisfaction, whereas an equal percentage (41%) of Generation Y employees expressed ambivalence. The median scores of 3.88 and 3.50 for Generation X and Generation Y, respectively, indicate an ambivalent rating regarding promotion satisfaction. This implies that most respondents have mixed feelings about the organization's strategies in filling vacant positions caused by retirements or resignations.

In terms of supervision, a significant proportion of both Generation X (84%) and Generation Y (70%) were satisfied. The median ratings of 5.25 and 5.0 for Generation X and Y, respectively, confirm their contentment with supervision within the organization.

Regarding fringe benefits, 74% of Generation X workers and half of Generation Y workers reported satisfaction. However, the other 50% of Generation Y expressed either ambivalence or dissatisfaction. The median scores of 5.0 and 4.13 for Generation X and Generation Y, respectively, indicate overall satisfaction with fringe benefits in both cohorts.

In terms of contingency rewards, 69% of Generation X workers were satisfied. However, responses from Generation Y were more diverse, with 24% expressing dissatisfaction, 31% ambivalence, and 45% satisfaction. The median rating of 4.75 for Generation X and 4.00 for Generation Y reflects satisfaction for the former and ambivalence for the latter, pertaining to the company's reward system based on meeting target quotas or goals.

Regarding operating procedures, 25% of Generation X and 26% of Generation Y reported satisfaction, while the majority remained ambivalent. The median ratings of 3.5 for Generation X and 3.75 for Generation Y depict an ambivalent rating for both cohorts, indicating mixed feelings about the organization's standard procedures for administrative and technical operations.

Regarding coworkers, a large percentage of both Generation X (89%) and Generation Y (76%) expressed satisfaction. The median rating of 5.0 for both cohorts confirms their contentment with colleagues at work, including those from different departments.

In terms of the nature of work, a majority from both Generation X (97%) and Generation Y (83%) reported satisfaction. The median ratings of 5.75 for Generation X and 5.50 for Generation Y further affirm their contentment with their specific job functions in the company.

Regarding communication, 85% of Generation X and 66% of Generation Y expressed satisfaction. The median ratings of 5.0 for both cohorts confirm overall satisfaction with communication within the company, including the transparency of the company's direction and important announcements.

Overall, 84% of Generation X and 61% of Generation Y expressed satisfaction. Median ratings of 170 and 156, respectively, indicate a high level of contentment with their current work. These findings demonstrate that a majority of respondents from both generational cohorts are satisfied with various aspects of their employment, including job function, pay, working environment, activities within the organization, and other company benefits.

4. Is there a significant difference among Generational groups in terms of the level of Job Satisfaction?

4.1 Generation X

4.2 Generation Y “Millennial”

**Table 4.4 Test of Significant Difference in the Level of Job Satisfaction between Cohorts**

Construct	Generation X		Generation Y		U	P
	Median	Description	Median	Description		
<b>Pay</b>	4.75	Satisfied	4.50	Satisfied	2767	0.001*
<b>Promotion</b>	3.88	Ambivalent	3.50	Ambivalent	3058.5	0.016*
<b>Supervision</b>	5.25	Satisfied	5.00	Satisfied	3214.5	0.05*
<b>Fringe Benefits</b>	5.00	Satisfied	4.13	Ambivalent	2647	0.000*
<b>Contingency Rewards</b>	4.75	Satisfied	4.00	Ambivalent	2598.5	0.000*
<b>Operating Procedure</b>	3.50	Ambivalent	3.75	Ambivalent	3588	0.399



<b>Coworkers</b>	5.00	Satisfied	5.00	Satisfied	3271	0.073
<b>Nature of Work</b>	5.75	Satisfied	5.50	Satisfied	3025	0.01*
<b>Communication</b>	5.00	Satisfied	4.75	Satisfied	3251	0.065
<b>Overall</b>	170	Satisfied	156	Satisfied	2755.5	0.001*

\*Significant at  $\alpha < 0.05$

Significant differences were found in the distribution of median ranks between the Generation X and Generation Y cohorts for the subscales, Pay ( $U = 2767, p = 0.001$ ), Promotion ( $U = 3058.5, p = 0.0116$ ), Supervision ( $U = 3214.5, p = 0.05$ ), Fringe Benefits ( $U = 2647, p = 0.000$ ), Contingency Rewards ( $U = 2598.5, p = 0.00$ ), and Nature of Work ( $U = 3025, p = 0.010$ ). A significant difference was also noted for the overall Job Satisfaction scores ( $U = 2755.5, p = 0.001$ ) when the Generation X and Generation Y cohorts were compared.

The findings of this study affirms that the Generation X ( $MD = 4.75, n = 88$ ) cohort have higher level of satisfaction when it comes to job satisfaction levels related to pay in comparison to the Generation Y cohort ( $MD = 4.75, n = 88$ ). It is also evident that the Generation X ( $MD = 3.88, n = 88$ ) also possess higher level of job satisfaction for promotion than the Generation Y ( $MD = 3.50, n = 88$ ). A slight difference was noted for the level of satisfaction for supervision between the two cohorts where the Generation X ( $MD = 5.25, n = 88$ ) have a higher level of satisfaction as compared to the Generation Y ( $MD = 5.00, n = 88$ ). Levels of satisfaction for Fringe Benefits were also higher for Generation X ( $MD = 5.00, n = 88$ ) as compared to the satisfaction among the Generation Y ( $MD = 4.13, n = 88$ ) cohorts. When it comes to satisfaction for contingent rewards, Generation X ( $MD = 4.75, n = 88$ ) still possess higher levels of scores than the Generation Y cohort ( $MD = 4.00, n = 88$ ). Lastly, the Generation X ( $MD = 5.51, n = 88$ ) cohort still possessed a higher level of satisfaction for Nature of Work than the Generation Y ( $MD = 5.50, n = 88$ ) cohort. When it comes to the overall Job Satisfaction, the Generation X ( $MD = 170, n = 88$ ) was found to have significantly higher levels of satisfaction than the Generation Y ( $MD = 156, n = 88$ ) cohort.

A certain generational cohort possess different outlooks when compared with the generation which came before or after them since significant life events happen in a certain time point. This time point is being characterized by the fads, trends, and popular culture dominating the news, music, education, and/or parenting style at such a period (Bursch, 2014). The Generation X, was affected by the end of Vietnam War, Oil crisis in 1973 and the Lunar Landing and in the Philippines, there was Typhoon “Ining” in Surigao in 1964, the declaration of Martial Law in 1972 and the series of Peace Initiatives facilitated by the different elected Presidents starting 1986 onwards following different threats and actual bombing in the different areas in the Philippines including Mindanao (Tiangco, P., 2010). These notable events posed a challenge and made the Generation X realize the vulnerability of their status in terms of employment due to circumstances that are impossible to control. Considering this, the researcher assumes that placing importance in securing a job was a priority among Generation X employees, thus focusing on what they can receive from the employer without feeling the need to question if what was given is actually enough.

Rainerie (2012) said that Generation X employees value their job more than their employers and Khalid (2013) described them as loyal to their employers and are likely to stick to their jobs until retirement. A possible explanation why a notable difference in the job satisfaction levels was found in this study’s finding is that Generation X are likely to be driven in compliance with the company’s operating procedures, the nature of their work, the benefits and the contingent rewards that they will obtain from their employment.

Referencing on the result of Generation Y having ambivalent level of satisfaction in terms of Promotion, Fringe Benefits, Contingency Rewards and Operating Procedure, Cennamo (2008) explains this as since Generation Y places importance on status and independence, these younger employees are unlikely to receive these job factors according to their expectation due to their current career stage unlike the Generation X.

In parallel, Generation Y are considered technology-driven and are more prone to challenge norms as they aimed for career growth than long-term life-long employment in one particular workplace (Broadbridge, Maxwell & Odgen, 2007; Putri 2020). Aiming for career growth goes beyond tangible factors such as Fringe Benefits and Contingency Rewards whereas for Promotion and Operating procedure, these are factors that are beyond their control for the time being thus the level of ambivalence from their end.

Connecting to the result of this present study, which suggested that majority of Generation X are overall satisfied with their job including factors on Pay, Promotion, Supervision, Fringe Benefits, Contingency Reward and Nature of Work and Generation Y having ambivalent level of satisfaction in terms of Promotion, Fringe Benefits, Contingency Rewards and Operating Procedure it simply validated the findings of other researchers in the past studies on Job Satisfaction as well as on the Generational cohorts.

In addition, the Social Exchange theory can also help describe the findings on Generations X’s satisfaction level implicating that since majority of them has significantly higher satisfaction compared to Generation Y, they are assumed to reciprocate and translate their level of satisfaction by continuing to exhibit Organizational Citizenship Behavior. As for Generation Y, results still suggest that they are also satisfied to some extent though a dominant of number of satisfied employees are from Generation X.

5. Is there a significant difference among Generational groups in terms of the level of Organizational Citizenship Behavior? See Table 4.5
  - a. Generation X
  - b. Generation Y “Millennial”

**Table 4.5 Test for Significant Difference in the Level of Organizational Citizen Behavior between Cohorts**

Construct	Generation X		Generation Y		U	p
	Median	Description	Median	Description		
<b>Individual</b>	4.13	High	4.25	Very High	3448	0.208
<b>Organization</b>	4.5	Very High	4.38	Very High	3471.5	0.233
<b>Organizational Citizen Behavior</b>	4.31	Very High	4.28	Very High	3815	0.866

No significant difference was noted in the distribution of Organizational Citizenship Behavior directed to Organization ( $U = 3471.5, p = 0.233$ ) and the distribution of Organizational Citizenship Behavior directed to Individual ( $U = 3448, p = 0.209$ ) median ranks when the Generation X and Generation Y generational cohorts were compared. Also, there was no significant difference between the median ranks of the overall Organizational Citizenship Behavior scores ( $U = 3815, p = 0.867$ ) for the Generation X and Generation Y cohort. A weak effect size was also found in this analysis which indicates that the Organizational Citizenship Behavior between the two generational cohorts may not be practically

significant. Basically, the levels of Organizational Behavior among the two cohorts are of the same magnitude.

In this sense, the Organizational Citizenship Behavior among the two cohorts as manifested in their mostly positive level of agreement when asked about their frequency to exhibit behaviors that are meant to support their co-workers. Kahn (1978) mentioned that behaviors within the workplace is highly beneficial to both the company and their co-employees. The uniform qualities of OCB levels between the two groups can be linked to the Filipinos values of “Pakikisama” and “Utang na loob”, which Enriquez (1977) identifies to be resembling the characteristics covered in the constructs under Organizational Citizenship Behavior and Social Exchange Theory.

These findings affirm the tenets of Social Exchange Theory which encompass the notion that satisfied employees will also exhibit the characteristics of Organizational Citizenship Behavior. In this sense, since Social Exchange theory is defined as the exchange of tangible and intangible activities which include a trade of effort and loyalty of employees towards the organization (Cropanzano & Mitchell, 2005), Despite the differences of observable behaviors among the two cohorts, they basically manifested similar qualities when it comes to providing assistance among fellow employees whenever needed, manifesting concern to the company, takes pride in being part of the organization, and maintaining loyalty (Lee, 2008).

## Chapter 5

### Summary of Findings, Conclusion, Recommendation

#### Summary of Findings

Under Job Satisfaction, the factor Pay implies that respondents from both generational cohorts are satisfied with their company’s current pay system; for Promotion, it shows however that most respondents are still having ambivalent level of satisfaction with the organization’s present strategies; for Supervision, it reflects that majority of the respondents are satisfied with the Supervision they are experiencing within the organization; In Fringe benefits, it suggest that majority of the respondents implies that while a majority of the respondents from the Generation X cohort are generally satisfied with the contingent rewards from the company, majority of the respondents from the Generation Y cohort are still having ambivalent levels of satisfaction in this aspect; for Operating Procedure, it shows that a dominant portion of the respondents from both generational cohorts have ambivalent level of satisfaction when it comes to the organization’s present standard procedures; as to Coworkers, results suggest that a dominant portion of the respondents from both generational cohorts are satisfied with the types colleagues that they have at work; for Nature of Work, it shows that a dominant portion of the respondents from both generational cohorts are satisfied with their specific job function; in, communication, results suggest that a majority of the respondents from both generational cohorts are satisfied with the exchange that they had with the company’s management and its employees; The overall Job Satisfaction score shows that majority of the respondents from both generational cohorts are satisfied and contented with every aspect of their employment specially when it comes to job function, pay, working environment, activities in the organization and other company benefits.

Significant differences were found between the Generation X and Generation Y cohorts for the subscales Pay, Promotion, Supervision, Fringe Benefits, Contingency Reward and Nature of Work. A significant difference was also noted for the overall Job Satisfaction scores when the Generation X and Generation Y cohorts were compared.

The Organizational Citizenship Behavior directed toward the Organization score shows that there is an equal number of respondents who are often showing behaviors that depicts Conscientiousness, Civic Virtue, and Sportsmanship while there is a considerable number of respondents who have less exhibited such behaviors within the organization. For Organizational Citizenship Behavior directed toward the Individual scores showed that a dominant number of the respondents often manifest favorable behaviors, such as Altruism and Courtesy; the overall Organizational Citizenship Behavior score implies that majority of the Generation X respondents often engaged in actions beyond their formal job requirements, half of the respondents in the Generation Y cohort have often engaged in behaviors which contributed to the improvement of the organization, while half of the respondents claimed to have less frequently engaged in such behaviors.

## **Conclusion**

### **Job Satisfaction**

Past studies and researches have already established the existence of differences between Generation X and Y in terms of work and personal characteristics. For this study, considering the findings on Generation X and Y's significant differences on Job Satisfaction factors Pay, Promotion, Supervision, Fringe Benefits, Contingency Reward and Nature of Work, as stated by Tolbize (2009), Individuals belonging to the Generation X witnessed the challenging experience of their parents having concerns on low wages and losing jobs therefore possibly influencing them to place heavy importance on job security. With this, it is understandable that Generation X is more appreciative of the fact they have a job and are getting paid.

In understanding the results of other important factors involve in employment such as Promotion, Supervision, Fringe Benefits, Contingency Rewards Nature of Work as well as the Overall Job Satisfaction for Generation X as having higher level of Satisfaction, Rainerie (2012) supports this result by stating that Generation X employees tend to care more about their job rather than their employers. With this, the researcher draws the conclusion that placing much importance to your job can mean being more accepting of what the organization has to offer in terms of Promotion, Supervision, Fringe Benefits, Contingency Rewards and Nature of Work instead of questioning the implementation of the said factors.

Whereas, Generation Y, having lived and being raised by their Generation X parents did not experience the same level of difficulty thus having a perception geared towards placing more importance on independence, personal growth and advancement (Berkup, 2014).

### **Organizational Citizenship Behavior**

No significant difference was noted in the distribution of Organizational Citizenship Behavior directed to Organization and the distribution of Organizational Citizenship Behavior directed to Individual between Generation X and Y; also, there was no significant difference in terms of the overall Organizational Citizenship Behavior scores between Generation X and Y cohorts; Basically, the levels of Organizational Behavior among the two cohorts are of the same magnitude.

In trying to explain the result having the same overall level of Organizational Citizenship Behavior as well as for specified towards the Organization and towards the Individual for Generations X and Y, the researcher goes back to Enriquez (1977) describing the values of "Pakikisama" and "Utang na loob" as existent among Filipinos. These values are considered as positive traits or behavior that is described to closely resemble the factors under Organizational Citizenship Behavior which are Altruism and Courtesy

being synonymous to the value of “Pakikisama” and Civic Virtue, Conscientiousness and Sportsmanship closely resembling the value “Utang na Loob”. Another study conducted by Cervera (1988) again mentioned the Filipino Work Values “Pakikisama” and “Utang na loob” describing it as hospitality towards others and respect for authority.

From this, it can be digested as apart from the Social Exchange and Generational Cohorts theory, the already existing strong Filipino values “Pakikisama” and “Utang na Loob” explains why no significant difference was found between employees belonging to the different generations X and Y in terms of Organizational Citizenship behavior.

### Recommendation

Following the results indicating a significant difference in terms of Pay, Promotion, Fringe Benefit, Contingent Rewards, Nature of Work and the Overall Job Satisfaction between Generation X and Y Cohorts the following are recommended:

Customization of Benefits in order for organizations to cater a need in terms of what specific benefit is deemed essential for a specific group and may impact job retention;

For Human Resources to conduct a survey among the generation Y employees in terms of what benefits do they find useful or impactful to them;

For Company-owners and stakeholders to consider flexibility on the benefits provision in order to save money and resources by serving benefits that are preferred by each generational group;

For Human Resources to conduct post-survey among Generation X and Y to see if there is an improvement on the results after implementing customization or flexibility of benefits;

For HR professionals to consider developing company policies which will address concerns on communication, supervision, nature of work, operating procedure and implementation of benefits as preventive measure to maintain employment satisfaction.

For Future researchers to expand the scope of this study by exploring the work values aspect of the employees and possibly considering the influence of Psychological Contract on Organizational Citizenship Behavior.

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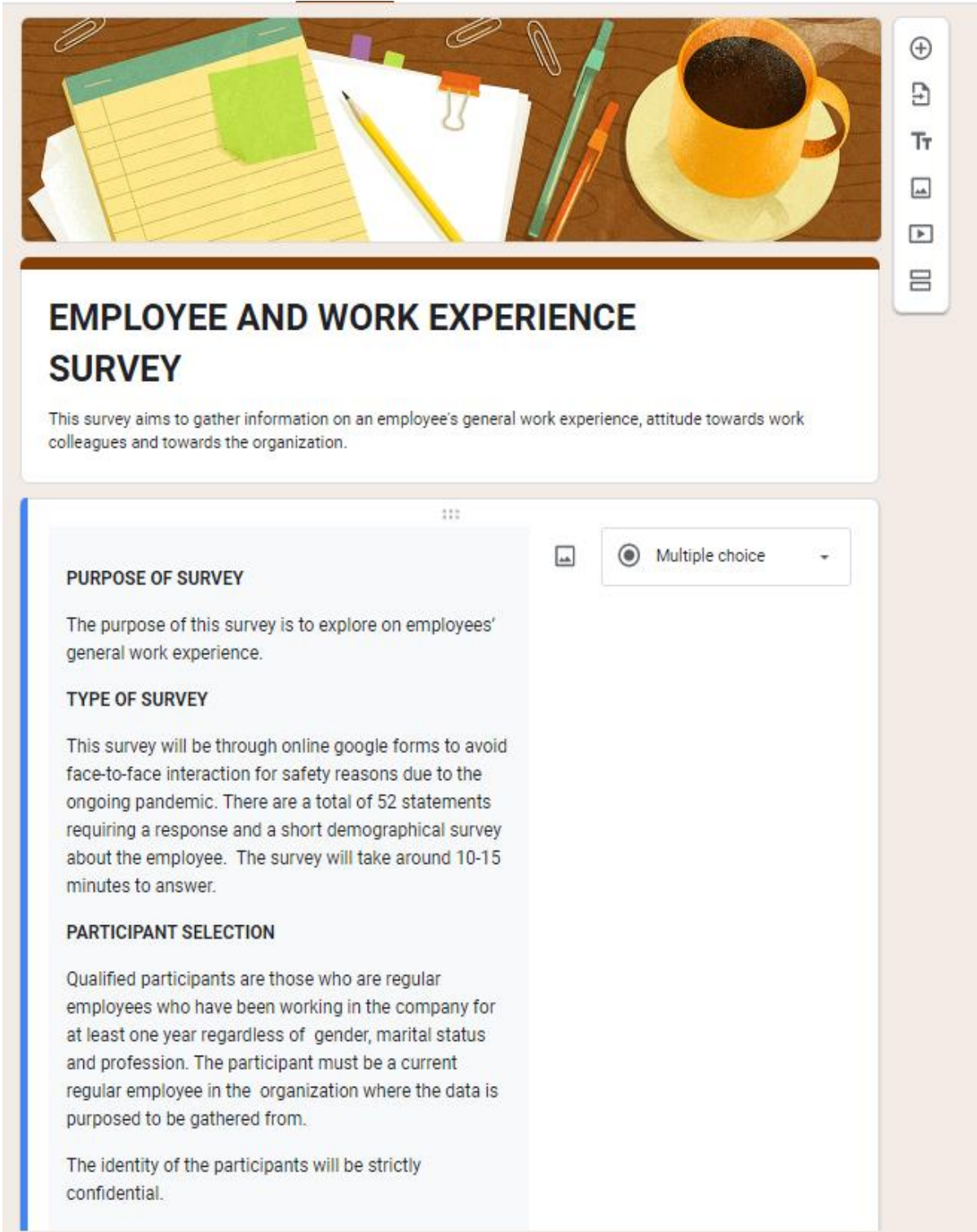
**APPENDIX A**

**Table A.2 Demographic Profile of the Respondents**

Cohort	Number of Years Working	Gender	N	
<b>Generation Y (1981-2000)</b>	1 - 3 yrs.	Female	5	
		Male	20	
	3.1 - 6 yrs.	Female	2	
		Male	6	
	6.1 - 10 yrs.	Female	4	
		Male	23	
	10.1 - 15 yrs.	Female	5	
		Male	14	
	15.1 - 20 yrs.	Female	1	
		Male	8	
	15.1 -20 yrs.	Female	0	
		Male	0	
	<b>Generation X (1965-1980)</b>	1 - 3 yrs.	Female	1
			Male	0
3.1 - 6 yrs.		Female	0	
		Male	1	
6.1 - 10 yrs.		Female	0	
		Male	6	
10.1 - 15 yrs.		Female	8	
		Male	15	
15.1 - 20 yrs.		Female	7	
		Male	50	
15.1 -20 yrs.		Female	0	
		Male	0	



**APPENDIX B:**



**EMPLOYEE AND WORK EXPERIENCE SURVEY**

This survey aims to gather information on an employee's general work experience, attitude towards work colleagues and towards the organization.

**PURPOSE OF SURVEY**

The purpose of this survey is to explore on employees' general work experience.

**TYPE OF SURVEY**

This survey will be through online google forms to avoid face-to-face interaction for safety reasons due to the ongoing pandemic. There are a total of 52 statements requiring a response and a short demographical survey about the employee. The survey will take around 10-15 minutes to answer.

**PARTICIPANT SELECTION**

Qualified participants are those who are regular employees who have been working in the company for at least one year regardless of gender, marital status and profession. The participant must be a current regular employee in the organization where the data is purposed to be gathered from.

The identity of the participants will be strictly confidential.

**EMPLOYEE AND WORK EXPERIENCE SURVEY QUESTIONNAIRE**

#### VOLUNTARY PARTICIPATION

The employees may or may not participate in the survey and should they choose not to, it will not affect their employment and will not pose any job-related concerns at present or in the future. In the survey form, it will be clearly stated that your participation is voluntary and your identity will remain confidential.

#### PROCEDURES

The item questions are to be answered by choosing the rating that best corresponds to how you feel towards the question being asked. The participants will be informed ahead that some questions may be sensitive or can potentially cause emotional discomfort.

The survey will be posted online via google forms and will remain accessible until the number of responses are satisfactorily met. The questionnaire ideally is answered personally or may be read to the participant if deemed necessary.

#### DURATION

The duration of the data gathering will take approximately one week and more or less two weeks will be allotted for data analysis and interpretation.

#### RISKS

Possible risks and discomforts can be anticipated from this survey. The participants will be assured that he or she does not have to answer any question in the survey if he or she feels that the questions are too personal or if it makes them uncomfortable.

#### BENEFITS

Results of this survey is directly for the benefit the organization where the data has been sourced out. The organization may use the results of this survey to evaluate the current disposition of its employees and may use the results to revisit its existing programs and benefits package.

Successful participation of the respondents of this survey can help generate more findings related to work attitude and experiences of employees. It can help the organization better understand work behaviors and attitude of employees. In addition, while answering the survey, participants may be able to do self-evaluation on their work attitude, behavior and general work experiences.

#### CONFIDENTIALITY

The identity of the survey participant will remain anonymous and their participation will be strictly confidential. To ensure the anonymity and confidentiality, only a tick option in the online survey will be provided should they agree to proceed with the participation. The completed survey questionnaires will be kept until they are no longer necessary for safekeeping.

#### RIGHT TO REFUSE OR WITHDRAW

The participation in this survey is absolutely voluntary and the participant has the right to withdraw their participation at any time. The participant's decision not to continue participating will not affect his/her relationship to the organization and its management either now or in the future.

#### PARTICIPANT CONSENT

**I consent to participate in the survey on work behaviors and job experience. I have understood the nature of this survey and wish to participate in it. Moreover, I am not waiving any of my legal rights by being a participant.**

**I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have, has been answered to my satisfaction. I consent voluntarily to be part of this survey. My chosen option below indicates my consent.**

- Yes, I voluntarily agree to take part of this survey.
- No, I do not want to be part of this survey.
- Add option or [add "Other"](#)

## Demographical Data \*

What year were you born?

- 1946 - 1964
- 1965 - 1980
- 1981 - 2000

Number of years working in your current organization? \*

- 1 - 3 years
- 3.1 - 6 years
- 6.1 - 10 years
- 10.1 - 15 years
- 15.1 - 20 years or more

Gender \*

- Male
- Female

START OF SURVEY \*

1. Help others who have been absent.

- Never
- Rarely
- Sometimes
- Often
- Always

2. Willingly give your time to help others who have work-related problems. \*

- Never
- Rarely
- Sometimes
- Often
- Always

51. My job is enjoyable. \*

- Disagree very much
- Disagree moderately
- Disagree slightly
- Agree slightly
- Agree moderately
- Agree very much

52. Work assignments are not fully explained. \*

- Disagree very much
- Disagree moderately
- Disagree slightly
- Agree slightly
- Agree moderately
- Agree very much

The **OCB Scale** is the first 16 questions with answer options ranging from Never to Always and the **Job Satisfaction Scale** follows from item 17 to 52 with answer options ranging from Disagree Very Much to Agree Very Much.

**APPENDIX C:  
PERMISSION TO CONDUCT RESEARCH**

May 10, 2018

**Dr. Carsten Evers**  
Power Plant Manager  
STEAG State Power Inc.

Thru:

  
**Ms. Leah A. Tadena**  
HR Manager  
STEAG State Power Inc.

Dear **Dr. Evers**,

My experience at STEAG, particularly in the Human Resources Department, has been both challenging and rewarding. Challenging in the sense that we have to constantly keep our objectivity in dealing with people and catering their different personalities; rewarding in the sense that it makes me feel fulfilled every time an employee goes out of our department happy and satisfied with our services.

Additionally, I have been open about my journey for educational advancement through taking up Masters in Psychology. I'm already on my 4<sup>th</sup> year and recently passed our comprehensive exam which made me qualified to do a thesis as a requirement for completing graduate school. With this I would like to embark on a project that hopes to help improve, if not, to help sustain SPI employees' motivation and satisfaction which might have an impact to our target retention rate.

**APPENDIX D:**

## INFORMED CONSENT

For: Power Plant employees in Misamis Oriental

Name of Researcher: Ms. Shaunna Mae T. Acedo

Institution: Xavier University – Ateneo de Cagayan

Research Information: This study is about employees' general experience towards colleagues, the job and the organization.

### Part 1: Information Sheet

#### INTRODUCTION

The researcher, Ms. Shaunna Mae T. Acedo, is a graduate student of Xavier University- Ateneo de Cagayan taking up Masters of Arts in Psychology. As the researcher is currently in the process of writing her Master's Thesis, the researcher would like to invite power plant employees to participate in this study. The identity of the volunteer research participants will be kept confidential and should the participant feel the need to withdraw his/her participation, may do so anytime without penalties. The researcher will be transparent to the participants as to how the study will proceed and for what beneficial purpose this study will be impacted on.

#### PURPOSE OF THE RESEARCH

The purpose of this research is to explore on Filipino employees' work experience and attitude specifically targeting responses from power plant employees in Misamis Oriental.

#### TYPE OF RESEARCH INTERVENTION

This study will be in the form of survey using online google forms to avoid face-to-face interaction for safety reasons due to the ongoing pandemic. There are two questionnaires that will be used in this study. The first questionnaire is about the employees' attitude towards work colleagues and the organization and the second questionnaire is about job experience. In addition, a short survey on the employee's demographical data is included. The survey will take around 30 minutes to answer.

#### PARTICIPANT SELECTION

Individuals who are chosen to participate in this study met the qualifications required to take part of the survey. Qualified participants are employees who have been working in the company for at least one year regardless of their gender, marital status, profession and employment status whether on probation or regular employee. These employees must be working for the identified organization where the data is purposed to be gathered from for this research.

The identity of the participants will be strictly kept confidential and will not be publicly available even in the event when the results of this study will be published to the extent permitted by law.

#### VOLUNTARY PARTICIPATION

The employees in the chosen organization for the data gathering may or may not participate in the survey and should they choose not to, it will not affect their employment and will not pose any job-related concerns at present or in the future. In the survey form, it will be clearly stated that their participation is voluntary and their identity will remain confidential.

## **PROCEDURES**

This study is quantitative research wherein the participant will take part by answering two survey questionnaires via online. The questionnaires are to be answered by choosing the rating that best corresponds to how they feel towards the question being asked. The participants will be informed ahead that some questions may be sensitive or can potentially cause emotional discomfort. The participant will need to first answer the consent to participate before proceeding to the questionnaire proper.

The survey will be posted online via google forms and will remain accessible until the number of responses is satisfactorily met. The questionnaire ideally is answered personally or may be read to the participant if deemed necessary. If the participant decides not to answer any of the questions, he or she may skip and proceed to the next question. The information recorded is confidential, names will be optional in the forms, only an assigned number will be used as identifier to the participant and no one except the researcher, XU grad school, host organization and the participant will have access to the results of the survey.

## **DURATION**

The duration of the data gathering will take approximately one month - one week for data gathering and the remaining weeks for the data analysis and interpretation. The survey proper will take around 30 minutes to answer.

## **RISKS**

Possible risks and discomforts can be anticipated from this research. The participants will be assured that he or she does not have to answer any question in the survey if he or she feels that the questions are too personal or if it makes them uncomfortable.

## **BENEFITS**

Useful benefits of this research are believed to strongly outweigh the chances and possibility of risks that may occur during the gathering of data for this study. Participation in this study will help bring about factual results on levels of Job Satisfaction and Organizational Citizenship Behavior which may be useful in the field of IO psychology and may be used in future researches. Direct benefits of this research will be towards the subject organization by knowing the current status of their employees' level of Job Satisfaction and Organizational Citizenship Behavior. As for the participants who took part of the survey, they will be provided with snacks and they may demand for reimbursement of their internet expense while participating in the survey. These costs will be shouldered by the researcher of this study.

To maximize and ensure realization of both direct and indirect benefits of this study, the researcher will strictly abide with the data-gathering standards and prioritize the welfare of the participants.

## **REIMBURSEMENTS**

The participants of this research will not receive any payments beyond reimbursements for expenses incurred as a result of their participation to the study.

## **CONFIDENTIALITY**

The identity of the research participant will remain anonymous throughout the course of the study and their participation will be deemed strictly confidential. This research is to be used for academic purposes only. To ensure the anonymity and confidentiality of the participants, codes or identifiers will be used in

processing their responses. Completed surveys will be securely kept where only the researcher will have access to. The completed survey questionnaires will be kept until they are no longer necessary for safekeeping. The pooled data will be kept for up to a maximum of 10 years after completing the project. The pooled data contains only the answers from the questionnaires. It is acknowledged that data breach is possible and should be prevented thus the file where the data of responses will be stored will be password-protected and only the researcher can access the stored data.

Should the project be published in the future, the participant may also request for a copy. Considering the academic nature of the study, a copy containing the complete result will be submitted to the Graduate School, the Dean's office, the university central office libraries and to the commission on Higher Education provided all personal identification of the participants will remain anonymous and confidential.

### SHARING THE RESULTS

The research participants will be informed if the findings of this study will be published in any formal way.

### RIGHT TO REFUSE OR WITHDRAW

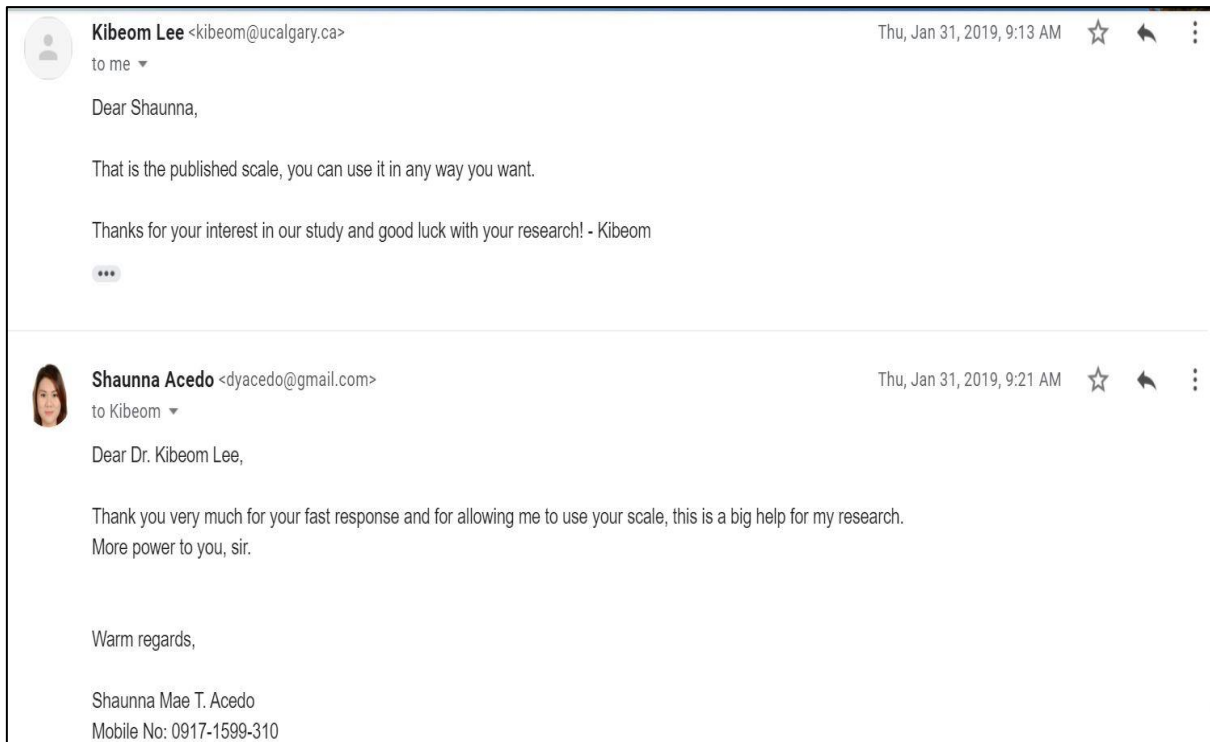
The participation in this research is absolutely voluntary and the participant has the right to withdraw their participation at any time. The participant's decision not to continue participating will not affect his/her relationship with the researcher either now or in the future.

**A copy of this Informed Consent Form has been provided to the participant.**

<b>WHO TO CONTACT</b>	<b><u>Dyacedo@gmail.com</u></b>
<b>Researcher:</b>	<b>Researcher Adviser:</b>
<b>SHAUNNA MAE T. ACEDO</b>	<b>Dr. Joey Marie F. Jegonia</b>
<b>Master of Arts in Psychology</b>	<b>Thesis Adviser</b>
<b>Xavier University- Ateneo de Cagayan</b>	<b>Psychology Department</b>

### APPENDIX E:





### AUTHOR'S PERMISSION TO USE SURVEY SCALE

## Conditions for Using These Assessments

<https://paulspecter.com/assessments/pauls-no-cost-assessments/conditions-for-using-these-assessments/>

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