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Comments and suggestions should be addressed to:
The Editor
Letran Business and Economic Review
Colegio de San Juan de Letran
151 Muralla St., Intramuros, Manila, Philippines
8527-7693 to 97 loc. 122
e-mail: research@letran.edu.ph

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ASSESSING THE ENVIRONMENTAL, SOCIAL AND ECONOMIC DIMENSIONS OF THE CONSTRUCTION INDUSTRY IN SAMAR TOWARDS BUILDING A SUSTAINABLE FUTURE

Zosa, Gemma P.[1], Rosas, Ma. Victoria U.[2]
[1]Student, Graduate School
[2]Faculty, Graduate School
gemma.zosa@letran.edu.ph

ABSTRACT

The construction industry is a major contributor to environmental degradation, necessitating a review to inform stakeholders on the impact of road construction in the First District of Samar. This study evaluated the effects of road construction on sustainability across economic, environmental, social, and technological dimensions. Using frequency counts, percentages, One Way ANOVA, and Pearson correlation, it analyzed the profiles and projects had sufficient funding (₱16-20 million). In addition, 33.33% of the owners have 11 or more years of experience. The responses of the construction owners and government representatives showed high alignment in environmental concerns. However, the views of th e construction owners on sustainability were consistent regardless of their profiles. Recommendations include implementing sustainable supply chain management and adopting comprehensive equipment sustainability practices to enhance the industry's overall sustainability.

KEYWORDS: Road Construction, Sustainability, Economic Impact, Environmental Impact, Social Impact

INTRODUCTION

As the global population exceeds 8 billion and continues to grow, the demand for resources has intensified, leading to significant environmental challenges such as resource depletion, pollution, and species extinction (United Nations, 2023; Bansard & Schröder, 2021). Addressing these issues requires the adoption of sustainable practices, as defined by the United Nations Brundtland Report (1987), which emphasizes meeting present needs without compromising future generations. The construction industry plays a crucial role in economic and social development but is also a major contributor to environmental degradation, and is responsible for substantial waste, resource consumption, and pollution (Hussain et al., 2022; Paz et al., 2020). Sustainable construction practices, such as using recycled materials and renewable energy, can mitigate these impacts and improve efficiency (Cubukcuoglu, 2022). However, implementing these practices involves additional costs and planning complexities, necessitating solutions that balance environmental and economic benefits (Mavi et al., 2021).

The research is anchored on the conceptual framework that showed sustainable practices in the construction industry in the First District of Samar, considering economic, technological, social, and environmental dimensions. It suggests sustainable supply chain management and comprehensive equipment sustainability as inputs for sustainable future business.

This study examines the impact of road construction on sustainability in the First District of Samar, with the following research objectives: 1) Identify the status of construction firms using the variables: number of projects; number of reconstruction request; cost of construction and quality of projects; 2) Determine the sustainability of the construction companies in the First district of Samar; 3) Evaluate the level of assessment of the respondents on the impact of the construction industry on the following factors: Social; Economic; Environmental; Technological aspects of construction industry; 4) . Identify the significant relationship on the assessment of the stakeholders on the impact of road construction on the following dimension of sustainability: Economic, Technological, Environmental and social; 5) Ascertain differences on the assessment of the stakeholders on the impact of road construction in the First District of Samar in terms of the following dimensions: Economic and Technological, Social, and Environmental when grouped according to their personal variables; and 6) Be able to suggest inputs to build sustainable future for the construction industry.

Theoretical Framework

The study's theoretical framework is based on the Sustainable Development Goals (SDGs), particularly Goals 8, 11, and 12, as delineated in the UN Report (2023). Goal 8 focuses on equitable remuneration, secure labor conditions, and skill development to ensure productive employment and sustainable economic growth.

Goal 11 aims to create sustainable, inclusive, safe, and resilient urban areas, addressing global urbanization and ensuring accessibility and affordability.

Goal 12 emphasizes responsible production and consumption, advocating for resource efficiency and waste reduction through circular economy principles. The construction sector can achieve these goals by prioritizing worker safety, equitable pay, skill development, green building designs, and resilient infrastructure, thereby promoting social progress, economic growth, and environmental sustainability.

Economic Sustainability

People widely recognize improved road networks as catalysts for economic development. Studies such as those by Ruacorp.com (2023) and Villata (2023) emphasized the importance of road infrastructure in enhancing connectivity and fostering economic growth. However, significant financial commitments were required, as highlighted by Fernando et al. (2022), who also noted challenges like project delays and taxation issues. Dimaculangan (2023) pointed out that while the construction sector significantly contributed to economic growth, it also posed environmental risks due to excessive resource consumption. Castillo et al. (2021) discussed how road expansion can alleviate traffic but lead to economic losses due to delays in relocating utilities. Sackley et al. (2023) linked road infrastructure sustainability to reduced life-cycle costs, improved energy efficiency, and the creation of green jobs, all of which contributed to local economic development.

Social Sustainability

The social impacts of road infrastructure were less frequently addressed in the literature compared to economic and environmental aspects. However, Zhao & Ke et al. (2020) emphasized that sustainable road infrastructure promotes social inclusion by improving road safety, reducing traffic congestion, and enhancing accessibility. Gurmu et al. (2022) identified barriers to implementing social sustainability practices in the construction industry, while Sierra and Pellicer et al. (2017) emphasized the importance of employment opportunities, community participation, and accessibility to a safe environment. Shooshtarian et al. (2020) and Reverte (2018) discussed how government policies in Australia and Spain, respectively, have promoted social sustainability through sustainable procurement practices.

Environmental Sustainability

The environmental dimension of road infrastructure sustainability is a significant concern, with studies such as those by Franco (2021) and Li et al. (2022) exploring the environmental impacts of construction activities. Franco (2021) focused on the challenges of promoting environmentally friendly construction practices in Metro Manila, while Li et al. (2022) highlighted the potential of 3D printing and other technologies that reduce waste and promote sustainability in the construction industry. Sierra (2022) and Nura Shehu Aliyu Yaro et al. (2023) discussed how sustainable road infrastructure can reduce greenhouse gas emissions, improve energy efficiency, and encourage the use of renewable energy sources. Oke et al. (2021) and Wijewantha (2020), who provided insights into reducing the environmental impact of road construction and maintenance, also emphasized the need for environmental assessments and the adoption of green building practices.

Sustainable Supply chain Management in Construction Industry and Comprehensive Equipment Sustainability

In the conceptual framework of the study (figure 1), it can be noted that the sustainable practices of the construction industry considering the Economic and Technological dimension, social, and environmental dimension when scrutinized will result in inputs for the sustainable future of the construction companies doing business in the First District of Samar. In this study, however, the economic, technological, environmental dimensions, and social dimension of sustainability was looked upon in terms of the impact of road constructions in the aforesaid areas as assessed by the stakeholders. Based on the results, sustainable supply chain management in construction industry and comprehensive equipment sustainability are the inputs for the construction company to maintain their sustainability.

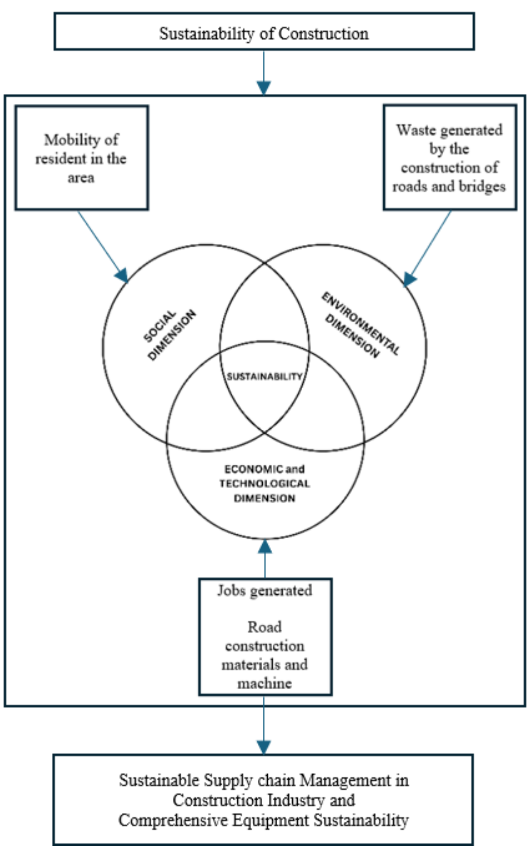

Figure 1. Conceptual Framework - Sustainability of Construction Companies

METHODOLOGY

Research Design

This study employed the Mixed Method of Research. This study employed both quantitative and qualitative methods. For the quantitative method, descriptive correlation was used, whereby it determined the relationship of two or more variables (Calmorin, 2012). The descriptive method was used in describing the construction owners of the study in terms of their variables: number of projects; number of reconstruction/repair projects; cost of construction; and quality of projects. Correlational research simultaneously examined two variables to identify patterns of relationships.

In this study, the researcher analyzed the relationship between the respondents' assessments of the impact of road construction on the economic, technological, environmental, and social dimensions of sustainability in the first district of Samar. The researcher also analyzed the variations in the respondents' responses to the various aspects of sustainability, taking into account the characteristics of the construction owners. For the qualitative part, the researcher conducted a focus group discussion with the following stakeholders: a representative from the COA, a representative from DPWH, and a sample of respondents from the road end users and barangay population.

Research Instrument

The researcher utilized a researcher-made questionnaire in determining the assessment of the respondents on the sustainability of the construction company in terms of efficiency in managing their resources and the impact of road construction on the economic, technological, environmental, and social dimensions of sustainability.

The questionnaire was developed by the researcher. Experts in the field validated it, and reliability testing yielded a Cronbach alpha of 0.95. The researcher employed the purposive sampling technique to select the study's respondents. An individual/company was chosen as part of the sample due to good evidence that he is representative of the total population (Calmorin, 2018).

The study's sample size consisted of 292 public or road users in Samar, 377 residents in the first district of Samar, and 8 government adjunct representatives from COA, DPWH, and DENR.

Statistical Treatment of Data

The frequency count and percentage were used in describing the profile of the construction owners, the Weighted Mean was used in analyzing the assessment of the respondents on the impact of road construction in the economic, environmental, technological, and social dimensions of sustainability, the One-Way analysis of variance (Kruskal Wallis), was used to establish the differences of the responses of the construction owners when group based on their profile while the Pearson r was utilized in analyzing the relationship of the responses of the different stakeholders on the impact of road construction to the economic, technological, environmental and social dimension of sustainability in the 1st district of Samar.

RESULTS AND FINDINGS

Table 1 suggests that a single construction company receives more project awards than the rest. Out of the six construction companies, one, representing 16.67 %, reconstructed 6-10 previously completed projects, while the remaining five, representing 83.33%, reconstructed 1–5 projects. This indicates that the same construction company reconstructed nearly 30% of previous projects. There were two, or 33.33%, whose project cost ranged from 21M. and over. Four projects, accounting for 66.67%, have a budget of between 16 and 20 million. Most of the project cost fell within the range of 16 million to 20 million. The project's cost indicated a sufficient budget for the projects under implementation. There were 2 or 33.33% of the owners who have been in the service for 11 years and over;

similarly, both 1 to 3 years and 7 to 10 years have 1 each respondent, or 16.67%. Most of the construction owners have been in the business for an average of 7 years. As a result, they could have already gained enough experience in implementing the projects they were awarded.

Table 1 Profile of the Construction Owners

Number of Construction Projects	Frequency	Percentage
16 and over	1	16.67
11 – 15	1	16.67
6 – 10	2	33.33
1 – 5	2	33.33
TOTAL	**6**	**100.00**
Number of Reconstruction Projects	**Frequency**	**Percentage**
16 and over	0	0
11 – 15	0	0
6 – 10	1	16.67
1 – 5	5	83.33
TOTAL	6	100.00
Project Cost	**Frequency**	**Percentage**
21 M and over	2	33.33
16 M to 20 M	4	66.67
10 M to 15 M	0	0
TOTAL	**6**	**100.00**
Length of Service	**Frequency**	**Percentage**
11 and over	2	33.33
7 – 10 years	1	16.67
4 – 6 years	2	33.33
1 – 3 years	1	16.67
TOTAL	**6**	**100.00**

The summary of the assessment of the three groups of respondents on the impact of road construction on the different dimensions of sustainability is reflected in Table 2. The table reflects that among the dimensions covered in this study, the respondents ranked the Social Dimension highest with a composite mean of 3.63, Rank 1, followed by the economic dimension (3.42, Rank 2), technological dimension, and environmental dimension, both ranked 3.5, respectively. The respondents are one in saying that road construction has a greater impact on the social dimension. This result aligns with Neri's (2024) findings, which indicate that the organization placed a higher priority on social and economic sustainability, with a moderate emphasis on environmental sustainability.

Table 2: Summary of Assessment of the Respondents on the Impact of Road Construction

Sustainability Dimension	Construction Owners (WM, VI)		Government Adjunct Representatives (WM, VI)		Road end Users / Local Residents (WM, VI)		Composite Mean	Rank
	WM	VI	WM	VI	WM	VI		
Economic Dimension	3.46	SA	3.37	SA	3.42	SA	3.42	2
Technological Dimension	3.52	SA	3.55	SA	3.21	SA	3.38	3.5
Environmental Dimension	3.50	SA	3.70	SA	3.17	SA	3.38	3.5
Social Dimension	3.52	SA	3.73	SA	3.61	SA	3.60	1

In the focus group discussion, Informant #3 mentioned that "road construction has helped sell farm products at affordable prices to neighbors and businesses in the area." While Construction Owner Informant #1 narrated that "road construction has contributed to the economy by opening avenues for businesses and reducing walking distances, thereby boosting income".

For the social dimension, Informant #4 and Informant #2 expressed the benefits of improved roads in Samar, stating that "they now feel safer on the roads and can easily visit relatives". Informant#1 (construction owner) also noted that roads "have made people more mobile, allowing them to explore and connect with their relatives in the upland barangay, and attend social gatherings".

Table 3 reflects the relationship between the stakeholders' responses on the impact of road construction on the Economic, technological, environmental, and social dimensions of sustainability. In the economic dimension, the computed r-values of.706 and 0.562 implied that there was a moderate relationship between the responses of the construction owners, government adjunct representatives, and road end users. Conversely, the computed r- value of.342 indicates a slight relationship between the responses of government adjunct representatives and road end users. Further, on the responses of the stakeholders on the technological dimension, results showed a computed r-value of 190, .037, and .060 for the construction owners and government adjunct workers, construction owners and road end users, and government adjunct representatives and road end users all have verbal interpretation of negligible relationship.

Table 3: Relationship of responses of stakeholders on the effect of road construction to the following dimension of sustainability: Economic, Technological, Environmental and Social

Sustainability Dimension	Relationship	SD	r-value	Interpretation
Economic Dimension	Construction Owners and Adjunct Representatives	0.268	0.706	Moderate Correlation
	Construction Owners and Road End Users	0.187	0.562	Moderate Correlation
	Government Adjunct Representatives and Road End Users	0.195	0.342	Slight Correlation
Technological Dimension	Construction Owners and Adjunct Representatives	0.122	0.150	Negligible Correlation
	Construction Owners and Road End Users	0.148	0.037	Negligible Correlation
	Government Adjunct Representatives and Road End Users	0.094	0.060	Negligible Correlation
Environmental Dimension	Construction Owners and Adjunct Representatives	0.206	0.917	Very High Correlation
	Construction Owners and Road End Users	0.154	0.660	Moderate Correlation
	Government Adjunct Representatives and Road End Users	0.082	0.565	Moderate Correlation
Social Dimension	Construction Owners and Adjunct Representatives	0.130	0.094	Negligible Correlation
	Construction Owners and Road End Users	0.167	0.045	Negligible Correlation
	Government Adjunct Representatives and Road End Users	0.105	0.036	Negligible Correlation

This implies that there was no correlation between these stakeholders' responses regarding the impact of road construction in the technological domain. In the environmental dimension, the relationship between the construction owners and the government adjunct representative was interpreted as highly significant, with an r value of .917. Results support the study of Neri (2024), where the author noted that a positive relationship exists between economic, environmental, and social sustainability.

The study yielded an r-value of .660 for the relationship between construction owners and road end users, and an r-value of .565 for both government adjunct representatives and road end users, indicating a moderate relationship. Finally, the stakeholders' responses in the social dimension yielded a computed r-value of .094, .045, and .036 for the relationship between construction owners and government adjunct representatives, the relationship between construction owners and road end users, and the relationship between government adjunct representatives and road end users respectively. The computed r values all indicate a negligible correlation. The results show that in the economic dimension, as the rating of construction owners increases, there is a tendency for the responses of government adjunct representatives to also increase, although not in a perfectly correlated manner.

Within the economic realm, both groups share similar viewpoints or evaluations of the economic aspects of the construction of road projects. Furthermore, the results regarding the technological impact of road construction indicate that the perspectives of construction owners and government representatives regarding the influence of technology on road construction matters are largely distinct from each other. This suggests that the opinions of construction owners and road end users on technological issues are independent of each other, and alterations in one group's reactions do not forecast alterations in the other group's reactions. As one group's reactions increase, the responses of the other group also increase in close correlation.

The environmental component of road construction implies that both construction owners and government adjunct representatives share closely aligned viewpoints or evaluations regarding the environmental aspects of road projects. The significant level of agreement demonstrates a robust consensus and shared priorities addressing environmental issues. Further, on the government adjunct representatives and the road end users, it is noted that there was an observable inclination for the responses of these two groups to align, but the correlation was not as robust as that between construction owners and government adjunct representatives. This indicated that although there is substantial consensus between construction owners and road end users about environmental issues, there were still certain divergences in their viewpoints.

Regarding the social impact of road construction, we can observe that the perspectives and assessments of construction owners and government representatives on social issues related to construction projects largely differ from each other. The negligible r-value indicated that there was a negligible linear correlation between the responses of these two groups. Lastly, the proximity to zero indicated a lack of significant linear correlation between the responses of government adjunct officials and road end users on the impact of road development on social issues. This indicated that their evaluations of social elements were mostly autonomous from one another. Neri (2024) opined that giving importance to economic growth, social inclusion, and environmental preservation enhanced a company's performance and contributed to its long-term sustainability.

Table 4: Differences of Respondents assessment on the impact of road construction to Economic, Technological, Environmental and Social Dimension

Personal Variables and Dimensions	dF	X	p	c.v.	Interpretation
Number of construction and Impact of road construction on Economic dimension responses	3	4.50	0.198	7.81	NS
Number of construction and Impact of road construction on Technological dimension responses	4	3.96	0.291	9.48	NS
Number of construction and Impact of road construction on environmental dimension responses	4	4.96	0.285	9.48	NS
Number of construction and Impact of road construction on environmental dimension responses	4	6.00	0.199	9.48	NS
Number of reconstruction and Impact of road construction on Economic dimension	4	4.50	0.212	5.99	NS
Number of reconstruction and Impact of road construction on Technological dimension	1	6.00	0.197	3.84	NS
Number of reconstruction and Impact of road construction on Environmental dimension	1	0.0909	0.763	3.84	NS
Number of reconstruction and Impact of road construction on social dimension	2	0.364	0.516	5.99	NS
Cost of project and Impact of road construction on Economic dimension	2	2.51	0.284	5.99	NS
Cost of project and Impact of road construction on Technological dimension	2	3.00	0.223	5.99	NS
Cost of project and Impact of road construction on environmental dimension	1	1.25	0.046	3.84	NS
Cost of project and Impact of road construction on social dimension	3	5.00	0.172	7.81	NS

Table 4 displays the differences in respondents' assessments regarding the impact of road construction on economic, technological, environmental, and social dimensions, as well as their variables and dimensions. The differences in the respondent's assessment of the impact of road construction on the different dimensions of sustainability and the personal variables of the construction owners are shown in Table 4.

As reflected in the table, all p values were greater than.01, thus the null hypothesis, which stated that there were no differences in the responses of the stakeholders on the impact of road construction on the dimensions, economic, technological, environmental, and social dimension when grouped into the profile of the construction owners is accepted. This implies that the respondents: the construction owners, government adjunct representatives, and road end users do not differ in their responses when grouped using the profile of construction owners. It was implied by this that there weren't any significant differences in the opinions of the stakeholders regarding these aspects, or that they are typically in agreement. It means that there was a shared agreement or consistency in how they view the effects of road-building projects, which can be advantageous for working together on planning and making decisions. Accepting the null hypothesis does not imply perfect agreement but rather indicates that any discrepancies seen were not statistically significant. Neri (2024) opined that giving importance to economic growth, social inclusion, and environmental preservation enhanced a company's performance and contributes to its long-term sustainability.

DISCUSSION

Upon examining the profile of the construction company, the study revealed that a single company received more project awards than the others, with 16.67% reconstructing 6-10 projects and 83.33% reconstructing 1-5 projects. Most of projects cost between 16M and 20M, indicating a sufficient budget for implementation. The majority of construction owners have been in the business for an average of 7 years, indicating they have gained experience in implementing projects assigned to them.

Neri's (2024) research, which prioritizes social and economic sustainability, aligns with the study's findings that road construction has a greater impact on the economic and social dimensions, while environmental sustainability receives moderate importance. Road construction in Samar has improved the economy by opening avenues for businesses, reducing walking distances, and boosting income. These findings concur with the results of Dimaculangan, E. (2023) when he noted that as of 2022, the Build! Build! Build! (BBB) initiative contributed to the 9.2% annual growth rate in the Philippines' construction industry. Road construction also made people feel safer, allowing them to visit relatives and attend social gatherings. Informant #3, construction owner, and others also noted its social benefits. Furthermore, the study found that while construction owners and road end users generally agree on environmental issues, they have divergent viewpoints on social matters related to road construction. Construction owners and government representatives' responses to social issues are independent of each other, meaning changes in one group's opinion do not predict changes in the other group's opinion. Similarly, government representatives and road end users also have independent evaluations of the impact of road development on social issues. Results concur with that of Neri 2023) where he noted that the importance of maintaining a delicate equilibrium between social inclusion, ensure long-term sustainability.

The study found that there were no significant differences in the responses of construction owners, government representatives, and road users when grouped based on their profiles as construction owners. This suggests that there is a shared agreement or consistency in their opinions regarding the effects of road-building projects. However, it is important to note that accepting the null hypothesis does not mean there is perfect agreement, but rather that any differences observed were not statistically significant. Neri (2024) opined that giving importance to economic growth, social inclusion, and environmental preservation enhances a company's performance and contribute to its long-term sustainability.

CONCLUSION

The study determined the profile of the construction owners who are engaged in road construction in the first district of Samar. The study also pinpointed the sustainability of the construction company in terms of handling their materials and equipment; it analyzed the evaluations of various stakeholders, including the construction owners themselves, the government representative, the residents, and the road end users, and compared them based on their personal characteristics. Construction owners in Samar have extensive expertise and manage multiple projects, with a focus on reconstruction. The average expenditure for each project is around 15 million pesos. These owners have an average of seven years of experience in the construction sector, demonstrating skill and dedication. They use their experience and knowledge of road construction to complete projects to the satisfaction of constituents in Samar District 1. The construction owners are able to maintain the sustainability of their materials and equipment, completing projects within budget and displaying good financial management. This demonstrates that achieving social sustainability does not require financial compromise. The positive impacts of road construction align with the United Nations Sustainable Development Goals (SDGs), particularly SDG 9: Industry, Innovation, and Infrastructure. Stakeholder assessments of road construction projects reveal a strong to moderate relationship in the environmental dimension, a moderate to slight relationship in the economic dimension, and a negligible relationship in the technological and social dimensions. This complexity highlights the need for comprehensive impact studies to address stakeholder concerns. The construction company's profile does not have a significant impact on stakeholder assessments. Consistent social, environmental, and economic practices are important for fostering sustainability and aligning with the principles of people, planet, and profit. Construction firms support the UN SDGs and balance the three P's.

Construction owners can use this study to enhance their positive influence on the environmental and social dimensions of sustainability as an impact of road construction, while also refining their economic and environmental practices. The local government leaders may also take a look at the results in order to align their practices in terms of road construction. This research has demonstrated that aligning the practices of the construction company in the First District of Samar with sustainability dimensions can serve as a solid foundation for their continued business success.

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EXPLORING THE INFLUENCE OF TIME TRACKING SOFTWARE ON REMOTE WORKER VIEWS OF PRODUCTIVITY IN CALABARZON

Duran, Renee Brielle Angelo[1], Revilla, Roberto[2]
[1]Student, Graduate School
[2]Faculty, Graduate School
reneebrielleangelo.duran@letran.edu.ph

ABSTRACT

This study examines the impact of time tracking software on the productivity perceptions of remote workers in Calabarzon, Philippines. Using Self-Determination Theory (SDT) as a framework, the research explores how autonomy, competence, and relatedness are influenced by electronic performance monitoring (EPM). A qualitative research design, employing semi-structured interviews with remote workers and managers, identifies five major themes: Autonomy, Relatedness, Competence, Productivity, and Regional Reality. Findings indicate that while time tracking software improves accountability and efficiency, it also causes stress due to constant surveillance. While some workers feel empowered by self-regulation, others find their autonomy restricted. Additionally, regional factors such as unreliable internet connectivity significantly shape remote work experiences. The study provides recommendations for improving monitoring practices to balance accountability with worker autonomy and well-being.

KEYWORDS: time tracking software, remote work, autonomy, relatedness, competence

INTRODUCTION

The increasing use of remote work has necessitated the use of time-tracking software as a performance management tool. As businesses transition from traditional office-based oversight to remote operations, digital monitoring tools have become essential in tracking productivity, optimizing workflows, and ensuring accountability (Benedicto & Caelian, 2021). However, the psychological and ethical implications of such monitoring remain a topic of debate. Some studies suggest that time-tracking software enhances efficiency and self-regulation, while others argue that it fosters stress, reduces autonomy, and erodes trust between employees and employers (Diamantidis & Chatzoglou, 2019).

Despite the widespread use of time-tracking software, there remains a significant gap in understanding how these tools influence worker perceptions of productivity, motivation, and well-being. While some studies suggest that electronic performance monitoring increases efficiency, others highlight potential drawbacks, including increased stress, reduced autonomy, and diminished trust between employees and employers (Gregorio et al., 2021).

Furthermore, remote work presents unique challenges that extend beyond time management. Employees must navigate work-life balance, self-discipline, and fluctuating productivity levels in environments that may not be conducive to focused work. The ability of time-tracking software to either alleviate or exacerbate these challenges remains an open question requiring further investigation (Francisco et al., 2021). Understanding the effects of such tools in specific regional contexts like Calabarzon will contribute to both academic literature and practical policy decisions.

This paper aims to explore the impact of time-tracking software on remote worker productivity, motivation, and well-being, with a focus on the Calabarzon region. It begins with a review of related literature on time-tracking software, electronic performance monitoring, and remote work, incorporating both global and local perspectives to provide context for the study. It then details the research methodology, outlining the qualitative approach, data collection methods, and thematic analysis framework used to examine the experiences of remote workers in Calabarzon. The findings are presented through key themes, highlighting the impact of time-tracking software on autonomy, competence, and relatedness, as well as the role of regional challenges in shaping productivity perceptions. Following this, the discussion section analyzes the implications of these findings for organizational policies, workforce management strategies, and ethical software development. Finally, the paper concludes with recommendations for businesses, policymakers, and software developers, along with suggestions for future research to further explore the evolving dynamics of remote work and employee monitoring. By examining remote workers' experiences, the study seeks to determine how these tools influence the remote workers' perceptions of autonomy, competence, and relatedness which are the key psychological factors outlined in Self-Determination Theory (SDT).

The increasing adoption of time-tracking software in remote work environments has raised questions about its impact on employee productivity, motivation, and well-being. While these tools are designed to enhance efficiency and accountability, their psychological effects on remote workers remain unclear and underexplored. Some employees perceive time-tracking software as a supportive tool for managing workloads, while others view it as a mechanism of control that fosters stress and reduces autonomy. The existing literature primarily focuses on Western corporate settings, leaving a significant gap in understanding how these tools influence workers in diverse regional and economic contexts, particularly in Calabarzon, Philippines where socio-economic conditions, digital infrastructure, and work expectations differ (Pulakos et al., 2019).

This paper aims to explore the impact of time-tracking software on remote work productivity, motivation, and well-being, with a focus on the Calabarzon region. Specifically, it examines how time-tracking software affects autonomy, competence, and relatedness, which are fundamental psychological needs according to Self-Determination Theory (SDT). Additionally, it investigates how regional challenges, such as internet connectivity issues and economic conditions, influence workers' perceptions of time-tracking and productivity.

While some research highlights the benefits of time-tracking software for workflow optimization, fewer studies address its psychological effects on remote employees (Prastiwi et al., 2022). Autonomy, competence, and relatedness are key factors influencing motivation and are often overlooked in studies emphasizing efficiency metrics (DiClaudio, 2019). This study aims to bridge these gaps by exploring how time-tracking software affects remote workers' perceptions of productivity and motivation in the Calabarzon region. By addressing this gap, the study seeks to determine whether time-tracking software functions as a productivity-enhancing tool that supports self-regulation and efficiency or as a source of stress and distrust that undermines motivation. The findings aim to provide practical insights for businesses, policymakers, and software developers to design monitoring systems that balance organizational productivity with employee well-being.

Theoretical Framework

Self-Determination Theory (SDT) is a psychological framework that explores how different work environments influence motivation and behavior. It suggests that motivation is driven by three core psychological needs: autonomy, or the ability to have control over one's work; competence, which refers to a sense of mastery over tasks and responsibilities; and relatedness, the feeling of connection with colleagues and the organization. Time-tracking software, as a form of external monitoring, can either support or hinder these needs depending on how it is implemented (Faber et al., 2021). When employees view tracking as a tool that aids their productivity rather than an oppressive measure, they are more likely to stay engaged and motivated in their work.

Previous studies applying SDT to workplace monitoring have shown that excessive control through electronic tracking often leads to employee disengagement, while structured autonomy fosters intrinsic motivation (Jeske, 2022). By leveraging SDT, this study examines whether time-tracking software in Calabarzon enhances or diminishes motivation and how it shapes worker perceptions of productivity. Understanding these dynamics can help organizations implement tracking systems that balance accountability with employee well-being.

METHODOLOGY

Research Design

This study employed a qualitative research design to explore the experiences of remote workers and managers in Calabarzon regarding the use of time-tracking software. A phenomenological approach was adopted to capture the lived experiences of participants and gain deeper insights into how tracking tools influence productivity, autonomy, competence, and relatedness (Jeske, 2022). Through semi-structured interviews, the study aimed to uncover both the advantages and challenges associated with time-tracking software from the perspectives of those who use or oversee it.

Participants and Sampling

Participants were selected using purposive sampling to ensure a diverse representation of industries and roles. The study included remote workers from technology, customer service, finance, education, and healthcare sectors, as these industries heavily rely on remote work and digital monitoring tools. To be eligible, participants had to have at least six months of experience using time-tracking software, ensuring they had sufficient exposure to provide meaningful insights. Managers and HR professionals responsible for implementing performance monitoring systems were also included to provide a broader organizational perspective. The sample consisted of 10 remote workers and five managers, allowing for a balanced view of both employee and employer experiences. This approach ensured a wide range of perspectives, capturing how different industries and job roles perceive time-tracking software.

Data Collection

This study utilized semi-structured interviews as the primary method for data collection to allow participants to share their experiences in detail while providing flexibility to explore emerging themes. Interviews were conducted online via video conferencing to accommodate the remote work nature of participants and to ensure accessibility despite geographic differences within Calabarzon. Each session lasted between 45 to 60 minutes and followed a 12 to 15-question format, covering themes such as productivity, autonomy, work-life balance, psychological impact, employer trust, and ethical concerns.

Interviews were audio-recorded with participant consent, transcribed verbatim, and anonymized to protect confidentiality. The semi-structured format allowed for follow-up questions, enabling deeper exploration of specific issues raised by participants. The flexibility of this method ensured that both expected and unexpected themes could be thoroughly examined, providing rich qualitative insights into how time-tracking software affects remote workers' experiences.

The decision to use semi-structured interviews instead of other data collection methods was based on the need for in-depth, context-rich insights that could not be captured through surveys or quantitative approaches alone. While surveys could have allowed for a larger sample size, they lack the depth required to understand nuanced experiences, emotions, and perceptions related to time-tracking software. Surveys are also limited by predefined response options, which may fail to capture individual perspectives and emerging themes that were not initially anticipated.

Overall, semi-structured interviews were selected because they provided the optimal balance between structured inquiry and open-ended exploration. This method allowed participants to articulate both positive and negative experiences with time-tracking software while giving the researcher the flexibility to probe deeper into key themes that emerged organically throughout the conversation. By using this approach, the study ensured a comprehensive and authentic understanding of how digital monitoring tools impact remote workers in Calabarzon.

Data Analysis

A thematic analysis approach was used to systematically identify and interpret patterns within the data. The analysis followed a structured six-step process. First, the researcher became familiar with the data by reading and reviewing transcripts multiple times to gain a comprehensive understanding. Next, initial coding was performed, with key phrases and concepts labeled based on their relevance to the research questions. These initial codes were then grouped into broader themes, aligning with Self-Determination Theory (SDT) to examine how autonomy, competence, and relatedness were affected by time-tracking software.

Once themes were identified, they were reviewed and refined to ensure they accurately captured the nuances of participant experiences. Some themes were merged or adjusted to better reflect the data, while others were expanded to incorporate unexpected findings. The final themes were defined clearly, and representative quotes were selected to support each theme, ensuring that the results accurately reflected participants' perspectives (Naeem et al., 2023). Throughout this process, reflexivity journals were maintained to minimize researcher bias, ensuring that the themes emerged from the data rather than preconceived assumptions.

While the study provides valuable insights, it is subject to several limitations. One key limitation is the sample size, as qualitative research typically involves smaller groups to allow for in-depth analysis. While efforts were made to include participants from different industries, the findings may not be fully generalizable to all remote workers in Calabarzon. Additionally, self-selection bias may have influenced the results, as participants who volunteered may have stronger opinions either positive or negative about time-tracking software compared to those who opted not to participate.

Another limitation is potential response bias during interviews. Despite ensuring anonymity, some participants may have hesitated to share critical views due to concerns about professional repercussions, particularly managers who were responsible for implementing tracking systems. The reliance on self-reported data also introduces potential inaccuracies, as participants' recollections and perceptions may be influenced by personal experiences or emotions at the time of the interview.

Lastly, while thematic analysis provides rich qualitative insights, it does not measure the quantifiable impact of time-tracking software on productivity. Future research could complement these findings with quantitative studies measuring specific productivity metrics before and after the implementation of tracking tools. Despite these limitations, the study offers a detailed and context-specific exploration of remote workers' experiences with time-tracking software in Calabarzon.

By ensuring a rigorous and structured approach to data collection and analysis, this study captures the complexity of remote workers' experiences with time-tracking software, offering insights that are relevant for stakeholders such as businesses, policymakers, and software developers seeking to optimize monitoring practices.

RESULTS

The findings of this study are presented in thematic categories derived from the thematic analysis of participant interviews. Each section details a key theme that emerged from the data, providing qualitative insights supported by direct participant quotes. The data is presented objectively, without interpretation, to allow for a nuanced discussion.

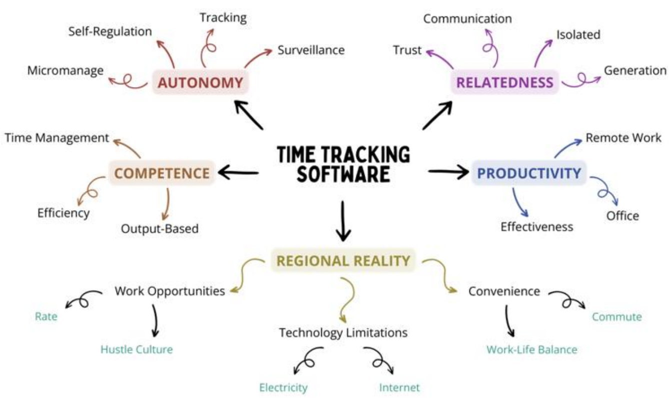

Figure 1. Thematic Map

This section presents the key findings derived from the thematic analysis of the interviews conducted with remote workers and managers in Calabarzon. The findings are structured into five major themes: Autonomy in Remote Work, Competence and Time Management, Relatedness and Team Trust, Perceived Productivity, and Regional Challenges. Each theme is introduced with a brief explanation, followed by insights from participant responses.

Autonomy in Remote Work

Autonomy, or the ability to control one's work schedule and environment, was one of the most discussed themes among participants. While some remote workers appreciated time-tracking software as a tool for self-regulation, others found it restrictive and intrusive, particularly when it involved constant monitoring of screen activity and idle time.

One participant described how tracking software limits their control over their work schedule:

> "Time tracking detects my mouse and keyboard activity, and I'm not comfortable knowing it tracks every move I make." (LagunaA)

Others reported adjusting their work habits to comply with monitoring requirements rather than focusing on meaningful tasks. One interviewee shared:

> "With time tracking software, I feel more restricted... I need to keep being on the clock to show I'm working my full 8 hours, even when my tasks are done." (QuezonA)

However, not all participants found the software restrictive. Some viewed it as a tool for self-discipline and productivity enhancement:

> "Time tracking helps me see if I haven't been focusing... It keeps me accountable." (CaviteB)

These differing perspectives suggest that the impact of time-tracking software on autonomy is largely dependent on how it is implemented and how employees perceive its purpose whether as a support mechanism or a control tool.

Competence and Time Management

Competence is a key factor in employee motivation, and time-tracking software has both positive and negative effects on remote workers' ability to manage tasks efficiently. Many participants found that tracking tools provided insights into their workflow and helped them improve productivity.

One participant explained how the software increased time awareness:

> "The software allows me to monitor my productivity. If I'm not as focused on some days, I can quickly see it and adjust. It helps keep me accountable and aware of how I'm spending my time." (CaviteB)

However, others found the software stressful and felt pressured to always appear productive, which affected their ability to focus on deep work. One remote worker shared:

> "It feels like micromanaging... works short term only... I don't like time tracking, but I think it works." (Laguna1)

The findings suggest that while some employees benefit from structured time management, others experience added pressure and anxiety due to the constant tracking of their activities.

Relatedness and Team Trust

Relatedness refers to an employee's sense of connection and trust within their team. Many remote workers felt that time-tracking software damaged employer-employee trust, creating a work environment where they felt constantly watched rather than valued for their output.

One participant emphasized how tracking software made them feel distrusted:

> "I've heard of people from HR having access to screenshots of conversations, so we use external platforms to chat safely." (QuezonA)

Another participant, however, framed time-tracking in a more neutral light, stating that it simply enforces clear expectations between employees and employers:

> "You have to communicate everything... time tracking isn't about micromanaging; it's about ensuring work is done." (CaviteA)

These findings highlight a clear divide in perceptions with some workers view time-tracking as a necessary transparency tool, while others believe it signals a lack of trust from management.

Perceived Productivity

A central question in this study was whether time-tracking software improves or hinders productivity. The findings suggest that while some employees feel more structured and efficient, others report stress-related declines in performance.

Some participants linked time-tracking to increased efficiency and accountability:

> "Yes, definitely. The software allows me to monitor my productivity. If I'm not as focused on some days, I can quickly see it and adjust. It helps keep me accountable and aware of how I'm spending my time." (CaviteB)

However, others reported that constant monitoring made it harder to focus and reduced their work performance:

> "It is quite challenging to work knowing that you are being monitored even if no boss is around." (Cavite2)

These responses indicate that the effectiveness of time-tracking software in boosting productivity varies. It works well for employees who use it as a self-improvement tool but can be detrimental for those who feel burdened by excessive surveillance.

Regional Challenges in Calabarzon
Participants also reported unique regional challenges that affected the effectiveness of time-tracking software, particularly internet connectivity issues and economic pressures that shape their work habits.

One participant highlighted how unreliable internet connections affect their tracked productivity:

> "One challenge might be the technological infrastructure in certain areas which could affect access to reliable internet and consequently time tracking software." (Rizal1)

Another participant mentioned how economic factors push remote workers to overwork, making time-tracking tools feel more like a burden than a productivity aid:

> "When you came to the point where you are earning too much... you become crazy for the monetary value that you're getting." (BatangasA)

These findings highlight that regional disparities in digital infrastructure and economic pressures on remote workers must be considered when implementing time-tracking software, particularly in developing regions like Calabarzon.

Summary of Findings
This study identified five key themes: autonomy, competence, relatedness, perceived productivity, and regional challenges. Time-tracking software had both positive and negative effects, depending on how it was implemented and how employees perceived it. Some remote workers found it helpful for self-discipline and time management, while others viewed it as restrictive and stress-inducing. The findings also suggest that trust plays a crucial role in how tracking tools are received stating that when used transparently, they can enhance accountability, but when perceived as surveillance, they can harm employee morale.

Additionally, regional factors such as unstable internet connectivity and economic pressures significantly influence how workers experience time-tracking software. These challenges highlight the need for adaptive, flexible monitoring policies that consider both the technical and psychological impact of tracking tools.

DISCUSSION

Interpretation of Findings
The findings of this study provide valuable insights into the effects of time-tracking software on remote worker productivity and well-being in Calabarzon. This section critically analyzes the results, linking them to existing literature and theoretical frameworks.

The study sought to examine how time-tracking software influences perceptions of productivity among remote workers in Calabarzon. The results reveal a complex relationship between monitoring, motivation, and efficiency. While some participants reported improved time management and focus, others experienced stress and a loss of autonomy. These findings align with previous studies indicating that electronic performance monitoring (EPM) has both benefits and drawbacks (Gregorio et al., 2021). The study also investigated how time-tracking affects autonomy, competence, and relatedness. The findings suggest that autonomy is the most affected psychological factor, with many workers feeling restricted by constant monitoring. Competence was generally enhanced for those who used tracking as a self-regulation tool, while relatedness was negatively impacted when workers perceived tracking as a sign of mistrust (Francisco et al., 2021).

Unexpectedly, some participants expressed that time-tracking software provided a sense of structure and discipline. This challenges the assumption that all digital monitoring is perceived as invasive, suggesting that perceptions of control vary based on implementation and individual work styles.

Connection to Theoretical Frameworks
Self-Determination Theory (SDT), developed by Edward Deci and Richard Ryan, provides a framework for understanding human motivation and well-being, emphasizing three fundamental psychological needs which are autonomy, competence, and relatedness that drive intrinsic motivation and job satisfaction. Autonomy refers to an individual's ability to control their actions and decisions, which is particularly relevant in remote work settings where flexibility is valued. Many participants reported feeling constrained by time-tracking software, indicating that excessive monitoring can reduce intrinsic motivation (DiClaudio, 2019). When workers feel they have little control over their work schedules, engagement and job satisfaction decline. Time-tracking software can either support autonomy by allowing employees to self-regulate their work habits or hinder it if perceived as intrusive and overly restrictive.

Competence reflects an individual's need to feel capable and effective in their work, and while time-tracking software can enhance productivity by offering insights into time management, it may also create pressure to prioritize time spent over task quality, leading to stress and disengagement. Some workers found time-tracking useful in identifying time-wasting activities, reinforcing their sense of effectiveness. However, others reported increased anxiety due to excessive scrutiny, showing that competence-building depends on how tracking tools are implemented (Faber et al., 2021).

Relatedness pertains to the need for connection and belonging, which can be affected by digital monitoring tools depending on how they are implemented; transparent and supportive tracking systems may foster trust, while rigid enforcement can create an atmosphere of surveillance and alienation. Tracking software was seen as detrimental to team trust in cases where employees felt their productivity was being questioned. This aligns with prior studies on EPM, which highlight the risk of alienation in digitally monitored workplaces (Jeske, 2022). In this study, SDT serves as a lens to analyze how time-tracking software influences remote workers' motivation, productivity, and well-being in Calabarzon, assessing whether these tools function as motivational aids or sources of stress that undermine employee engagement.

Practical Implications
Remote workers can benefit from developing self-regulation strategies by using time-tracking tools as a means of self-improvement rather than perceiving them as restrictive. By viewing these tools as aids for productivity rather than constraints, they can better manage their time and workflow. Additionally, employees should advocate for flexibility by engaging in open discussions with their employers to implement customizable tracking policies. These policies should foster accountability while preserving autonomy, ensuring that time-tracking supports efficiency without feeling overly intrusive.

Managers and HR professionals should focus on adopting a balanced implementation of time-tracking software, using it as a tool to support productivity rather than a means of strict surveillance. By prioritizing results over hours logged, companies can create a more flexible and performance-driven work environment. Additionally, enhancing transparency is crucial in gaining employee trust. Clearly communicating the purpose of time tracking and how the collected data will be used can help alleviate concerns and foster a more open workplace culture (Gregorio et al., 2021).

Software developers should focus on improving user experience by designing time-tracking tools with customizable settings that allow workers to adjust the tracking intensity to fit their personal work styles. Providing flexibility in how tracking is implemented can help employees feel more in control of their workflow. Additionally, developers should introduce ethical features that enhance user autonomy and well-being. This could include notifications before tracking begins, ensuring transparency, as well as options to pause tracking for breaks, promoting a healthier and more balanced work environment.

Policymakers play a crucial role in shaping the digital workplace by establishing regulations that protect workers from overly invasive monitoring while ensuring that productivity is assessed fairly. By setting clear guidelines, governments can strike a balance between employer oversight and employee privacy. Additionally, supporting digital infrastructure is essential, particularly in regions like Calabarzon, where remote workers face connectivity challenges. Policies aimed at improving internet stability and accessibility can help create a more reliable and equitable work environment for remote professionals.

Ethical and Psychological Considerations

The ethical concerns surrounding digital monitoring remain a central issue in remote work. Many participants reported feeling continuously observed, raising significant questions about data privacy and the ethics of workplace surveillance (Francisco et al., 2021). To address these concerns, ethical frameworks for remote monitoring should incorporate informed consent, transparency, and clear limitations on intrusive tracking. Ensuring that employees understand how their data is collected and used can help balance productivity assessment with respect for personal privacy.

The psychological effects of constant monitoring were a recurring theme among participants, with many expressing increased anxiety and stress due to the pressure of appearing active, even after completing their tasks. This heightened sense of scrutiny contributed to reduced job satisfaction, as employees felt that constant surveillance negatively impacted their engagement and overall well-being. To mitigate these effects, companies should consider implementing break allowances and shifting towards task-based tracking rather than continuous monitoring. These adjustments can help foster a healthier and more sustainable remote work environment.

Regional and Cultural Considerations

The effectiveness of time-tracking tools is heavily influenced by infrastructure and connectivity challenges, particularly in regions like Calabarzon. Workers in rural areas reported frequent internet disruptions and power instability, which negatively impacted their productivity metrics despite working the same hours as their urban counterparts. These technical barriers created inconsistencies in tracking data, raising concerns about fairness in performance evaluations.

Beyond infrastructure issues, Filipino work culture also shapes perceptions of productivity in ways that sometimes conflict with time-tracking software. Many participants highlighted that in the Philippines, long working hours are often equated with dedication, reinforcing a hustle culture that values presence over efficiency. This cultural expectation can make time-tracking tools feel misaligned with traditional work norms. Additionally, trust-based relationships between employers and employees play a significant role in workplace dynamics. Workers expressed concerns that rigid tracking systems could undermine this trust, making it essential for companies to implement monitoring tools with transparency and sensitivity to avoid damaging employer-employee rapport.

Limitations and Future Research Directions

This study has several limitations that should be considered when interpreting the findings. One of the primary constraints is the sample size, as the research focused on a specific group within Calabarzon, which may limit the generalizability of the results to other regions. Additionally, the study relied on a qualitative approach, which, while providing rich insights, could have been enhanced by a mixed-method design incorporating surveys and productivity metrics to provide a more comprehensive analysis. The study also focused on short-term reactions to time-tracking software, and as a result, the long-term effects on motivation and productivity remain unexplored.

For future research, there are several areas that could be further investigated. A comparative analysis of different local work cultures would help understand how regional differences influence perceptions of digital tracking. Furthermore, longitudinal studies that track productivity and well-being over an extended period would offer deeper insights into the sustained impact of time-tracking software. Finally, exploring alternative productivity monitoring models, especially those that are less intrusive, could help find a better balance between worker autonomy and the need for accountability.

CONCLUSION

This study examined the influence of time-tracking software on remote worker productivity in Calabarzon, focusing on perceptions of autonomy, competence, and relatedness. Findings indicate that while time-tracking tools can enhance time management and efficiency, they also raise concerns about worker autonomy and trust. The study confirms that effective implementation depends on balancing accountability with flexibility, ensuring that monitoring does not lead to unnecessary stress or reduced motivation.

By applying Self-Determination Theory (SDT), this research highlights the psychological impact of tracking mechanisms, showing that excessive surveillance can diminish intrinsic motivation, whereas structured yet flexible monitoring can enhance productivity. Additionally, regional factors such as internet stability, work culture, and economic conditions in Calabarzon influence workers' experiences with these tools, underscoring the need for localized implementation strategies.

Overall, the study underscores the importance of developing worker-centered approaches to time-tracking software, ensuring that these tools support productivity without compromising well-being. Future research should explore long-term effects, alternative tracking solutions, and comparative analyses across different work environments to refine best practices for remote work monitoring.

RECOMMENDATION

Based on the findings, the following recommendations are proposed:

Implement Flexible Monitoring: Organizations should adopt flexible time-tracking practices that allow employees some degree of autonomy. This can help maintain motivation and reduce stress.

Enhance Communication and Trust: Clear communication about the purpose and benefits of time-tracking software can help build trust between employees and employers. Transparency in how data is used is crucial.

Provide Training and Support: Offer training sessions to help employees understand how to use time-tracking tools effectively. Providing support can alleviate concerns and improve acceptance.

Consider Regional Factors: Tailor time-tracking solutions to address regional challenges such as internet connectivity issues and cultural expectations. Localized strategies can enhance the effectiveness of these tools.

Monitor and Evaluate: Regularly assess the impact of time-tracking software on employee well-being and productivity. Use feedback to make necessary adjustments and improvements.

Explore Alternative Solutions: Investigate other performance monitoring tools that might offer similar benefits without the drawbacks associated with time-tracking software.

Conduct Long-Term Studies: Future research should focus on the long-term effects of time-tracking software on remote w ork, considering various industries and regional contexts.

By implementing these recommendations, organizations can better support their remote workforce, ensuring that productivity tools enhance rather than hinder employee well-being and performance.

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THE RELATIONSHIP BETWEEN RETENTION PRACTICES AND GENERATION Z TALENT RETENTION IN CAMANAVA

Derder, Roxanne[1], Caparas, Maria Vida
[1]Student, Graduate School
[2]Faculty, Graduate School
Roxanne.derder@letran.edu.ph

ABSTRACT

Globally, the younger generation is the key driver of great resignation due to their work style of changing jobs every four years. This trend poses concern for businesses, including a negative impact on culture, and overall financial well-being of the company. There are minimal existing studies on the relationship of retention practices and intention to stay, mediated by grit, motivation, and organizational citizenship behavior. The current study assesses the relationships of the mentioned variables and employs a quantitative approach using multiple linear regression and mediation analysis, utilizing a survey among Gen Z private employees from CAMANAVA. Overall, the findings highlight the positive relation between Retention Practices to Employee Retention, mediated by Grit and OCB. However, not to the extent of motivation to employee retention. The study recommends evaluating and amending retention practices considering its impact on OCB, grit, and overall performance of Gen Z talent.

KEYWORDS: Retention Strategies, Grit, Motivation, OCB, and Employee Retention

INTRODUCTION

The working world is ever-evolving, and job changes have become normalized among Generation Z, making them a key driver of the great resignation phenomenon, compared to 14.2% in 2022, voluntary attrition increased by 15.9% in 2023 (Goh, 2024). Generation Z has a different perspective in corporate culture due to their exposure to technology and search for a company that embraces flexibility, work-life balance, autonomy, and recognition. When these prospects are not met, Generation Z talents exhibit boredom, disengagement, stress, and quitting (Paina and Irini, 2021). On the other hand, management's initiative in determining staff turnover intention is through the evaluation of employees' patterns in relation to their behaviors; businesses scrutinize their motivation, Organizational Citizenship Behavior, and grit. The trend of turnover intention raises concerns for companies as it adversely affects filling roles, culture, branding, and the overall financial health of the organization.

There has been minimal investigation that challenges entities in managing Generation Z effectively (Gabrielova & Buchko, 2021). Camelia et al., (2025) highlighted that it is essential to understand the unique behaviors of Gen Z talent and find ways to leverage retention initiatives that unify the multi-generational workspace and embrace the needs and expertise of Zoomers, that can help deepen staff intention to stay. The present study aims to bridge the gap and explore the relationship between retention practices and employee retention, mediated by grit, motivational factors, and organizational citizenship behavior among Gen Z talent in private businesses in CAMANAVA.

Specifically, this study addresses the main research questions: 1) Identify the demographic profile of Gen Z Talent in terms of Educational Attainment, Years of Experience, and Income; 2) Distinguish the retention practices by the company in terms of Remuneration, Supervision, Promotion, and Quality of Work Life; 3) Examine the level of grit of Gen Z Talent in the workplace in terms of Consistency of Interest, Perseverance of Efforts, and Adaptability to New Situations; 4) Determine the motivation of Gen Z Talent in terms of Intrinsic Factors, and Extrinsic Factors; 5) Determine the level of Organizational Citizenship Behavior (OCB) of Gen Z Talent in terms of Organization (OCB-O), and Co-workers (OCB-P); 6) Evaluate the retention condition of Gen Z Talent in terms of Value Commitment, Effort Commitment, and Retention Commitment; and lastly, 7) Identify the significant relationship between Retention Practices and Employee Retention, mediated by Grit, Motivation, and OCB.

Theoretical Framework
The current study is based on the Social Exchange Theory in relation to Turnover Intention as described by Zhu et al., (2022), assessing the relationships among organizational commitment, psychological capital, and employee turnover intention. Psychological capital can be developed, serving as a mediator in turnover intention. Rana et al., (2021) explains that when the company prioritizes sustainable HR retention initiatives, focusing on the needs, health, and dignity of its employees, it enhances performance, job satisfaction, and organizational commitment of employees. Davlembayeva and Alamanos (2023) explicate that individuals who receive recognition for their actions continue to demonstrate good grit and extra roles. In contrast, when staff engage in unprofessional behavior, they tend to be absent and fail to perform their duties effectively. Hence, this reciprocal behavior is voluntary, and a sense of mutual support, trust, and connection between parties resembles a binding agreement that provides reassurance for both sides, fostering mutual commitment to the organization.

In addition, motivation-hygiene assesses the elements that influence job satisfaction and dissatisfaction (Alhashedi et al., 2021). Improving working conditions, recognition, supervision, and compensation can enhance employee performance, and retention (Negron, 2023 and Manzoor, 2021). Employees choose to stay with the organization when they receive both external and internal advantages. McLeod (2024) and Channell (2021) explicitly relates this to Maslow's hierarchy of needs and Vroom's theory, staff will not be able to reach their full commitment, unless they receive what they desire. Thus, the decision of staff to undertake a task is largely influenced by their perceived compensation for its completion.

Retention Practices
Companies implement policies and practices in retaining staff in the long term. Companies provide extrinsic retention such as security of status, income, and jobs. As well as intrinsic qualities such as acknowledgment, career advancement, and work-life balance (Suraihi et al, 2021). Xuecheng (2022), found that having sustainable retention all serve as motivation for employees to persevere, do beyond and commit to stay with the organization. Yu et al., (2022), illuminates that one of the biggest concerns for organizational leaders is suitable retention practices that embrace multigenerational competence and integration of Generation Z in the workplace for a longer period.

Grit as a Mediating Role of Work Performance
When staff are satisfied with retention practices, they set precise, higher-order goals, create paths to achieve their objectives, and evolve within the same company (Kim et al., 2021). Banez et al. (2023) claim that gritty people are less likely to leave their organization compared to those who are less gritty (Bulo and Azis, 2024). Nieve et al. (2020) found in healthcare, providing nurses with administrative support reduces burnout at work and enhances patient care. Thus, meaningful work experiences have a positive association with intention to stay.

Motivational Factors
According to Roopavathi (2020), several businesses implement retention practices based on two motivational dimensions of employees. Employees are motivated when they are satisfied with monetary rewards, benefits and training (extrinsic factors), and career development, communication/information sharing, work-life balance, relationships with supervisors, job security, work environment, independence and freedom (intrinsic factors) (Yenagoa, 2022). Staff retention is associated with motivation, they are less likely to quit when they feel the company offers suitable intrinsic and extrinsic qualities. Solomon and Sandhya (2024) explain that creating a sound and efficient work environment with good management and a strong employer-staff relationship can be the vital key to attrition or retention.

Organizational Citizenship Behavior/OCB
Lou et al. (2020) highlighted the two sides of OCB: voluntary commitment and withdrawal from the company. Commitment includes the willingness of staff to work beyond their duty (Fahim, 2023), and having good OCB fosters a sense of accountability, drive, and fulfillment within the company (Hossain, 2020). Marwa (2023) expounds that when workers feel they are treated fairly and receive satisfactory retention, they exhibit more than what is required and show better levels of commitment and intention to stay. On the other hand, withdrawal includes a negative inclination of staff toward the company. Typical behaviors associated with withdrawal include tardiness, absenteeism, poor performance, disengagement, and turnover (Chan et al., 2023).

Turnover Intention
HR retention practices set the tone and conditions for employee commitment or turnover intention (Hoteit, 2020). Tebele (2021) identified the factors contributing to turnover as: (a) limited prospects, (b) absence of career advancement opportunities, (c) lack of promotion chances, (d) low job satisfaction, (e) inadequate working conditions, (f) insufficient financial rewards, (g) personal or family issues, and (h) limited authority. In contrast to Turnover Intention, employee retention is a challenging task that requires reducing both actual turnover and employees' desire to quit (Saufi, 2023).

Staff Retention
Sorn et al. (2023) stated that the retention of staff is the effort of employees to continuously work with their current organization. It also entails the efforts by the employer that encourage staff to stay by implementing programs, and practices that address employee needs (Mckeown, 2022). Kataike (2023) found that there is a strong relationship between talent management and staff retention. Conversely, Kochari et al. (2021) stated that effective implementation of a talent management strategy improves recruitment and staff engagement. and retention (Urme, 2023).

The main issue is that some private executives are unaware of how essential employee retention program assessments, work experiences/conditions, and supervisor-employee relationships are in determining employee intentions to quit (Abarca, 2021). It is necessary to comprehend the link between behaviors and intentions to proactively manage turnover intention (Camundong & Caballero, 2024) and create retention initiatives that nurture good grit, extra roles of Zoomers, and older individuals in retirement times (Mckeown, 2022).

Conceptual Framework
The conceptual framework (figure 1) demonstrates the relationship between retention practices and the retention commitment of Gen Z employees. The first model illustrates the direct relationship, followed by the second model, illustrating the relationship with mediators. The retention practices encompass remuneration, supervision, promotion, and quality of work life that have an association with grit (perseverance, hard work, sustained interest, and the ability to adjust); motivation (extrinsic and intrinsic); and OCB (acts toward the organization and co-workers). These behaviors, as mediators, relate to employee retention and the intention to stay, comprising value, effort, and retention commitment.

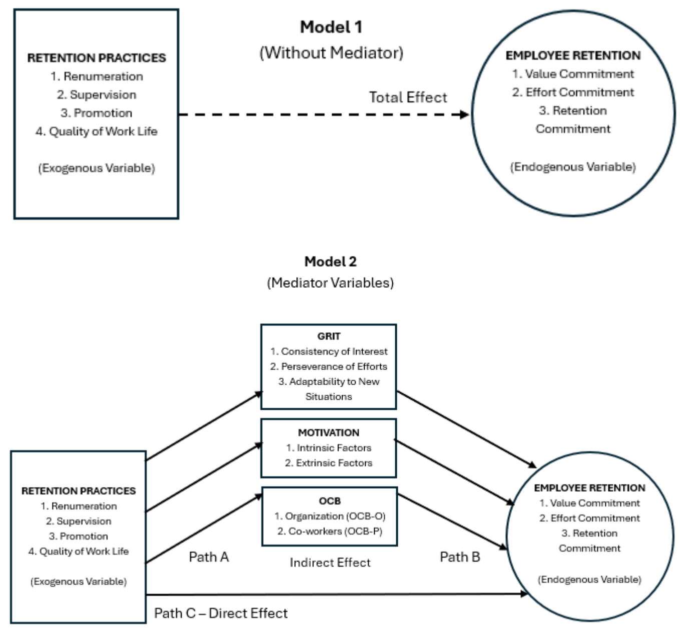

Figure 1. Conceptual Framework

METHODOLOGY

Research Design
Multiple Linear Regression and Mediation Analysis are two quantitative methods used in the current study to examine hypotheses. The study explores the relation between employee retention and commitment, mediated by OCB, motivation, and grit. Multiple regression focuses on interpreting various regression parameters and examining the underlying assumptions of the models. Mediation analysis, specifically the PROCESS macro developed by Hayes (2013) was employed to investigate whether mediating variables are correlated with other variables.

Research Instrument
The instrument used was an adapted and standardized tool composed of Retention Practices by Mafini and Dlodlo (2014), Grit by Datu et al. (2017), Motivational Factors (Weiss, 1967), Organizational Citizenship Behavior (Spector, 2010), and employee retention/organizational commitment (Mowday et al., 1979). Experts validated the survey questionnaires with a Cronbach alpha of retention practices (0.718) grit (0.772), motivation (0.769), organizational citizenship behavior (0.723), and staff member retention (0.964). The investigator secured approval and clearance from RPD and forwarded Google Forms with attachments to the purpose letter, and consent to the participants.

This current study chose simple random sampling and selected 500 Gen Z Talent from 47,703 (PSA, 2023), with 95% confidence level, and 5% margin of error. Zoomers employed in private construction in CAMANAVA. Accordingly, out of the total 500 employees: 150 employees from Navotas, 150 from Caloocan, 100 employees from Malabon and Valenzuela. Respondents have been selected based on informed consent to participate in the study. The study chose construction industries because they are predominant drivers of the Philippines economic progress (Siman, 2023). Individuals participating in the study have the option to either participate or decline, and they are free to withdraw at any point should they become uncomfortable with the survey questions.

Statistical Treatment of Data

The current study investigates the connection between retention practices, grit, motivation, OCB, and retention commitment. The frequency count and percentage were used in describing the profile of the respondents. Likert scale and weighted means were used in assessing the level of grit, motivation, organizational citizenship behavior, retention practices and employee retention of Gen Z Talent. Multiple regression and mediation analysis employing Model 4 PROCESS Macro for SPSS were used to statistically measure the simple and complex relationships of the mentioned variables.

RESULTS AND FINDINGS

Table 1 shows the profile of Gen Z talent working in private companies in CAMANAVA. Most Gen Z talent hold a bachelor's degree (73%), followed by high school graduates, and 1% attended a doctorate program. On the other hand, 38% of Gen Z work for more than a year but less than 2 years, followed by 24% who work for less than a year. Eighteen percent (18%) work for 3 to 5 years, while 5% of them work for 5–7 years. Additionally, most Gen Z earns between Php 15,000.01 and Php 20,000.00 (36%), followed by below Php 15,000.00. Meanwhile, 23% earned Php 20,000.01 to Php 30,000.00, and 12% earned Php 30,000.01 to Php 40,000.00. Furthermore, 2% of Gen Z employees earn Php 40,000.01 to Php 60,000.00.

Table 1: Demographic Profile of Gen Z Talent

Entire Group	Profile	Frequency	Percentage
Educational Attainment	High School Diploma	79	16
	Bachelor's Degree	366	73
	Master's Degree	36	7
	Doctoral Degree	6	1
	Vocational	13	3
Length of Service	Less than a year	120	24
	1–2 years	189	38
	2–3 years	76	15
	3–5 years	92	18
	5–7 years	23	5
Monthly Income	Below Php15,000.00	139	27
	Php15,000.01 - 20,000.00	181	36
	Php20,000.01 - 30,000.00	116	23
	Php30,000.01 - 40,000.00	61	12
	Php40,000.01 - 50,000.00	1	1
	Php50,000.01 - 60,000.00	2	1

In summary, the profile of Gen Z are college graduates, work for 1–2 years, and earn between Php 15,000.01 and Php 20,000.00.

Table 2 shows the level of agreement of Gen Z in terms of retention practices provided by their company, their grit, motivation and organizational citizenship behavior towards the company. Gen Z Talents agreed that their entity provides adequate retention practices to keep them. In terms of remuneration, pay policy and benefits are fair. In terms of supervision, they are satisfied with conditions at work and facility improvements. In terms of promotion and quality of life, career growth., advancement motivates them, they enjoy professional opportunities.

In the grit aspect, Gen Z possesses consistency of interest, effort, perseverance, and adaptability. In the motivation aspect, both extrinsic factors (remuneration, working conditions, technical/human supervision, policies, and authority) and intrinsic (achievement, recognition, talent utilization) were important. In the organizational citizenship behavior aspect, Zoomers make decisions and actions that would help the organization and the people they work with, including sharing, helping, listening, mentoring, volunteering, solving and working beyond the call of duties. In the aspect of employee retention, younger talents were proud (value committed), inspired, accepted any job assignment to keep working better (effort committed), and took little chances in leaving the organization (retention committed).

Table 2: Summary of level of retention practices, grit, motivation, OCB and employee retention

PREDICTOR	N	X	SD	INT
Employee Retention	500	2.99	0.623	Agree
1. Retention Practices	500	3.02	0.633	Agree
2. Grit	500	3.00	0.504	Agree
3. Motivational Factors	500	3.28	0.627	Important
4. Organizational Citizenship Behavior	500	2.98	0.604	Often

The study reveals that Generation Z agreed that their company adequately provides retention (2.99); have high levels of grit (3.00); motivational factors were important (3.28); exhibited good organizational citizenship behavior, often volunteered to help the organization and co-workers (2.98); and Gen Z stays to work and took little chance to leave the organization (3.02).

Table 3 shows the presentation of the relationship between variables under regression analysis. The correlation matrix shows all variables are significantly correlated with each other, $p<.001$, F-test (4, 495) = 174.46, and R^2 of 0.585, indicating that linearity not violated and 59% variance in staff retention can be explained by the regression model. The highest is between employee retention and retention practices ($\beta = 0.74$). The values of the variables are as follows: Retention Practices ($\beta = 0.62$), Grit (β .18), and Organizational Citizenship Behavior ($\beta = 0.11$), all with the same significance value of <0.001. Results show that employee retention is related to Grit, OCB, and Retention Practices, but not to the extent of Motivation ($\beta = 0.02$) with a significant value of 0.616.

Table 3: Regression Output

Variable	M	SD	Correlations					Coefficients			
			ER	G	M	OCB	RP	Beta	SE	β	p
ER	2.99	0.62	1.00								
G	3.00	0.50	0.47***	1.00				0.22	0.04	0.18	<.001
M	3.28	0.63	0.37***	0.51***	1.00			0.02	0.04	0.02	0.616
OCB	2.98	0.60	0.39***	0.29***	0.36***	1.00		0.11	0.03	0.11	<.001
RP	3.02	0.63	0.74***	0.41***	0.36***	0.37***	1.00	0.61	0.03	0.62	<.001

Note: R^2 =.585, F (4, 495) =174.46, P<.001
RP= Retention Practices, G=Grit, M, M=Motivation, OCB= Organizational Citizenship Behavior, ER=Employee Retention

The study reveals that the social exchange theory associated with turnover intention by Zhu et al. (2022) holds the same significance as the empirical data of the study. Lee and Kim (2023) found that favorable encounters in social settings improve organizational commitment. Training and development, job satisfaction, and work environment, greatly affect employee retention (Xuecheng, 2022). Hussein and Zakhem (2024), revealed that Green Human Resource Management Practices (good environment, core values, training, promotion, rewards) are positively associated with Organizational Pride and Brand Citizenship Behavior (extra-roles), whereas increased Organizational Pride corresponds to a reduced turnover intention. Individual Green Values have a moderate influence on these relationships; therefore, HRM practices should align with and reflect the values of the employees. Ceblano et al., (2019) clarifies that Filipino staff who are experiencing burnout or unhappiness from retention programs intend to leave. Thus, Job satisfaction or dissatisfaction with the retention practices has a positive or negative correlation with employee retention or turnover intention. In the present study, the levels of dissatisfaction, burnout, and unhappiness are neither low nor high, resulting in an adequate rate of retention. This indicates that employees see themselves with the company for a few years but not in retirement.

Sipundo and Terblanche (2024), stated that coaching is an effective intervention for improving resilience and assisting individuals facing challenges. Organization can improve employee workplace retention through coaching. Han et al., (2022), highlighted that psychological quality and adequate support contribute to the development of employees' resilience and stay in the profession for a prolonged period, which builds a strong psychological quality, cope with difficulties positively and seek external support. In terms of OCB, employees who are dedicated to the organization and believe they possess control over their work circumstances may experience heightened perceived behavioral control, which can lead to a decrease in turnover intention. Therefore, strengthening suitable retention practices can improve the emotional bond, grit, extra roles between staff and the organization. Gen Z Talent employees in the CAMANAVA area possess average Grit and OCB attributes, which positively affect employee retention. Therefore, having a retention program that meets expectations contributes to an increased likelihood of organizational commitment.

Findings suggest exploring the correlation between retention practices and motivation and whether transformational leadership influences the relationship between job satisfaction and employee retention. The study focused solely on significance and did not examine the levels of satisfaction concerning the intrinsic and extrinsic qualities of the company, which could potentially determine whether a connection exists between the variables in question.

Table 4 presents the path coefficient and indirect effects for mediation models. The study examines the relationship between retention practices and employee retention mediated by grit, motivation and organizational citizenship behavior. The result showed that retention practices as exogenous variable to mediators' grit (β=.33, P<.000), motivation (β=.36, P<.000), and OCB (β=.35, P<.000) positively correlated. In turn, only 2 mediators grit (β=.36, P<.000), and OCB (β=.11, P<.000) positively correlated to employee retention as endogenous variable. However, motivation to employee retention does not correlate (β=.02, P<.616). Thus, the study fails to reject 3 null hypotheses and accept the alternatives, there is a direct relation between retention practices and employee retention (1). And indirectly, through mediator Grit (2) and Organizational Citizenship Behavior (3). However, the path from motivation as a mediator is not significant.

Table 4: Path Coefficients and Indirect Effects for Mediation Models

	Path Coefficients				Indirect Effects		Interpretation
	to ER	to G	to M	to OCB	Estimate	Bias-Corrected Bootstrap 95% CI	
RP	0.61 (.03)***	0.33 (.32)***	0.36 (.04)***	0.35 (.04)***			
G	0.22 (.04)***						
M	0.02 (.04)***						
OCB	0.11 (.03)***						
RP → G → ER					0.07 (.02)	0.03, 0.12	NS
RP → M → ER					0.01 (.02)	-0.02. 0.04	< 0.616
RP → OCB → ER					0.04 (.01)	0.02, 0.07	NS
Total					0.12 (.02)	0.07, 17	NS

RP= Retention Practices, G=Grit, M, M=Motivation, OCB= Organizational Citizenship Behavior, ER=Employee Retention

Martin et al., (2021), explicate HR strategies that enhance employee motivation via training, involvement, feedback, and collaboration are more effective in retaining highly employable younger workers. These results align with theoretical perspectives indicating that certain HR practices often demonstrate a more significant impact on employee retention. Rajest et al., (2023), concluded initiatives for organizational retention can foster reciprocal commitments, employee loyalty, and shared benefits. Job satisfaction and employees' attitudes towards their jobs demonstrate attachment to the organization. This represents the emotional investment and voluntary moral obligation of employees in return for a healthy and sustainable workspace, manifests a strong commitment, and a desire to be part of the organization (Torner et al., 2024). The empirical findings align with the theoretical framework. Staff were compensated, and happy with the retention of the company, and this satisfaction drove them to commit to additional responsibilities and become more reliable, persistent, and capable of adjusting to changes, spending a prolong period in the company. Thus, the findings indicate that having effective retention practices has a favorable relation with attitudes (Grit and OCB) and intention to stay.

Table 5 shows the result of mediation analysis. The indirect effect of retention practices on employee retention through grit (β=.07, 95% CI .03, .12), and organizational citizenship behavior (β=.04, 95% CI .02, .07) was significant and partial mediation was observed as the confidence intervals based on 5,000 bootstrap sample did not contain zero. Nevertheless, motivation is not significant and there is no mediation (β=.01, 95% CI -.02, .04). Moreover, retention practices (β=.12, 95% CI .07, .17) had a significant direct effect on employee retention.

Table 5: The Mediation Analysis Results

Total Effect	Direct Effect	Relationship	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Boot-LLCI	Boot-ULCI		
0.73 (.000)	0.61 (.000)	Retention Practices → Employee Retention	0.12	0.07	0.17	5.00	
		Retention Practices → Grit → Employee Retention	0.07	0.03	0.12	3.32	Partial Mediation
		Retention Practices → Motivation → Employee Retention	0.01	-0.02	0.04	0.40	No Mediation
		Retention Practices → OCB → Employee Retention	0.04	0.02	0.07	2.86	Partial Mediation

Note: All confidence intervals in the output: 95.0000
Bootstrap confidence intervals: 5000

Organizations empowering leaders, promoting transformational leadership styles, and enhancing employee well-being contribute to a positive professional culture and overall employee retention (Radu, 2023). This constitutes a psychological contract, an unwritten set of expectations based on voluntary reciprocal obligation that exists between an employee and an employer (Pawelczyk, 2020). Therefore, all dimensions of employee retention practices are positively and significantly related to grit, organizational citizenship behavior of employees. They play key roles in empowering employees' self-esteem, and decision-making as it informs whether to perform well, consider leaving the job, or remain engaged. Therefore, the study suggests that organizations re-evaluate and reorganize retention practices to effectively implement, apply emerging trends, and needs based on their skills, knowledge, and competencies in meeting sustainable multigenerational organizations.

DISCUSSION

The present study provides empirical evidence regarding SET-Turnover Intention, demonstrating that having suitable retention practices positively correlates with employee retention commitment. Generation Z, who receives and is satisfied with the retention practices, will stay with the organization. As positive levels of retention practices increase, employees' behaviors are positively influenced. They become more consistent with their interests, persevering, adapting to new challenges, and more likely to engage in extra-role behaviors. They will display organizational citizenship behavior (OCB) and act positively towards the organization and their co-workers. However, while the two variables correlate with employee retention, motivation does not directly affect it. The study reveals that despite having adequate retention practices, these do not directly influence employees' commitment to the company. Staying for 2-4 years does not equate to the retirement goals of Generation Z in their current organization. The unique characteristics of Generation Z are revealed in the present study; what is given to them will correspondingly affect their performance and intentions to stay or leave.

Overall, these findings highlighted the positive relation between retention practices and employee retention commitment, mediated by Grit and OCB. It is crucial to consider these retention elements, taking into account employees' perspectives and the relation of retention practices to Gen Z talent's OCB and grit, as well as how it relates and drives to staff intentions to stay. Additionally, the significance and effectiveness of retention practices in multi-generational organizations are underscored.

CONCLUSION

It is worthwhile to contemplate implementing focused intervention programs or retention practices for turnover intention, which requires an understanding of the factors that influence employee behavior. Among the variables that provide HR with the best degree of positive relation, are grit and OCB. Organizations can improve employee retention commitment from the following angles to lessen turnover intention. First, evaluate the effectiveness of retention practices and their relation to employee behaviors and motivation. Assessing retention practices can help bridge the gap between traditional and current retention practices development. Second, while developing and establishing retention practices, businesses need to consider all aspects/areas (market trends, etc.) that must be taken into account when creating integrated retention practices for multigenerational organizations. Third, after implementing amended retention practices, there should be a post-evaluation of those practices to continuously foster a positive work atmosphere and intergenerational organization.

The study highly respects the reputable private companies in CAMANAVA and suggests a staff retention plan that aims to integrate the emerging needs of Gen Z talent. The retention plan includes creating a culture of positivity at work, line management upskilling, staff empowerment, investing in career development, mentorship programs, recognizing workforce voice and accomplishments, increasing staff engagement, empowering autonomy and choice, valuing CSR programs, DE&I, improving monetary rewards, and investing in change management.

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FINANCIAL LITERACY AND PURCHASING POWER AMONG MILLENNIAL AND GENERATION Z FINANCE AND ACCOUNTING PROFESSIONALS IN TAGUIG CITY: DEVELOPING FINANCIAL EMPOWERMENT STRATEGIES

Manimtim, Xia Khaela B.[1], Javier, Ramoncito[2]
[1]Student, Graduate School
[2]Faculty, Graduate School
xiakhaela.manimtim@letran.edu.ph

ABSTRACT

This study examines the financial literacy and purchasing power of Millennial and Generation Z finance and accounting professionals in Taguig City, exploring their relationship and providing strategies for financial empowerment. Using a quantitative approach with survey data from 382 respondents, the analysis employed t-tests, ANOVA, and multiple regression. Results revealed that financial literacy significantly predicts purchasing power, accounting for 81% of variability in Millennials and 49.8% in Generation Z. Significant differences in financial literacy and purchasing power were found based on civil status, income level, and years employed, while sex and educational attainment showed no impact. The study recommends targeted financial education initiatives at personal, organizational, and institutional levels and a financial literacy strategy plan to enhance financial outcomes.

KEYWORDS: financial literacy, purchasing power, Millennials, Generation Z, financial empowerment strategies

INTRODUCTION

Financial literacy and purchasing power are not just concepts, but tools that empower individuals, particularly professionals in the finance and accounting sectors, to understand and navigate the economic landscape. Over the past decade, the global perspective has shifted to view financial literacy as a crucial element of personal and professional development. It is the ability to understand and effectively use financial knowledge to make informed decisions, empowering individuals to manage their finances adeptly and navigate complex economic environments (Lusardi & Mitchell, 2019). Purchasing power, the ability of individuals to buy goods and services based on their income, is equally pivotal in assessing economic well-being and consumer behavior (Ganesan et al., 2020).

Recent research has highlighted the interconnectedness between financial literacy among Generation Z and Millennials, and various economic outcomes, emphasizing its role in shaping savings behavior, investment decisions, and overall financial well-being (Lusardi et al., 2023). This connection becomes particularly pertinent in the context of professionals in finance and accounting, who are not just managing corporate finances but also shaping organizational financial strategies, thereby playing a crucial role in the company's success (Boubaker et al., 2023). Understanding the relationship between financial literacy and purchasing power among these professionals is essential for predicting workforce productivity, job satisfaction, and overall organizational performance (Ghimire et al., 2024).

In recent years, studies have underscored the importance of enhancing financial literacy among professionals, citing its positive impact on organizational outcomes such as employee retention and financial decision-making (Goyal & Kumar, 2021). Conversely, gaps in financial literacy can lead to suboptimal financial decisions, impacting personal financial security and long-term economic stability (Zhang et al., 2023). Moreover, as economies evolve and financial landscapes become increasingly complex, the ability of professionals to navigate financial challenges and leverage their purchasing power effectively becomes a determinant of economic resilience and individual prosperity (Gallego-Losada et al., 2022).

Within the context of finance and accounting professionals, this study on the interrelationship between financial literacy and purchasing power among finance and accounting professionals offers valuable insights into workforce dynamics and organizational effectiveness. By examining how financial literacy levels influence purchasing behaviors and economic decision-making within this demographic, this study aims to significantly contribute to the existing literature. It provides empirical evidence and practical implications for enhancing financial education programs and promoting economic empowerment among professionals (Rai et al., 2019).

The study seeks to bridge gaps in understanding the nuanced interactions between financial literacy and purchasing power among Generation Z and Millennial finance and accounting professionals in a corporate setting, informing policy makers, educators, and organizational leaders on strategies to foster economic competence and enhance overall financial well-being within the workforce. Through a comprehensive literature review and empirical investigation, this research provides a vigorous framework for future studies and practical interventions to strengthen financial literacy initiatives and optimize purchasing power management among professionals in similar organizational contexts.

Theoretical Framework

The Theory of Planned Behavior (TPB), developed by Icek Ajzen (2019), provides the theoretical foundation for this study on financial literacy and purchasing power among Millennial and Generation Z finance and accounting professionals in Taguig City. TPB posits that behavior is influenced by intention, shaped by attitudes, subjective norms, and perceived behavioral control. In this context, financial literacy—encompassing financial awareness, skills, and behaviors—aligns with perceived behavioral control, as financially literate individuals are more confident in managing their finances, ultimately affecting purchasing power. Demographic factors such as age, sex, civil status, education, income, and employment tenure influence financial attitudes, norms, and perceived control, impacting financial decision-making. Attitudes reflect beliefs about financial literacy, subjective norms involve social pressures, and perceived control relates to an individual's ability to manage financial resources. Financial literacy acts as a mediator between these factors and purchasing power, which represents the ability to acquire goods and services based on income and economic conditions.

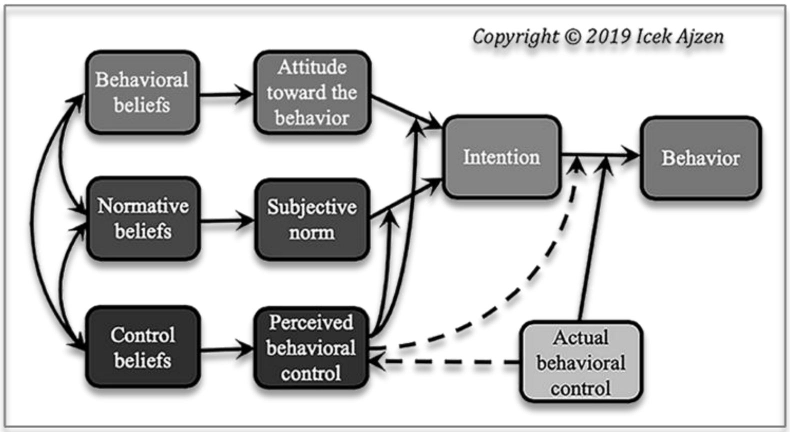

Figure 1: Theoretical Framework - Theory of Planned Behavior Model (Ajzen, 2019)

This study applies TPB to examine how demographic factors shape financial attitudes, norms, and control, influencing financial literacy and purchasing behaviors. The findings will inform policies and strategies to enhance financial literacy, optimize purchasing power, and improve financial well-being and organizational effectiveness in Taguig City.

Review of Related Literature

The literature review on financial literacy and purchasing power among professionals, several key findings and trends emerge. Studies consistently highlight the critical importance of financial literacy in influencing individuals' financial behaviors and outcomes. Boubaker et al. (2023) emphasized that higher levels of financial literacy correlate with better financial decision-making among college students, a trend echoed in various workplace settings (Zhang et al., 2023). Moreover, Lusardi and Mitchell (2019) argude that improved financial literacy contributes to greater economic stability and retirement preparedness.

Conversely, inadequate financial literacy can lead to detrimental financial behaviors and lower purchasing power (Lusardi et al., 2023). Despite efforts to enhance financial education and literacy globally (Ganesan et al., 2020), disparities in financial knowledge persist across different demographics and regions (Rahman et al., 2021). These disparities are evident in studies focusing on specific populations, such as youth (Rai et al., 2019).

From the synthesis, it is evident that while financial literacy positively impacts purchasing power through informed financial decisions and behaviors, there remain significant challenges and gaps in understanding how demographic factors, educational interventions, and institutional policies interact to influence these dynamics. Addressing these gaps is crucial for developing targeted strategies to improve financial literacy and optimize purchasing power among professionals across various organizational contexts.

Conceptual Framework

The conceptual framework of this study explores the relationship between financial literacy and purchasing power among Millennial and Generation Z finance and accounting professionals in Taguig City. It posits those demographic variables—such as age, sex, civil status, education, income level, and years employed—directly influence both financial literacy and purchasing power, with financial literacy also serving as a potential mediator. Financial literacy, measured through financial awareness, experience, skills, goals, and decisions, is expected to interact with purchasing power, which reflects an individual's ability to acquire goods and services based on financial management skills and economic conditions. Derived from the study by Dewi et al. (2019), this framework suggests that financial literacy and purchasing power are interrelated, where improvements in financial literacy may enhance purchasing power and vice versa.

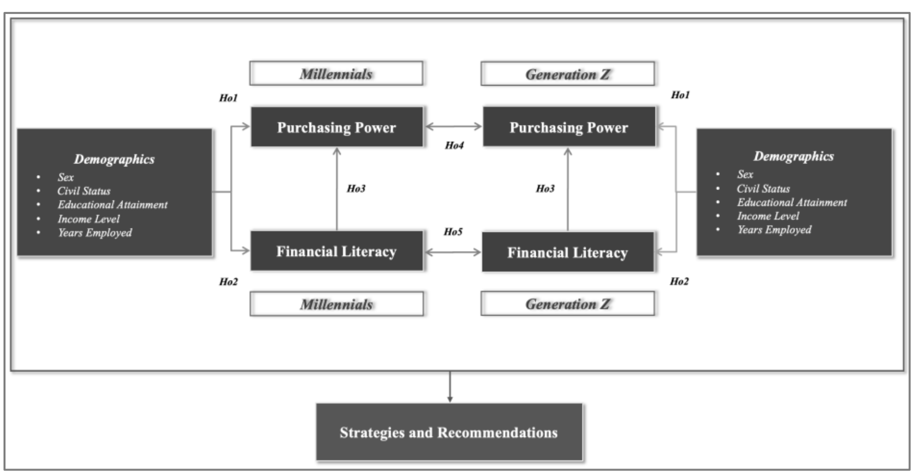

Figure 2: Conceptual Framework

The study tests multiple hypotheses regarding these relationships, including whether demographic factors significantly affect purchasing power, whether financial literacy differs between Millennials and Gen Zs, and whether financial literacy serves as a predictor of purchasing power. Additionally, it examines generational differences in financial literacy and purchasing power, assessing whether Millennials and Gen Zs exhibit significant variations. The framework follows a quantitative research approach, utilizing statistical analysis to validate these relationships and provide insights into how financial literacy and purchasing power can be strengthened among professionals in Taguig City.

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METHODOLOGY

Research Design
The researcher employed quantitative descriptive predictive to assess the financial literacy and purchasing power among Millennial and Generation Z finance and accounting professionals in Taguig City. The respondents were the finance and accounting employees working in companies located in Taguig City. Taguig City was selected as the primary study site due to its high concentration of corporate offices and the accessibility of the target population.

Subjects and Study Sites
The study focused on finance and accounting professionals working full-time in companies based in Taguig City, a major corporate hub. The target population included Millennials and Generation Z employees across various departments and organizational levels. Taguig City was chosen for its high concentration of corporate offices, ensuring accessibility to the target group. To maintain relevance, respondents had to meet specific criteria, including being employed in finance and accounting roles within the selected companies. This approach ensures the study captures insights from individuals most affected by financial literacy and purchasing power dynamics in a corporate setting.

Data Measures
The main tool used in data collection was a survey questionnaire which was validated by the academicians from the University. To establish the reliability of the questionnaire, the researcher administered the survey form to a sample of 20 respondents. After results were tabulated and organized, Cronbach's Coefficient Alpha was used to measure its reliability coefficient. The questionnaire composed of five sets of questions, each respectively corresponding to the level of purchasing power, relative to social factors, employee benefits, cost of living and life style; and level of financial literacy, in terms of awareness, experience, skills, goals, decision and behaviour. Each of the variables consisting of statements answerable through a 4-point Likert scale with "4" as Strongly Agree/Very High and "1" as Strongly Disagree/Very Low.

Data Collection
Data collection involved distribution of the survey questionnaires electronically to employees in Taguig City. Participation was voluntary and anonymous to encourage candid responses. The survey was made accessible for a specified period to allow participants sufficient time to complete it, with reminders sent to enhance response rates.

Ethical Considerations
This study upholds key ethical considerations, including informed consent, confidentiality, and voluntary participation. Participants will be fully informed about the study's purpose, their involvement, and any potential risks or benefits to ensure voluntary consent. Confidentiality will be strictly maintained by anonymizing personal data and restricting access to authorized personnel only. Additionally, participation will be entirely voluntary, with no coercion, and respondents may withdraw at any time without consequences. These measures ensure the protection of participants' rights and privacy throughout the research process.

Data Analysis
The study aims to comprehensively analyze the demographic profile, employment background, purchasing power, and financial literacy of millennial and Generation Z finance and accounting professionals in Taguig City. To achieve this, it first examines key demographic characteristics, including age, civil status, educational attainment, income level, and years of employment. These variables are essential in understanding the financial behaviors and needs of the respondents. Frequency and percentage formulas are used to present the demographic data, providing a structured overview of respondent profiles. Additionally, the study assesses purchasing power by examining various influencing factors such as social considerations, employment benefits, cost of living, and lifestyle choices. This is done through statistical treatments such as mean and standard deviation to quantify purchasing behaviors. Similarly, financial literacy levels are evaluated based on awareness, experience, skills, goals, decisions, and behavior, allowing for an in-depth understanding of respondents' financial knowledge and practices.

To determine whether significant differences exist between millennials and Generation Z in terms of purchasing power and financial literacy, the study employs inferential statistical tools, including Independent Sample T-tests and One-Way ANOVA. These tests are preceded by the Shapiro-Wilk test for data normality and Levene's test for homogeneity of variances to ensure the reliability of the results. The study also explores the predictive relationship between financial literacy and purchasing power using Pearson product-moment correlation and multiple regression analysis. This approach allows for the identification of key financial literacy components—such as awareness, experience, skills, goals, decisions, and behavior—that have the strongest impact on purchasing power. Furthermore, the Independent Sample T-test is specifically used in Objective 5 to determine if significant differences exist in purchasing power and financial literacy between the two generational cohorts. The findings from this research not only provide practical recommendations to enhance financial literacy and purchasing power among finance and accounting professionals in Taguig City but also offer insights that organizations can use for employee development and economic well-being. These insights contribute to targeted financial empowerment strategies tailored to the specific needs of millennials and Generation Z professionals.

RESULTS AND DISCUSSION

Profile of the Respondents
Table 1 summarizes the respondents' profile. The respondent profiles reveal similarities and differences between Millennials and Generation Z. Both groups had nearly equal gender representation, with Millennials at 49.23% female and 50.77% male, while Generation Z was 50.80% female and 49.20% male. Civil status varied significantly, as Millennials were almost evenly split between single (48.21%) and married (51.28%), whereas the majority of Generation Z respondents (91.44%) were married, with only 8.56% single.

Table 1 Profile of the Respondents

Profile		Millennials		Generation Z	
		f	%	f	%
Entire Group		195	100.00	187	100.00
Sex	Female	96	49.23	95	50.80
	Male	99	50.77	92	49.20
Civil Status	Single	94	48.21	16	8.56
	Married	100	51.28	171	91.44
	Divorced/Separated	1	0.51	0	0.00
Educational Attainment	College Graduate	178	91.28	171	91.44
	Post Graduate Studies	17	8.72	16	8.56
Income Level	< Php 30,000	11	5.64	19	10.16
	Php 30,001 - 50,000	149	76.41	144	77.00
	Php 50,001 - 70,000	24	12.31	16	8.56
	Php 70,001 - 90,000	5	2.56	4	2.14
	> Php 90,000	6	3.08	4	2.14
Years Employed	< 1 year	7	3.59	7	3.74
	1 - 3 years	129	66.15	138	73.80
	4 - 6 years	36	18.46	39	20.86
	7 - 9 years	14	7.18	3	1.60
	> 10 years	9	4.62	0	0.00

Both generations had high educational attainment, with 91.28% of Millennials and 91.44% of Generation Z being college graduates, and a smaller portion pursuing post-graduate studies. Regarding income, most respondents earned between Php 30,001-50,000 (76.41% of Millennials, 77.00% of Generation Z). However, Millennials had a higher percentage (12.31%) earning Php 50,001-70,000 compared to Generation Z (8.56%). Few respondents in either group earned above Php 70,000, while a small portion of Millennials (5.64%) and Generation Z (10.16%) earned less than Php 30,000.

Employment duration differed, with most respondents working for 1-3 years (Millennials: 66.15%, Generation Z: 73.80%). Millennials had a more diverse range of work experience, with 18.46% employed for 4-6 years, 7.18% for 7-9 years, and 4.62% for over 10 years. In contrast, Generation Z had none with over 10 years of employment and only 20.86% working for 4-6 years.

In summary, both generations share similar education levels and income ranges, but Millennials have a more balanced distribution in employment duration and are more likely to be single, while Generation Z predominantly reports being married and has less varied work experience.

Level of Purchasing Power and Financial Literacy

Table 2 shows summary of the respondents' level of purchasing power in terms of social factors, employee benefits, cost of living and lifestyle and level financial literacy in terms of financial awareness, financial experience, financial skills, financial goals, financial decisions and financial behavior.

Table 2: Summary of Level of Purchasing Power

Indicators	Millennials		Generation Z	
	Mean	Interpretation	Mean	Interpretation
Purchasing Power				
Social Factors	3.51	Very High	3.36	Very High
Employment Benefits	3.49	Very High	3.36	Very High
Cost of Living	3.56	Very High	3.48	Very High
Lifestyle	3.49	Very High	3.39	Very High
Mean	**3.51**	**Very High**	**3.40**	**Very High**
Financial Literacy				
Financial Awareness	3.53	*Very High*	3.54	*Very High*
Financial Experience	3.56	*Very High*	3.50	*Very High*
Financial Skills	3.49	*Very High*	3.42	*Very High*
Financial Goals	3.55	*Very High*	3.47	*Very High*
Financial Decisions	3.53	*Very High*	3.42	*Very High*
Financial Behavior	3.61	*Very High*	3.57	*Very High*
Mean	**3.54**	***Very High***	**3.48**	***Very High***

Legend: 4 -- 3.25 – 4.00 Strongly Agree (SA) / Very High (VH)
3 -- 2.50 – 3.24 Agree(A) / High/ (H)
2 -- 1.75 – 2.49 Disagree (DA) / Low (L)
1 -- 1.00 – 1.74 Strongly Disagree (SD) / Very Low (VL)

The survey results reveal that the purchasing power of both Millennials and Generation Z respondents is rated as "Very High." This reflects the respondents' access to employment benefits, adaptability to lifestyle demands, and effective social and financial support structures. The economic context of these findings may stem from the rising financial literacy levels among young professionals and their ability to leverage resources such as employee benefits and higher-paying professional jobs in urban settings like Taguig City (Lusardi et al., 2021). Millennials' slightly higher purchasing power compared to Gen Z could be attributed to their more established careers and longer tenure in employment, giving them greater financial stability and access to higher income levels (Mikler, 2022).

The high cost of living is identified as the most influential factor for purchasing power across both generations, with the highest mean scores in the data. This result is consistent with urban studies highlighting how individuals in metropolitan areas experience higher expenses, which, while challenging, often drive individuals to pursue more competitive income levels and financial strategies (Öncel et al., 2023). The influence of the cost of living as a top factor reflects the respondents' financial awareness of their economic environment and their ability to adjust their purchasing behaviors accordingly.

Social factors have a slightly greater impact on Millennials compared to Gen Z, likely because Millennials, who are typically in their late 20s to early 40s, are at life stages where social responsibilities, such as family and community engagements, play a significant role in their financial priorities. This generational difference aligns with studies suggesting that Millennials prioritize social connections and stability in their financial decision-making compared to younger cohorts (Bagama, 2024).

For Generation Z, lifestyle factors have a slightly higher influence compared to other components. Gen Z's focus on lifestyle may reflect their digital-native status and inclination toward aligning financial habits with personal values, trends, and experiences. Research shows that Gen Z prioritizes experiential spending and uses digital tools to manage lifestyle choices, often opting for convenience and personalization in their purchasing habits (Bagama, 2024).

The "Very High" purchasing power ratings for both generations highlight their adaptability to economic challenges and their capacity to balance various financial priorities. Differences in the influence of cost of living, social factors, and lifestyle reflect the distinct generational priorities shaped by their life stages, economic experiences, and societal roles.

Additionally, the survey results indicate that both Millennials and Generation Z have "Very High" financial literacy, reflecting strong financial management skills. This may be due to increased access to financial education and digital tools (Brown et al., 2021). Millennials have a slightly higher financial literacy score (3.54) than Generation Z (3.48), likely due to their longer financial experience, aligning with Lusardi and Mitchell (2019).

Financial behavior was the highest-rated component for both groups, with Millennials scoring 3.61 and Generation Z 3.57, suggesting strong practical money management skills. Millennials' second-highest score in financial experiences (3.56) may be linked to their exposure to homeownership, retirement planning, and debt management. In contrast, Generation Z's lower financial decision score (3.42) reflects their relative inexperience as they are still entering the workforce (Ganesan et al., 2020).

Financial skills received the lowest scores for both groups (Millennials: 3.49, Generation Z: 3.42), indicating a need for improvement in budgeting and investment strategies, consistent with Goyal and Kumar (2021). Generation Z's lower financial decision rating may also stem from reliance on parental or institutional guidance.

Overall, the high financial literacy levels demonstrate both generations' adaptability, but differences in financial skills and decision-making highlight the impact of life stages and experience, emphasizing the need for targeted financial literacy programs.

Differences on Purchasing Power and Financial Literacy When Demographic Profile is Used as a Test Factor

The analysis in Tables 3 highlights significant differences in purchasing power among Millennials and Generation Z based on demographic factors. For Millennials, civil status, income level, and years employed significantly influence purchasing power (p-values < .000), while sex and educational attainment do not (p-values of .155 and .828, respectively). Similarly, for Generation Z, purchasing power is significantly affected by civil status, income level, and years employed. However, unlike Millennials, sex plays a significant role in Generation Z's purchasing power, suggesting generational differences in financial behavior.

Table 3: Differences of Purchasing Power When Grouped According to Demographic Profile among Millennial and Generation Z Respondents

Generational Group	Variables		Computed Value	P-value	Decision	Conclusion
Millennials	Sex	Purchasing Power	2.041	.155	Accept Ho	Not Significant
	Educational attainment		0.047	.828	Accept Ho	Not Significant
	Civil Status		57.005	.000*	Reject Ho	Significant
	Income Level		9.850	.000*	Reject Ho	Significant
	Years Employed		11.076	.000*	Reject Ho	Significant
Generation Z	Sex		8.470	.004*	Accept Ho	Significant
	Educational attainment		0.013	.908	Accept Ho	Not Significant
	Civil Status		88.399	.000*	Reject Ho	Significant
	Income Level		10.730	.000*	Reject Ho	Significant
	Years Employed		5.726	.000*	Reject Ho	Significant

These findings align with studies indicating that income and financial independence shape purchasing decisions among Millennials and Gen Z (Deloitte Global, 2023). Millennials, being more financially established, tend to have higher spending power, whereas Generation Z is still in the early career stage or financially dependent.

The lack of significant differences based on educational attainment may indicate that financial literacy is more influenced by targeted education and real-world experiences than formal education (Niu et al., 2020). Moreover, studies suggest that highly educated individuals often prioritize intrinsic motivators over financial gain, favoring job satisfaction and personal growth over purchasing power (Zhang et al., 2023; Kremer, 2024). The difference in the impact of sex on purchasing power between Millennials and Gen Z may stem from evolving societal and workplace dynamics. Millennials' longer exposure to financial systems may have reduced gender disparities, while Generation Z, still early in their careers, may experience financial differences influenced by income disparity or social expectations (Racolța-Paina et al., 2021).

Additionally, civil status, income level, and years of employment significantly impact purchasing power in both generations, as marriage often brings combined financial resources, and stable income enhances spending capacity (Silinskas et al., 2021). Financial socialization, which shapes financial behaviors through family, peers, media, and education, plays a critical role in financial literacy and decision-making (Goyal & Kumar, 2021).

Overall, these findings underscore the need for tailored financial empowerment strategies that address generational and demographic differences, particularly in gender dynamics and financial literacy across educational levels. Understanding these factors is key to developing effective financial policies and interventions.

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Financial Literacy as Predictor of Purchasing Power

Table 4 presents the regression analysis showing financial literacy as a predictor of purchasing power among Millennials, Gen Zs, and both groups combined. The results indicate that 81.0% of the variability in Millennials' purchasing power is explained by financial literacy, while 49.8% of Gen Z's variability in purchasing power is accounted for by financial literacy. For both groups combined, financial literacy explains 51.9% of the variability in purchasing power. With p-values of .000 across all models, which are less than the significance level, we reject the null hypotheses, concluding that financial literacy significantly predicts the purchasing power of Millennials, Gen Zs, and both groups combined.

Table 4: Regression Analysis of Financial Literacy Predicting Purchasing Power of the Millennials and Generation Z

Variables		R-squared	P-value	Decision	Conclusion
Financial Literacy of Millennials	Purchasing Power of the Millennials	0.535	.000	Reject Ho	Significant
Financial Literacy of Generation Zs	Purchasing Power of Generation Zs	0.498	.000	Reject Ho	Significant
Financial Literacy of Both Groups	**Purchasing Power of Both Groups**	**0.519**	**.000**	**Reject Ho**	**Significant**

*Significant at .05

This suggests that individuals with higher financial literacy are better equipped to manage their finances, make informed purchasing decisions, and utilize their financial resources effectively. According to Lusardi and Mitchell (2021), financial literacy plays a crucial role in shaping financial behaviors, including the ability to budget, save, and spend wisely, all of which directly influence purchasing power. Financially literate individuals are more likely to understand the implications of their spending choices, enabling them to prioritize essential needs and make long-term financial plans that enhance their purchasing capacity.

The stronger prediction of purchasing power for Millennials can be attributed to their relatively higher income levels and financial independence compared to Generation Z, allowing them to apply their financial knowledge to a broader range of financial decisions. This finding is supported by research from Marbun et al. (2023), which suggests that financial knowledge is more likely to be applied effectively when individuals have the financial means to do so. Conversely, while Generation Z's purchasing power is less strongly predicted by financial literacy, their increasing financial responsibility, particularly in managing student loans or starting early careers, makes them more sensitive to financial knowledge, as they are beginning to establish their financial habits (Lusardi et al., 2019). Thus, even though the relationship between financial literacy and purchasing power is more pronounced for Millennials, Generation Z still benefits from financial literacy, especially as they progress through their financial journey.

Overall, the relationship between financial literacy and purchasing power emphasizes the importance of financial education for both generations. Financial literacy equips individuals with the skills necessary to manage their finances effectively, ultimately impacting their ability to make informed spending decisions and achieve economic empowerment.

Difference Between Millennials and Generation Zs on the Overall Purchasing Power and Overall Financial Literacy

Table 5 presents the t-test results comparing the overall purchasing power between Millennial and Gen Z respondents. The p-value of .224 exceeds the significance level (typically set at 0.05), meaning that we do not reject the null hypothesis (H4). Therefore, it can be concluded that "There is no significant difference between the purchasing power of Millennial and Gen Z respondents."

Table 5: Difference Between Millennials and Generation Zs on the Overall Purchasing Power and Overall Financial Literacy

Generation Group	Variable	Mean	Computed-t	P-value	Decision	Conclusion
Millennials	Purchasing Power	3.51	1.22	0.224	*Accept Ho*	*Not Significant*
Gen Zs		3.40				
Millennials	Financial Literacy	3.54	1.19	0.236	*Accept Ho*	*Not Significant*
Gen Zs		3.48				

This finding is consistent with current literature, which shows that generational purchasing behaviors are strongly influenced by external economic factors like inflation and the cost of living. Studies such as Deloitte's Global Millennial and Gen Z Survey (2023) reveal that both generations face similar financial pressures, leading to comparable spending patterns and financial concerns. Likewise, the World Economic

Forum (2023) reports that economic stressors have narrowed the gap between the two generations, resulting in shared concerns over financial stability and purchasing decisions, despite slight differences in consumption preferences.

Moreover, purchasing power is shaped by broader socio-economic contexts rather than generational differences alone. These results suggest that both Millennials and Gen Zs, as professionals working in finance and accounting likely face similar financial pressures and salary ranges, thus minimizing the differences in their purchasing capabilities.

Presented in table 5 as well the t-test results on the overall financial literacy between Millennial and Gen Z respondents. The p-value of .236, which exceeds the typical significance level (0.05), suggests that we do not reject the null hypothesis (H5). Therefore, it can be concluded that "There is no significant difference in the financial literacy of both Millennial and Gen Z respondents."

A key study by the Global Financial Literacy Excellence Center (GFLEC) in 2021 indicates that while financial literacy is generally low across generations, there are no stark differences in financial literacy levels between Millennials (Gen Ys) and Gen Zs. The study highlights that financial literacy remains low for both groups, with Gen Y answering 48% of questions correctly on average, and Gen Z slightly lower at 43%. Despite these small differences, both generations struggle with similar financial challenges, such as managing debt and understanding financial risks, pointing to a broadly similar level of financial literacy across these groups. Furthermore, the Yakoboski et al. (2022) confirms that while financial literacy does tend to increase with age, the differences between generations like Millennials and Gen Zs are not pronounced enough to indicate a significant gap. Both generations face comparable financial difficulties, further supporting your conclusion of no significant difference in financial literacy between these cohorts.

Moreover, since both groups of respondents work in finance and accounting professions, they have access to similar financial knowledge and decision-making frameworks, further minimizing any generational gap in financial literacy.

CONCLUSION

The study reveals that financial literacy is a significant predictor of purchasing power among millennial and Gen Z finance and accounting professionals, though its influence varies between the two groups. For millennials, financial literacy explains 81.0% of their purchasing power, with financial skills emerging as the sole significant predictor. In contrast, for Gen Z, financial literacy accounts for 49.8% of their purchasing power, with financial skills, experiences, goals, and decisions all playing a role. These findings suggest that while millennials rely heavily on their financial skills, Gen Z's purchasing power is shaped by multiple factors, reflecting their early-stage professional and financial responsibilities.

Overall, respondents exhibited a "Very High" level of both purchasing power and financial literacy, benefiting from stable employment, high income levels, and strong financial management skills. The regression analysis confirmed financial literacy as a key determinant of purchasing power for both generations, particularly emphasizing the importance of financial skills, experiences, goals, and decisions. Interestingly, financial awareness and behavior were not found to be strong predictors, indicating that practical financial management and goal-setting are more critical in influencing purchasing decisions.

Contrary to expectations, no significant differences were found between millennials and Gen Z in terms of financial literacy and purchasing power. This challenges the common belief in generational financial gaps and suggests that both groups face similar economic pressures, such as high living costs and financial instability, leading to comparable financial outcomes. This finding underscores the need to focus on external socio-economic factors rather than solely generational differences when examining financial behavior.

The study's results have important implications for financial education and policy-making. Programs should prioritize practical financial skills for millennials and emphasize financial experiences and decision-making for Gen Z. Tailoring financial literacy initiatives to each generation's unique needs can enhance financial decision-making and overall economic well-being.

From a theoretical perspective, the findings align with the Theory of Planned Behavior (TPB), which suggests that financial literacy enhances perceived control over financial decisions, ultimately improving purchasing power. Millennials' reliance on financial skills suggests strong perceived behavioral control, while Gen Z's decisions are influenced by a broader range of factors. These insights support the TPB framework in explaining financial behavior and offer practical applications for promoting financial empowerment.

Overall, the study reinforces the crucial role of financial literacy in enhancing purchasing power among finance and accounting professionals, emphasizing the value of informed financial decision-making in achieving economic empowerment for both millennials and Generation Z.

RECOMMENDATIONS

Based on the study's findings and conclusions, a set of comprehensive financial empowerment strategies is recommended for individual professionals, organizations, educational institutions, government bodies, financial advisors, and key stakeholders. These strategies are designed to enhance financial literacy and purchasing power, recognizing the significant relationship between the two, particularly among millennial and Generation Z finance and accounting professionals. Individual professionals are encouraged to invest in financial education through workshops and self-study resources, focusing on financial experience, skills, goals, and decision-making to strengthen their purchasing power. Organizations should implement financial wellness programs as part of employee benefits, addressing generational differences by tailoring advanced financial planning strategies for millennials and foundational financial education for Gen Z employees. Educational institutions should integrate financial literacy into their curricula, offering hands-on training and real-world financial management scenarios to prepare students for financial decision-making. Government bodies are urged to launch nationwide financial literacy campaigns, integrate financial education into public education, and collaborate with financial institutions to provide accessible financial products that promote savings and long-term financial planning. Financial advisors should provide tailored services that emphasize financial goal-setting, decision-making, and investment planning, catering to the distinct financial needs of each generation. Future finance professionals are encouraged to seek mentorship, internships, and hands-on experiences to build financial acumen early in their careers. Academic researchers can further explore external economic factors and the effectiveness of financial education interventions in improving financial literacy and purchasing power.

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Guide to Contributors

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2. Authors should submit two versions of the manuscript. One file (“file not for review”) should include the names of the authors (adviser and student/s), their contact information (e-mail addresses), and current affiliation (program/area and college). The other file (“file for review”) should remove any information that would identify the authors.
3. The paper should include keywords and an abstract of 100 – 200 words.
4. The article should contain approximately 6000 – 7000 words (including abstract, tables/figures, and references) and should be typed in a 12-point font, Garamond, doublespaced, with one-inch margin on all sides.
5. Tables/figures and references should follow the APA format style. Table titles are placed above while figure titles are placed below.
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All communications should be addressed to:

The Editor
Letran Business and Economic Review
Colegio de San Juan de Letran
151 Muralla St., Intramuros, Manila, Philippines
8527-7693 to 97 loc. 122
e-mail: research@letran.edu.ph